

## **Attachment No. 2**

Review of the Responses Received to the  
General Plan Update Consulting Services  
RFP

Proposal No. 23-17

# Consulting Services on the Comprehensive General Plan Update

CITY OF NEWPORT BEACH

March 10, 2023

**DUDEK**

PLANNING & URBAN DESIGN  
27372 CALLE ARROYO  
SAN JUAN CAPISTRANO, CA 92675

# Cover Letter

March 10, 2023

Shaun Tormey

Buyer

City of Newport Beach

stormey@newportbeachca.gov

**Subject: Proposal for Consulting Services on the Comprehensive General Plan Update (No. 23-17)**

Dear Mr. Tormey:

Dudek is pleased to submit our proposal to support the City of Newport Beach (City) in preparing a comprehensive update to the General Plan. Successful completion of the City's Comprehensive General Plan Update requires a skilled local team with experience creating implementable and digestible General Plans that are legally defensible, internally consistent, and that the City's departments and the community will take on as their own. Dudek's Southern California-based team of technical experts are well-equipped to meet the City's needs and will bring the City and its stakeholders the following strengths:

**A Team that Understands Newport Beach and its Potential.**

Dudek's knowledge of the local planning context in the City and the surrounding region is apparent through our unparalleled experience. Dudek and our teaming partners have worked in and around the City and Orange County for more than three decades. Having worked as a consultant to the City since 2002, Dudek is intimately familiar with the City's local and regional landscape, culture, challenges, and opportunities. Our work with the City spans more than 35 distinct contracts, including providing coastal, urban forestry, and wildfire consulting services. Our exclusive partnership with Kearns & West further extends our understanding of the City and its stakeholders, providing us with unique insight and opportunity to build on recent planning efforts, outreach, and branding conducted as a part of "Newport, Together."

**A Multi-faceted, Comprehensive Team of Experts.** Our team has a proven track record and is highly skilled in addressing the complexities and sensitivities that surround planning in coastal communities. Dudek's Project Manager, Elizabeth Dickson, will work hand-in-hand with our multi-faceted team of experts. Ms. Dickson will be supported by Principal Asha Bleier, with

**Award-Winning Transformative Plans**



"We find the Health, Wellness, & Environmental Justice element ("EJ Element") to be an innovative model for compliance with Senate Bill 1000 ("SB 1000") and we applaud Placentia's efforts to improve health and equity in the city...we hope other local governments will use it as a model as they review and update their general plans."

—State of California  
Department of Justice,  
December 2019



18 years' experience specializing in planning, environmental, and development industries. Ms. Dickson and Ms. Bleier have worked successfully together on general plan efforts for over 10 public agencies in California. Ms. Dickson is adept at distilling complex scientific knowledge of our technical specialists into actionable policy that meets all regulatory requirements of the state and blends community-driven and cost-effective ideas into policy recommendations. Ms. Dickson will work with our coastal planners who are former California Coastal Commission (CCC) staff and have an in-depth knowledge of all aspects of California coastal laws, regulations, procedures, and policy interpretation. Our team offers extensive experience in the latest trends in coastal management, sea level rise, climate adaptation, local coastal program updates, and environmental justice along California's coastline. Additionally, our in-house experts include biologists, archaeologists, paleontologists, historians, hydrogeologists, urban foresters, wildfire specialists, water engineers, and air quality experts to comprehensively address all the City's needs under this contract. We pride ourselves on creating clear, concise, and easily accessible general plans that meet complex state requirements. We also are pleased to partner with Kearns & West for innovative and effective community engagement as well as with Pro Forma Advisors to provide an economic feasibility lens.

**Award-Winning General Plan Expert.** As a California-based firm, our recent general planning experience with local agencies includes the cities of Pismo Beach, Manhattan Beach, Lomita, Highland, South El Monte, El Cajon, Barstow, Indio, Rialto, and Placentia. Our planners have authored dozens of award-winning, transformative, and innovative plans. The California Attorney General's office, overseeing the State of California Department of Justice, commended members of our team for their work on the Health, Wellness, and Environmental Justice Element for the Placentia General Plan Update, and use this document as a model for other cities (see <https://oag.ca.gov/environment/sb1000>). The Dudek team combines our unique planning and technical expertise to develop implementable general plans that are community-driven and do not sit on a shelf. We understand how each General Plan element works together, and we have a proven approach to implementing efficiencies and empowering community members throughout the planning process.

We look forward to continuing our work with the City. Should any questions about our qualifications or approach arise, please contact Elizabeth Dickson, AICP, at 760.479.4846 or [edickson@dudek.com](mailto:edickson@dudek.com).



**Asha Bleier, AICP, LEED AP BD+C**  
Principal in Charge



**Elizabeth Dickson, AICP**  
Project Manager (Primary Representative)



**Joseph Monaco, AICP**  
President and CEO



**Amy Paul**  
General Counsel

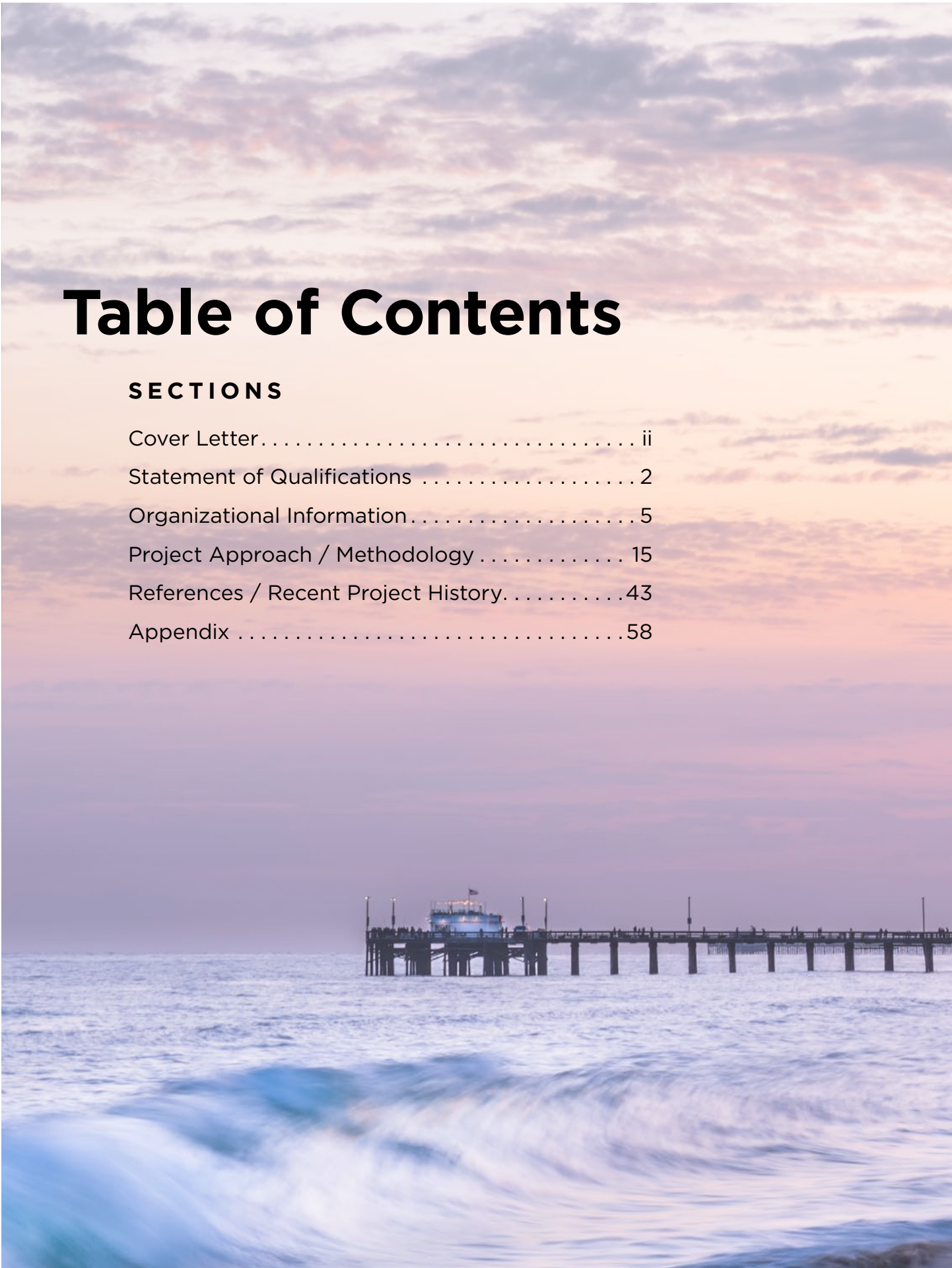
Joseph Monaco and Amy Paul are authorized to sign on behalf of Dudek.



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# Statement of Qualifications

The Dudek team consists of planners and technical specialists equipped with a variety of expertise and experience to enable project success at all stages and milestones. Our team’s extensive collaborative experience with General Plans and other long-range planning efforts, combined with our knowledge and in-depth understanding of the planning context of coastal communities in Southern California, make us the leading expert on General Plan best practices in the state. With our considerable experience, Dudek has led cities across California in best practices for General Plans through our regionwide guidance and tools, General Plan updates, community plan updates, waterfront plans, coastal plans, and master plans. We are prepared and equipped to provide the City of Newport Beach (City) with a tailored and comprehensive approach to the General Plan Update that ensures legislative compliance, internal consistency, and a final product that is easily implementable.

We will address the complex issues facing the City today and will work with the City and its stakeholders to capitalize on key opportunities over the planning horizon. While more light will be shed throughout the outreach process with City staff and its stakeholders, we are confident that our team of in-house staff and subconsultants have the skills, experience, and knowledge to address complex, present day, and anticipated issues including sea-level rise, protecting and preserving valuable City assets, growing sustainably, and ensuring and safeguarding access to City amenities. Our planners will approach this project with a commitment to prepare a plan that is in the community’s best interest, incorporating up-to-date planning tools, trends, and best practices gleaned from our project experience. The City’s tailored General Plan Update will be one that the community will be proud to have created.













































































































































Dudek will work collaboratively with our subconsultants as one seamless, multidisciplinary team to serve the City, its stakeholders, and the planning process. Teaming with Kearns & West and Pro Forma Advisors, our team of experts are prepared to address the comprehensive needs of the General Plan Update. Through our partnerships with Kearns & West, we collaborate with stakeholders in a community-driven planning process. Kearns & West’s custom engagement strategies allow for meaningful feedback, making the planning process accessible for all involved. Further, through our work with Pro Forma Advisors, we develop well-informed plans that work through the lens of economic analysis, developing implementable policies and actions. Pro Forma Advisors’ understanding of economics in development bridges the gap between planning and implementation.

**Table 1** provides a comprehensive list of our qualifications, with select projects further detailed in the References/Project History section. There you will find complete details on our experience, which makes us the preferred team for the City’s General Plan Update.

## ICON KEY

- |                                                                                                       |                                                                                                  |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|  Arts & Culture    |  Outreach   |
|  Harbor and Bay    |  Recreation |
|  Historic          |  Safety     |
|  Implementation    |  Visioning  |
|  Natural Resources |                                                                                                  |



Project Name	Key Features
City of Newport Beach On-Call Contract	  
City of Pismo Beach General Plan Update and LCP	        
City of Rancho Palos Verdes General Plan Update	   
City of Lomita General Plan Update	   
City of San Diego Mira Mesa Community Plan Update	        
City of Indio General Plan Update, Zoning, and Implementation	  
City of Rialto General Plan Update	     
City of El Cajon General Plan Update	     
City of Eureka Waterfront Plan	       
San Mateo County Harbor District Master Plan	    
City of Dana Point Sea-Level Rise Vulnerability Assessment and LCP Update	  
City of Los Angeles Venice Sea-Level Rise Vulnerability Assessment and LCP Update	  
Orange County Southern Subregion HCP	  
City of Carlsbad Agua Hedionda Hub Park Lagoon Plan	  
Fanita Ranch Trail Feasibility Study	 
City of Highland General Plan Update	     
City of South El Monte General Plan Update	   
City of Manhattan Beach General Plan Update	  
City of Palos Verdes General Plan Update	    
City of Long Beach Globemaster Corridor Plan	     
SeaWorld Master Plan	      
County of Lassen Safety Element Update	  
City of Arcadia Safety Element	  
City of Indio Transformative Climate Communities	     
City of Mission Viejo Open Space Vision Plan	  
County of Los Angeles Metro Area Plan	        
South Colton Livable Corridor Plan	 
San Diego North Coast Corridor: Public Works Plan/ Transportation and Resource Enhancement Program, LCPAs, Notices of Impending Development	  
Project Management, On-Call Land Use Planning, and Port of San Diego Master Plan Update	        



*"Dudek's strength comes from its personnel, teamwork, and strong work ethic."*

*They deeply commit to decisions and actions. All team members have clear expectations for the scope of work and outcomes."*

—Mike Strong, Assistant Director of  
Community Development  
City of Carlsbad



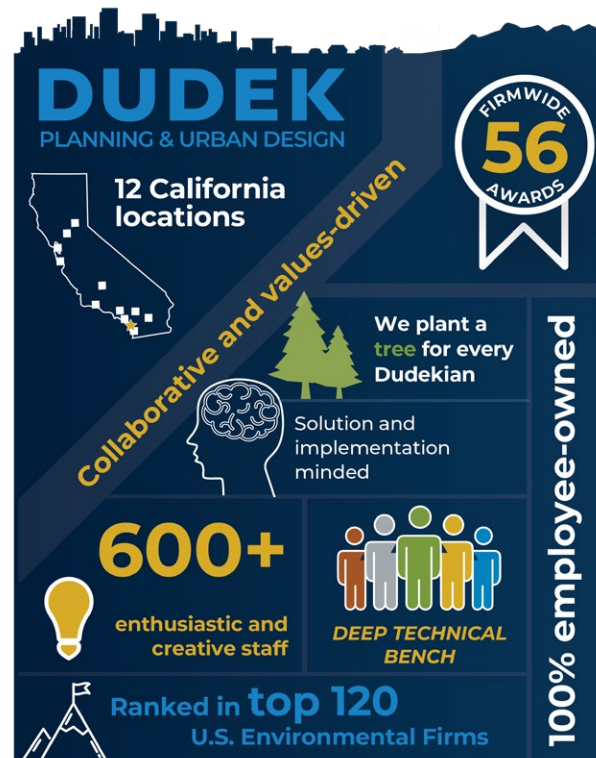
# Organizational Information

## THE DUDEK TEAM ADVANTAGE

We are a California-based planning, environmental, and engineering firm with a 43-year history working with public and private clients on a range of projects that improve and evolve our communities, infrastructure, and natural environment. Our Planning and Urban Design group, which will lead this contract, is a boutique service at Dudek that brings a personalized approach to each project and challenge. Our planners and in-house Urban Design studio will be supported by a highly skilled set of technical specialists who provide the breadth and depth of capabilities characteristic of the larger Dudek firm. Our size is a tremendous asset to clients as it allows us to provide superior levels of responsiveness and customer service.

As an employee-owned firm, we are empowered to be nimble problem solvers, innovative thinkers, and collaborators to tackle some of the most pressing issues facing our cities, regions and state. We are proud of our low employee turnover; our staff's long tenure means the project manager you see at the bidding stage will be with you at project completion.

Our team brings extensive collaborative experience on general plans, as well as region-wide planning efforts in Southern California that have served as foundational guidance and tools for updating general plans. Our collaborative, comprehensive, and innovative approach has placed Dudek as a leader and influencer for establishing best practices for general plans across the state, resulting in plans that meet the unique and individual needs of communities. Our approach to updating general plans is community



consensus driven, easily implemented, and are consistent with all applicable federal and state legislation, such as Senate Bill 379, as it relates to climate adaptation and resiliency, Government Code 6530(g), as it relates to flood and fire risks, and all other relevant requirements. Our team's relevant experience is summarized in Section 2, Statement of Qualifications, and further expanded in Section 5, References/Project History.

Our approach includes collaboration with our robust in-house team of technical specialists with the capabilities to address hazards, public health issues facing the City, challenges and opportunities unique to coastal communities, and requirements of state and federal law. Specifically, Dudek brings specialists in air quality, biology, extreme heat, historic



resources, archaeology, wildfire, water resources/water quality, flooding, urban forestry, urban design, and equity. Through the addition of our subconsultants, Kearns & West will provide community engagement support and Pro Forma Advisors will provide economic expertise. Our planning team distills the complex scientific knowledge of our technical specialists into actionable policy that clearly meets all regulatory requirements of the state and blends community-driven, climate-robust, and cost-effective ideas into our policy recommendations. We pride ourselves on creating clear and concise documents that meet complex state requirements as well as guidance that sets the stage for planning across the state.

Our approach to working with cities is simple yet effective and will ensure a sustainable and equitable future for the City of Newport Beach (City) and its residents. We have a long-standing track record of working alongside the communities in Orange County, including the City. Our Planning and Urban Design team regularly collaborates with city staff, council offices, and elected officials to develop sustainability plans, climate adaptation road maps, urban forestry plans, and Transformative Climate Communities projects, ensuring that we are creating clear and transparent data-driven, context-appropriate solutions.

We help stakeholders find common ground around sustainability outcomes that advance city-based initiatives and benefit the community's well-being.

Dudek will facilitate successful project delivery through our strong partnerships with trusted, local subcontractors.

Enhancing the City as an environmentally healthy, economically strong, and socially fair community to live, work, play, and invest in requires a well-rounded, collaborative, and innovative vision and a robust road map that addresses many sustainability themes and areas of focus.

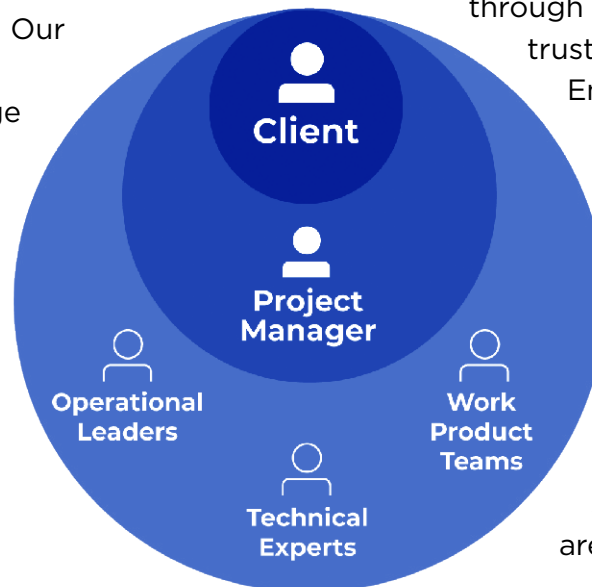


Figure 1. Dudek Team Lines of Communication



Figure 2. Dudek's In-House Experts

## SUBCONSULTANT PARTNERSHIPS

For this work, we have assembled a well-rounded team of trusted collaborators and experts in their respective fields. We are equally aligned in our approach for developing a Comprehensive General Plan Update that will serve the City's residents in a manner consistent with the City's goals and policies. Dudek has well-established partnerships with our subconsultants. We have partnered with Kearns & West on 22 projects since 2014, and with Pro Forma Advisors on 5 planning projects in Orange and Los Angeles Counties, including the Los Angeles Metro Area Plan.

### KEARNS & WEST

Kearns & West, Inc., in business since 1984, helps local governments connect with their communities and stakeholders. Cities rely on Kearns & West to establish more effective communication channels, create proactive processes for identifying and resolving issues and concerns, and ensure that public involvement has a place in shaping the future. Their services include equitable and inclusive engagement, public involvement plans, community workshops, online and virtual engagement, community organizational partnerships, informational materials, and social and traditional media. Of note is their track record in engaging communities typically underrepresented in public process due to language, culture, ethnicity, mobility, and/or economic constraints.

Their Orange County-based team has specialized expertise conducting community engagement for general plan updates and is excited to build upon lessons learned from their previous work with the City. Kearns & West synchronizes multi-pronged community

engagement programs with incremental steps for plan making – visioning, issues and opportunities assessment, alternatives, draft planning concepts, environmental review, and the approval process. Their Orange County team also brings insight into the unique considerations for conducting community engagement in coastal communities and in Orange County, having experience in Newport Beach, Laguna Beach, Irvine, Mission Viejo, Malibu, Carlsbad, Coronado, San Diego, San Clemente, Imperial Beach, Encinitas, Venice, and Pacific Palisades.

### PRO FORMA ADVISORS

Pro Forma Advisors LLC is a partnership committed to providing objective, unbiased economic analysis of real estate development projects. The firm specializes in land use economics consulting for developers, owners, operators, investors, cultural institutions, non-profits, and government. Pro Forma Advisors avoids ancillary services that might compromise objectivity, allowing them to support partnering firms. They apply extensive experience, creative thinking, new business approaches, and data-driven analysis to projects. Pro Forma Advisors is highly experienced in working within multidisciplinary project teams, alongside allied professional service firms in the areas of design, planning, architecture/engineering, and operations. Services include market analysis, concept/business model development, financial feasibility, economic and fiscal impacts, valuations, and economic development strategies. They offer a unique blend of global expertise and personalized service.

Pro Forma Advisors is seasoned in providing economic analyses for general plans locally and throughout the state. They are uniquely qualified to assist the City with this effort,

having teamed with Dudek on efforts such as the City of Mission Viejo's Open Space Vision Plan, as well as providing economic planning for recent General Plan updates in the Cities of Montebello and Diamond Bar. Additionally, Pro Forma Advisors has worked within many coastal communities providing financial feasibility of the redevelopment of Ports O' Call for the Port of Los Angeles as well as preparing a market study for the revitalization of the Redondo Beach Pier for the City of Redondo Beach.

## KEY PERSONNEL

The Dudek team members specifically chosen for this contract have the availability and capacity to provide a high level of responsiveness and the necessary services to support the City in this important effort. Our team will be led by Project Manager/ Primary Representative, Elizabeth Dickson, who brings a unique level of expertise having managed general plans and projects of similar scale both at Dudek and during her time working in local government. Building on this experience, Ms. Dickson will work seamlessly with the City as an extension of staff to provide an implementation-focused approach that will leave the City with a general plan that is innovative, interactive, and easily digestible by the public, staff, and decision makers. Ms. Dickson will be supported by Principal, Asha Bleier, who serves as Dudek's Director of Planning and Urban Design. Laurie Grover will serve as an alternate representative and Deputy Project Manager, providing additional support in the management of the project and ensuring continuous lines of communication and coordination.

**Figure 2** outlines Dudek's proposed personnel and lines of communication for this project.

### Primary Points of Contact

#### Principal in Charge

*Asha Bleier, AICP*

760.479.4858 | [ableier@dudek.com](mailto:ableier@dudek.com)

#### Project Manager /

#### Primary Representative

*Elizabeth Dickson, AICP*

760.479.4846 | [edickson@dudek.com](mailto:edickson@dudek.com)

#### Deputy Project Manager/

#### Alternate Representative

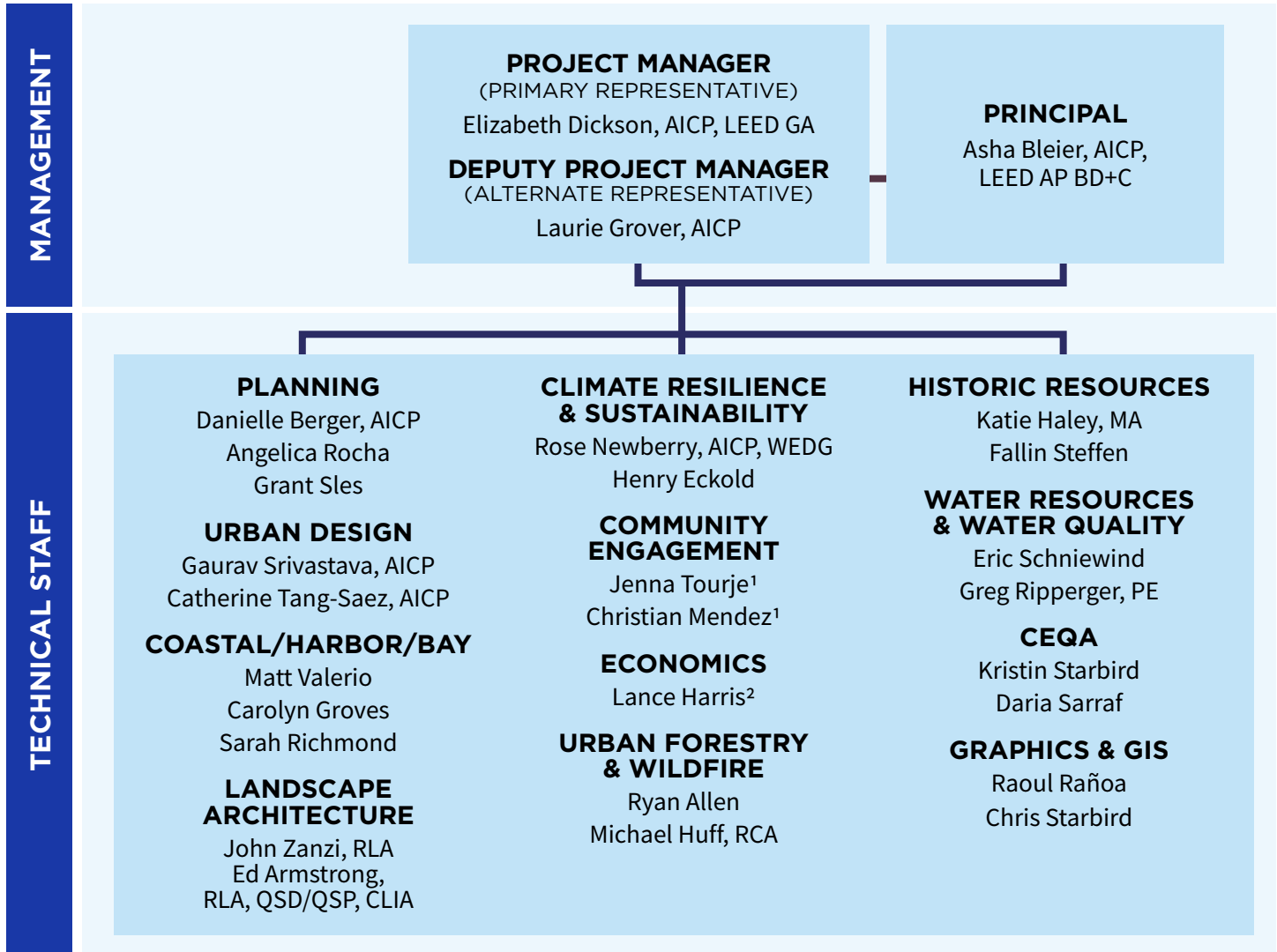
*Laurie Grover, AICP*

760.479.4847 | [lgrover@dudek.com](mailto:lgrover@dudek.com)





Figure 3. Organization Chart

<sup>1</sup>Kearns & West<sup>2</sup>Pro Forma Advisors



## Elizabeth Dickson, AICP, LEED GA

PROJECT MANAGER (Primary Representative)

Elizabeth Dickson is a senior project manager specializing in long-range planning, community planning, legislative analysis, housing policy development, and the analysis and creation of tools that facilitate and incentivize development. Ms. Dickson's diverse range of experiences include General Plan updates and amendments, community planning, and updates to zoning codes. She is skilled at managing large, multi-disciplinary teams, working collaboratively with local community groups, navigating California State legislation, and developing implementation-focused policies and ordinances. As the project manager, Ms. Dickson will manage the overall project, attend project status meetings with City staff, perform quality assurance/quality control for project deliverables, and oversee in-house staff.

**"Elizabeth's presentation was easy to follow and understand. She answered questions confidently and accurately and the entire Council was very complementary."**

**—Greg Kapovich, (Former) Lomita Community & Economic Development Director**

### AVAILABLE AND COMMITTED: 100% TIME AND RESOURCES DEVOTED TO PROJECT

Ms. Dickson is ready to start immediately upon notice to proceed and has sufficient time to devote to the project. She recognizes schedule is of utmost importance and is available to commit substantial effort (up to 100%) to ensure project success.

### PROJECT MANAGEMENT

Ms. Dickson is a well-rounded project manager who facilitates an efficient and collaborative process. Given her experience as a planner for a local government, Ms. Dickson is skilled at tailoring her project management style to seamlessly fold into existing local government structures, processes, and procedures. Having managed several similar comprehensive and complex efforts, Ms. Dickson will successfully anticipate and navigate any project challenges through early and frequent collaboration. Ms. Dickson's strategy of open lines of communication as well as her nimbleness in the project management and planning process make her both approachable and solution-oriented.

### PUBLIC AND PRIVATE EXPERIENCE

Bringing her experience working in both the public and private sectors, Ms. Dickson provides a wealth of knowledge and expertise in working with local governments. She possesses an understanding of the processes and operations that influence plan development and implementation at the local level and will use these skills to provide the City with seamless service to support staff and bolster the planning process.

### LEGISLATIVE LENS

Ms. Dickson has a deep understanding of the legislative framework impacting General Plans. In her former role in the public sector, Ms. Dickson analyzed recently introduced state bills as they moved through the Assembly and Senate. Through her analysis, she considered legislative impacts to local planning and provided recommendations to the City of San Diego's Mayor's office to advise local government lobbyists and eventually shape future policy. In her role with Dudek, she continues to utilize her interest and understanding of legislation to advise clients on General Plan.



## Asha Bleier, AICP, LEED AP BD+C

### PRINCIPAL IN CHARGE

Asha Bleier is a principal planner with 18 years' experience managing complex planning and development projects throughout California. Ms. Bleier leads Dudek's Planning and Urban Design practice; she has been with Dudek for 13 years of her career and will be 100% committed to this contract during its entirety. Her multidisciplinary expertise includes a full range of planning efforts, such as regional plans, general plans, community plans, corridor/transit-oriented development, resilience planning, and design guidelines. Ms. Bleier's background in design, development, and sustainability allows her to make sound policy recommendations relative to the interaction between users and their built environments. She is skilled at managing large, multidisciplinary teams; developing creative strategies for complex projects; and facilitating meaningful stakeholder and public dialogue.

Ms. Bleier currently serves as the professional development AICP exam coordinator for the California state chapter of the American Planning Association and is an active member of the diversity, equity, and inclusion subcommittee.

"The project management skills she possesses are invaluable and continue to be instrumental in the City's successful work on a number of complex environmental and land use planning projects. Thank you!"

—Alyssa Muto, City of San Diego Deputy Director of Environment & Mobility Planning



## Laurie Grover, AICP

### DEPUTY PROJECT MANAGER (Alternate Representative)

Laurie Grover is a senior planner with 11 years' experience specializing in community and regional planning, land use development, and state and federal transportation and climate change policy. Prior to joining Dudek in 2022, Ms. Grover spent 10 years at the San Diego Association of Governments (SANDAG) and focused on long range regional planning, technical analyses, policy development, government relations, stakeholder engagement, and grant writing and administration. While at SANDAG, she helped manage the agency's regional transportation plan, which required extensive cross-departmental collaboration across the entire agency and has helped facilitate hundreds of stakeholder conversations over the years.

Throughout her career, Ms. Grover has served as a panelist at multiple conferences for the American Planning Association and the National Association of Regional Councils. Topics have included long-range and binational planning, emerging transportation technologies, and regional transportation demand management strategies.

"[In terms of management and communication skills] Laurie really hit it out of the park. She's a great project manager-- one of her big strengths is being collaborative. It's easy for things to fall into top-down roles, but she was always very collaborative and [had a] team-oriented attitude. [Laurie is a] very curious and dynamic person—a truly 'roll up the sleeves' person."

—Phil Trom, City of San Diego Program Manager



## PRIME CONTRACTOR RESPONSIBILITIES

Dudek, serving as prime consultant, will be involved in every project task of the Comprehensive General Plan Update by providing data collection and analysis; fostering community engagement; creating community-driven principles; recommending appropriate policies and strategies focused on resiliency, sustainability, and key stakeholder priorities; and providing seamless project management services that result in strong collaboration, effective communication, and high-quality products.

### Project Management

Dudek leadership takes pride in our responsive culture and flat management structure, which offers operational flexibility that proves useful when serving high-volume contracts. Our project manager, Elizabeth Dickson, will nimbly assign staff and quickly acquire the necessary company resources to get the project completed effectively and on time.

The Dudek quality assurance/quality control plan is straightforward and is guided by preferences learned through our previous experience working with the City and successfully delivering similar projects:

*Effective management is the crucial ingredient of Dudek's success, and more importantly that of the clients and communities we serve.*



- **Kickoff Meeting.** Ms. Dickson will attend a kickoff meeting with the City project manager and other invitees. She will prepare an agenda and clear expectations for the kickoff meeting, including topics such as data needs, lines of communication, methods for file sharing, style guide, and project schedule.
- **Master Deliverables Management/List.** Ms. Dickson will prepare a master deliverables list with key document development



### COMMUNICATIONS

- » Single point of contact
- » Kickoff meeting to set project course
- » Responsive, consistent communication



### PROJECT WORKFLOW

- » Master deliverables list
- » Schedule tracking
- » Budget tracking
- » Quality assurance process



### COLLABORATION TOOL

- » Secure project portals
- » Custom websites
- » Virtual meetings
- » Mobile data collection

milestones, review periods, and meeting dates with the City to maintain continuity and collaboration. Our team will maintain consistency of key project terms, references, format, and style. We will use online or in-person meeting tools for collaborative document revisions and efficient resolution of comments. Ms. Dickson will conduct a quality assurance/quality control review of each deliverable and will ensure adequacy in terms of the project details, methodology, findings, and recommendations.

- **Schedule Tracker.** Ms. Dickson will use a schedule-tracking tool to communicate important milestones, ensuring the project stays on track.
- **Budget Tracker.** Ms. Dickson will use Deltek Vision accounting software for budgetary tracking and reporting. The outputs from Vision provide a wide range of monitoring and regular reporting options, including all task/sub-task budget line items, percent complete, not to exceed balances, and monthly summaries for each task order.
- **Monthly Progress Report.** Ms. Dickson will email a monthly progress report and invoice to the City project manager, including a list of expected activities over the next monthly cycle.

## SUBCONTRACTOR RESPONSIBILITIES

Our team has worked closely with our subcontractors on previous projects and will continue to build on this foundation of trust and collaboration to maximize project efficiency and deliver high-quality results. Dudek's in-house public outreach experts will coordinate with Kearns & West to create synergy between stakeholder engagement and

plan development. Further, building on past experiences working with Pro Forma Advisors, our technical experts recognize the importance of having an economic expert to contribute to the overall process. We will glean from past experiences to effectively coordinate with Pro Forma Advisors to provide economic analysis. Ms. Dickson's experience working with our subcontractors will ensure a seamless and collaborative process.

## KEARNS & WEST

For community engagement on the City's General Plan Update, the Kearns & West team in Orange County has specialized expertise conducting community engagement on citywide planning projects. Their staff often share their own relationships with the places they work, understand the community, and can cater to Newport Beach's unique needs. Kearns & West synchronizes multipronged community engagement programs with the incremental steps for plan making/visioning, issues and opportunities assessment, alternatives, draft planning concepts, and the approval process. Their Orange County team brings insight into the unique considerations for conducting community engagement in Newport Beach.

## PRO FORMA ADVISORS

Pro Forma Advisors LLC, with an office in the City of Hermosa Beach, is a boutique consultancy focused on market and financial feasibility assessment. Their analysis for this project will comprise a relatively small—yet critical—part of the development process, ensuring that the City's General Plan Update is conceived and scaled appropriately for the market and financial conditions, as they work within our multi-disciplinary project team.



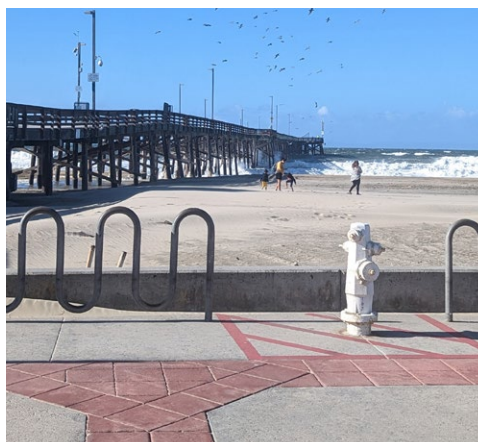


# Project Approach / Methodology

## APPROACH

The Dudek team can successfully perform all services requested in the City's Scope of Services. We understand that the City's General Plan was last comprehensively updated in 2006 and needs an update that reflects the City's current vision and meets complex state requirements and long-term goals. First and foremost, we recognize that this General Plan Update is the community's plan, and we have tailored our community-driven approach with the goal of creating a clear, concise, and easily accessible general plan that will not just sit on the shelf, but will instead provide a clear and implementable pathway for achieving the vision of the General Plan. We emphasize communication and consensus building and actively involving and considering all input from the community and stakeholders to define and agree on a collective vision. Our goal is to support a collaborative, engaging planning process.

To achieve this goal, the City needs a team that can distill complex scientific knowledge, data, and findings into easily digestible information for meaningful community feedback. The Dudek team will use our technical experts, planners, urban designers, and community engagement specialists who are highly skilled at working in California coastal communities. We will approach this project with a sustainability-focused lens to meet regulatory requirements of the state and blend community-driven and cost-effective ideas into policy recommendations. We will draw from the expertise of our in-house coastal planners who are former California Coastal Commission (CCC) staff and have an in-depth knowledge of all aspects of California coastal laws, regulations, procedures, and policy interpretation. Additionally, our in-house experts include biologists, archaeologists, paleontologists, historians, hydrogeologists, landscape architects, urban foresters, wildfire specialists, water engineers, and air quality



The Dudek Team's engagement process results in plans that are created by and for the community.





**The Dudek team keeps community needs at the center.**

experts to comprehensively address all the City's needs under this contract. We are also pleased to partner with Kearns & West for innovative and effective community engagement as well as with Pro Forma Advisors to provide an economic feasibility lens.

Our planners will approach this project with a commitment to prepare a plan that is in your community's best interest. Our following scope of work incorporates this commitment with up-to-date planning tools, trends, and best practices. We are amenable to refining the scope of work and associated cost estimate in collaboration with the City, as necessary.

## SCOPE OF WORK

### Task 1

#### Project Preparation, Community Outreach, and Project Management

Diligent project management and meaningful community engagement are the hallmarks of an effective planning process. Dudek's project manager will serve as the primary point of contact and will oversee the day-to-day

project management tasks to ensure that the project stays on schedule and within budget. Project management provided under this task will facilitate clear lines of communication, organization of background materials and data, and diligent milestone tracking. Our team understands that the City and its stakeholders have institutional and local perspectives and knowledge that are invaluable to the planning process. For this reason, communication and coordination through project management and community outreach are essential to project success. Through the community outreach provided under this task, the Dudek team will work closely with all City stakeholders (staff, General Plan Advisory Committee [GPAC], and Steering Committee) to develop and implement an outreach program that facilitates meaningful engagement and builds consensus around goals, policies, and implementation.

#### Task 1.1. Kickoff Meeting

Dudek will schedule and facilitate a project kickoff meeting and Newport Beach tour within two weeks of the Notice to Proceed. This kickoff meeting provides the project team with a forum to share project ideas, goals, and aspirations and to establish working relationships that will last through the life of the project. This meeting will be structured with City staff and key project partners and will have multiple purposes that include the following:

- Confirm project expectations and goals
- Establish roles, responsibilities, and chain of communication protocols
- Discuss the scope of work, deliverables, schedule, and project milestones
- Identify and obtain needed available client-supplied data, GIS shapefiles, maps, documents, and other related information

- Discuss the engagement strategy and potential stakeholders

Following the kickoff meeting, key members of our team will tour the planning area with City staff. Dudek will send a meeting agenda in advance of the kickoff meeting; following the kickoff meeting, Dudek will prepare a concise meeting summary.

#### *Task 1.1 Deliverables*

- Meeting agenda
- Attendance by key team members
- Concise meeting summary in electronic format



*Following the kickoff meeting, we will map and post the tour locations online so the GPAC, Steering Committee, and public can provide feedback and comments.*

### **Task 1.2. Project Schedule and Administration**

Dudek's project manager will facilitate clear lines of communication, organization of background materials and data, and diligent milestone tracking. As part of this task, Dudek will prepare a critical path schedule and will work with City staff to finalize a project schedule within 10 working days after the kickoff meeting that includes tasks and milestones. The schedule will accomplish the following:

- Identify project milestones (tasks) with time for staff review of work products throughout the project

- Include public outreach timeline with public meetings and anticipated planning commission and city council hearings
- Include timing associated with SB 18 and AB 52 compliance
- Include the anticipated environmental review timeline

This task also assumes Dudek's project manager will provide monthly invoicing and updates to the project schedule, as necessary to allow flexibility while maintaining consistency throughout the process and ensuring that key milestones are met. Our Dudek project management process involves critical path and milestone tracking throughout the life of the project.

#### *Task 1.2 Deliverables*

- Initial Project schedule and updated schedules, as necessary, in electronic format
- Monthly invoices and project summaries

### **Task 1.3. Steering Committee Meetings**

Our team understands that the general plan update process will be guided by the Steering Committee, which reports to the City Council and has been designated with the task of steering the GPAC. Dudek is prepared to work in close collaboration with the Steering Committee and will attend meetings to provide updates on key project components, next steps, and solicit feedback throughout the update process. We understand that the Steering Committee is tasked to provide bi-monthly progress reports to the City Council; therefore, we are prepared to provide updates to the Steering Committee through bi-monthly (once every other month) meetings to set the framework for and in advance of their bi-monthly progress reports. Our team assumes

up to 12 one-hour meetings throughout the 22-month project period.

#### *Task 1.3 Deliverables*

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- Any relevant materials for attachment to the Steering Committee agenda in electronic format
- Attendance and presentations at up to 12 meetings

### **Task 1.4. City Staff and Kimley-Horn Associates Coordination Meetings**

The Dudek project manager will schedule and facilitate bi-weekly (once every other week) conference calls with City staff to review work conducted, plan for upcoming tasks and milestones, and keep the project on time and within budget.

Through these meetings, Dudek will coordinate with Kimley-Horn Associates (KHA) as needed and at critical paths throughout the project to ensure consistency with other parallel planning processes. Dudek will provide meeting agendas in advance of each meeting and meeting minutes following each meeting. We recognize that while virtual meetings may be more convenient, given the frequency, there may be key milestones and topic area discussions that warrant in-person meetings. For this reason, our team assumes 38 virtual meetings and 10 in-person meetings of one-hour each throughout the 22-month project period.

#### *Task 1.4 Deliverables*

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- Attendance, agendas, and meeting minutes for 38 virtual meetings and 10 in-person meetings of one-hour each

### **Task 1.5. Newport, Together Outreach and Engagement**

Our team will work closely with the City, Steering Committee, and GPAC to establish ideal outreach approaches to reach broad segments of the community to facilitate meaningful feedback and input for the development of a community-driven General Plan.

#### **Task 1.5.1. Community Outreach and Engagement Plan**

Outreach and engagement will begin with a Community Outreach and Engagement Plan, co-developed with City staff and guided by the Steering Committee and the GPAC. Following the project kickoff meeting, our team will prepare a Community Outreach and Engagement Plan in coordination with the City's Communication Manager and Planning Manager and guided by the Steering Committee and the GPAC, guiding the community and stakeholder engagement process modeled after International Association of Public Participation (IAP2) values and principles. The Community Outreach and Engagement Plan will provide a framework for stakeholder and community outreach and engagement throughout the General Plan Update and its various milestones. The Plan will include components necessary for the Dudek team and City staff to create pathways for active public engagement in the General Plan Update process. It will incorporate goals for participation from all community segments, stakeholder analysis, a communications plan, programs & activities, roles and responsibilities, and a calendar. The Community Outreach and Engagement Plan will also outline methods for how residents will be engaged in the process through workshops, pop-up events, focus groups,



and digital engagement. The Community Outreach and Engagement Plan will provide recommendations on how to best structure the process and how to engage the public on the current General Plan elements.

Community Outreach and Engagement Plans are developed to consider all phases of a project and usually include the following:

- A short project overview that serves as the starting point for initial messaging and talking points
- Objectives for public involvement and communications, including building and maintaining relationships between the City and stakeholders, providing education to the public, identifying benefits, and soliciting input from the public
- Notifications and announcement methods
- Descriptions of planned activities – in-person, virtual, and online – including purpose, input/discussion topics, timeline, and a brief explanation for each activity
- A description of the purpose of involvement activities
- A process chart that synchronizes the outreach activities with the project's technical phases, including timeline information
- Start dates, activity durations, product submittal dates, and a Gantt chart to show relationships between activities
- The approach for documentation of outreach and noticing activities, including periodic summaries that synthesize input themes

### Task 1.5.2. Project Branding

We recognize that as a part of Newport, Together the City has already developed branding for the General Plan Update.



*Our engagement approach is multi-generational. We recognize different people want to provide feedback in different ways. We will use online and in-person formats to solicit meaningful input and connect with people in new and exciting ways.*

Building on existing branding, Dudek will work with the City to create new complementary logos and icons where needed. Dudek will ensure that all project-related communication and public-facing content, including pop-up material and social media posts, use the approved branding guidelines. Dudek will provide up to three (3) versions of a project logo, icons, or tagline, for approval by the City.

### Task 1.5.3. Social Media, Marketing, and Materials

Our team will develop a Social Media Strategy and Marketing Plan that will include strategies for digital engagement and educational activities. Our team will work with City staff and the Public Information Officer's office to identify informational materials produced in earlier engagement phases. Our team will then produce updated and refreshed materials to support outreach. We will work with City staff and the GPAC to share educational and engagement materials and project updates via the City's website, the Newport, Together website, existing communication and stakeholder networks, and social media outlets. Additional materials will be developed using branding consistent with City branding standards.

Materials developed may include the following:

- Outreach event flyers
- Project brochures
- Educational factsheets
- Social media graphics and social media blurbs (e.g., Facebook and Instagram)
- Talking points for City Council announcements
- PowerPoint slide deck template

#### **Task 1.5.4 Project Website and Digital Engagement Tools**

In coordination with City staff, our team will create a digital engagement platform strategy to support outreach and engagement activities. We propose updating the Newport, Together website to share information and gather input from the community. The City previously used Bang the Table (now known as Grancius Engagement HQ) as the platform for Newport, Together. Our team recommends continued use of the tool with a refresh of the format and layout of the website while still keeping the branding theme consistent with previous versions of the website. Our team will monitor and manage the website and program updates throughout the life of the project, being responsive to changes in the project and timelines. Website content can include an activity calendar, workshop summaries, post-meeting activities, questions and answer tools, and other community-building tools. Alternatively, our team can work with the City and the GPAC to choose an alternate platform to meet the needs of the community.

Along with the interactive website, our team can use tools like Survey Monkey to provide additional opportunities for engagement to meet community needs. Our outreach team has found SurveyMonkey to be a cost-efficient yet engaging tool for gathering

meaningful feedback. Surveys can be based on the programs and activities defined in the Community Outreach and Engagement Plan. We propose the Newport, Together website serve as a platform to host online surveys to expand outreach and participation opportunities. Surveys will be prepared to meet project needs and expand community participation. Survey format options include multiple-choice questions, mapping activities, and ranking questions. In addition, the website provides a secondary opportunity to extend participation to those in the community who are unable to attend community workshops and other activities.

#### **Task 1.5.5. Stakeholder Focus Groups**

Our team will facilitate six (6) focus group sessions. These focus group sessions will allow the team to gather important information from key stakeholders early in the project. Focus group sessions will support the review of the current general plan elements, obsolete information, and existing conditions analysis, as described in Task 2. The team will ask stakeholders if there are any gaps in the data and will gather additional information on existing conditions related to the various elements. Additional discussion items can include the following:

- Opportunities/observations regarding planning efforts completed to date, including recently completed General Plan elements and other planning efforts
- Identification of community needs and preferences
- Priorities for General Plan Update, including specific community priorities to consider
- Recommendations for public participation and stakeholder engagement efforts, and

suggested opportunities to partner with and engage hard-to-reach communities

- Ideas for more effective community engagement and suggested outreach activities
- Identification of other key stakeholders
- We will work with City staff to identify focus group participants from sectors that could include the following:
- Businesses/Newport Beach Chamber of Commerce
- Property owners
- Nonprofit organizations, including community-based groups
- Community Association and Neighborhoods Groups
- Public School Districts and private schools
- Local agencies and Utilities

### **Task 1.5.6. All Community General Plan Kickoff**

Our team will facilitate up to two (2) All Community General Plan Kickoff meetings, one hosted in person and the other virtually. The meetings will share information about the General Plan and the update process, engage and educate participants on legal requirements, and report on key findings of existing conditions. The meeting format will focus on creating opportunities for community members and stakeholders to engage with project staff. The meetings may be hosted on different days and times to allow for broad participation.

### **Task 1.5.7. Community Workshops**

Our team will facilitate up to six (6) Community Element Workshops. The workshops listed below will focus on gathering focused community knowledge and feedback

to inform the draft elements' development. The workshop series will be scheduled in a two-phase process, with phase one functioning as introductory workshops for each general plan element. In phase two, the team would confirm feedback gathered from each of the phase one workshops. Phase two workshops would focus on identifying potential element changes. The workshops may be hosted on different days and times to allow for broad participation. A recording will be made available "on-demand" to the community and hosted on the Newport, Together website. The workshop topics can be reorganized as needed by project needs.

#### **Phase 1**

- Workshop 1: Visioning
- Workshop 2: Arts and Cultural Element; Historical Resources Element
- Workshop 3: Recreation Element; Harbor and Bay Element; Natural Resources Element
- Workshop 4: Safety Element; Sustainability; Implementation Program

#### **Phase 2**

- Workshop 5: General Plan Update Element Update Part 1
- Workshop 6: General Plan Update Element Update Part 2

### **Task 1.5.8. Community Pop-up Events**

The team will facilitate up to six (6) pop-up events and prepare materials for City staff to facilitate additional events. Pop-up events will be hosted in locations and at events where members of the Newport Beach community are already gathered. The purpose of the pop-up event is to share information and progress on the General Plan Update and provide opportunities for input on overall goals and



considerations for the update process. Pop-up events will include interactive activities that create multiple opportunities for participation, including a visioning board, storytelling booths, and mapping activities. The pop-up events may be hosted on different days, times, and locations to allow for broad participation.

As Newport Beach is a large area geographically with distinct neighborhoods, we recommend pop-up locations in different locations throughout Newport Beach.

Potential locations can include the following:

- Newport Beach Public Library
- Newport Beach Farmers' Market
- Marina Park Community Center
- Community Resource Expo
- OASIS Senior Citizen Center
- Lido Peninsula
- Back Bay View Park
- Local grocery stores and markets

### **Task 1.5.9. Draft General Plan Update Community Open House**

Our team will facilitate up to two (2) Draft General Plan Update Community Open Houses. One being hosted in-person and the other virtually. The open houses will be opportunities for community members to review and provide final feedback on the Public Review Draft General Plan amendments. In addition, the project team will overview the draft elements and create a process for gathering feedback and answering questions before the general plan is adopted. The workshops may be hosted on different days and times to allow for broad participation.

### **Task 1.5 Deliverables**

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- Up to two (2) drafts and one (1) final Comprehensive Community Outreach and Engagement Plan
- Up to one (1) draft and one (1) final Social Media Strategy and Marketing Plan
- Project logo, branding, and style guide
- Maintenance of the Newport, Together website, including actively monitoring, managing, and updating the website and interactive components as necessary
- Preparation and design of web-based surveys and other tools, including managing data
- Attendance and facilitation at up to six (6) Stakeholder Focus Groups in Task 1.5.5. Attendance and facilitation by up to two (2) facilitators, a project coordinator, the project manager, and up to two (2) technical experts at each meeting
- Attendance and facilitation at two (2) All Community General Plan Kickoff meetings in Task 1.5.6. One (1) virtual and one (1) in-person. Attendance and facilitation by up to two (2) facilitators, a project coordinator, the project manager, and up to two (2) technical experts at each meeting
- Attendance and facilitation at five (5) Community Workshops in Task 1.5.7. Attendance and facilitation by up to two (2) facilitators, a project coordinator, the project manager, and up to two (2) technical experts at each meeting
- Attendance and facilitation at up to six (6) community pop-up events in Task 1.5.8. Attendance and facilitation by up to two (2) facilitators at each event
- Attendance and facilitation at two (2) Draft General Plan Update Community Open House in Task 1.5.9. One (1) virtual and one

(1) in-person. Attendance and facilitation by up to three (3) facilitators and a project coordinator at each meeting

- Draft a logistics plan for each outreach task, including a run-of-show for each activity. Assumes one (1) draft and one (1) final for each activity in Task 1.5
- Outreach materials to support activities in Task 1.5 to include up to six (6) outreach event flyers, six (6) social media blurbs and graphics, and one (1) PowerPoint slide deck template
- A summary memorandum that documents attendance, format and presentation, input, and major discussion themes for outreach activities in Task 1.5. Assumes one (1) draft and one (1) final for each summary

### Task 1.6. Advisory Committee Meetings

Our team recognizes that the GPAC has been established to review and guide the policy development for the various elements of the general plan. We view this task with the upmost importance, as these meetings are critical for extracting meaningful feedback to guide the development of the General Plan. Our team is prepared to work closely with the GPAC and any subcommittees of the GPAC to ensure a seamless, timely, and community-driven process to the General Plan update. Our team assumes 34 total one-hour in-person meetings. This accounts for at least one (1) meeting per month with 12 additional meetings, as needed. This task also includes meeting preparation and materials, as well as meeting minutes with key takeaways and direction for next steps.

#### Task 1.6 Deliverables

- Attendance by two (2) key project staff at up to 32 one-hour in-person meetings and

attendance by additional team members as key topics are discussed

- Any relevant materials for attachment to the GPAC agenda in electronic format and detailed minutes of the meeting for review and GPAC adoption

### Task 1.7. Working Meetings, Study Sessions, and Adoption Hearings

Our team understands that our assistance and attendance will likely be needed for working meetings and study sessions during the update process and adoption hearings once the draft General Plan Update is complete. Our team has assumed up to seven (7) in-person and three (3) virtual sessions:

- Two (2) joint City Council and Planning Commission study sessions (or one study session for each body)
- Three (3) additional study sessions with advisory bodies, such as the Arts Commission; the Parks, Beaches, and Recreation Commission; and the Harbor Commission
- Two (2) adoption hearings
- Three (3) virtual working meetings with identified historical stakeholders.

Our team will provide presentation materials and can provide presentations to these bodies, where needed

#### Task 1.7 Deliverables

- Attendance by the project manager and two (2) key staff at up to seven (7) in-person meetings of up to two (2) hours each and three (3) virtual meetings up to one (1) hour each
- Meeting materials, such as PowerPoints and presentations for up to ten (10) meetings

## Task 2

### Project Research and Data Collection

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The Dudek team is equipped and prepared to perform all services requested in the Scope of Services and as detailed in our project approach and methodology. Building upon the engagement and the kickoff meeting conducted under Task 1 and through Task 2, our team will collect all relevant data and information to perform a thorough analysis of existing conditions, policies, and legislative needs for each respective component of the General Plan. Dudek will use City-supplied data to establish basemaps for our research and analysis. The findings of our initial research and analysis will be summarized in a condensed and comprehensive General Plan Diagnostic Memo (Task 2.10), including the identification of opportunities and constraints and recommendations for next steps.

#### Task 2.1. Vision Statement

A well-crafted vision statement is the foundation for the development of goals and policies that will allow the City to reach its desired potential. Acting as our guiding light, the Vision Statement will be referenced throughout the update process, offering guidance to reach consensus around goals, policies, and actions. As such, the Vision Statement will be established early in the update process. Working closely with City staff, the Steering Committee, the GPAC, and stakeholders, our team will evaluate the current Vision Statement to determine its continued relevance and alignment with the vision for the City's future. Building from the current Vision Statement and working closely with stakeholders, our team will help craft a Vision

Statement that is representative of how the City and its stakeholders envision the potential that the City holds. To initiate this process, the Dudek team will engage the GPAC and community early to foster discourse around the greater vision for what the General Plan will achieve, as identified in Task 1.6. Following and guided by this discussion, our team will host a Public Workshop to engage the community in a strategic visioning effort as described under Task 1.5.7. The workshop will aim to identify and understand community issues and concerns, which will help inform a realistic vision for the City's future. The revised Vision Statement will serve as a guide in the development of the General Plan goals, policies, and actions that align with the community's vision. As the planning process unfolds, we are flexible to refining the Vision Statement to best serve the community.

#### Task 2.2. Harbor and Bay Element

Dudek understands that Newport Bay and Newport Harbor are important aspects of the City's and community's identity. The Bay and Harbor are important to the local economy with many businesses located on or near the water that serve both residents and visitors. In addition to its economic benefits, the Harbor and Bay are important recreational and environmental resources that must be thoughtfully managed to retain the character and quality of life in the City.

To support this task, Dudek's in-house team of coastal planners and regulatory experts will review the existing Harbor and Bay Element, relevant information and data, and the existing regulatory framework. This analysis will be captured in a Harbor and Bay Element Existing Conditions Report and General Plan Review. This existing conditions analysis will include recreational amenities (e.g., sailing, paddle





*Our planners are adept at distilling complex scientific knowledge into actionable policy that clearly meets all regulatory requirements of the state and blends community-driven, climate-robust, and cost-effective ideas into our policy recommendations.*





boarding, kayaking, etc.), natural resources (e.g., eel grass meadow, marine mammal habitats), and commercial and residential uses and will identify stressors and competing uses from an economic and land use perspective. To maintain consistency with local and state law, Dudek will create a regulatory crosswalk outlining key legislation and regulatory requirements that should be considered during the draft element development, described in Task 3.

Building on this review, our team will identify obsolete information and where data should be updated. Dudek planners will also highlight where the existing General Plan Harbor and Bay Element conflicts with more recent planning efforts as well as internal inconsistencies. Dudek will summarize these findings with the regulatory setting for inclusion in the General Plan Diagnostic Memo (Task 2.10).

As outlined in Task 1.7, Dudek will work with the Harbor Commission to explore opportunities to encourage the retention of marine-related commercial uses and ensure that the harbor remains hospitable and easy to navigate, while also accommodating for sustainable growth. Our planners are adept at distilling complex scientific knowledge into actionable policy that clearly meets all regulatory requirements of the state and blends community-driven, climate-robust, and cost-effective ideas into our policy recommendations.

The Dudek team is familiar with the City's Local Coastal Program and will evaluate the Harbor and Bay goals and policies in compliance with the California Coastal Act and aligned with the Coastal Land Use Plan (CLUP), particularly as they relate to vessel launching, berthing, and storage, as well as marine resources, coastal access and recreation, and the 13

environmental study areas within the CLUP. Our team recognizes that policy changes in one document may lead to inconsistencies with the Local Coastal Program and the CLUP. Where inconsistencies arise, our team will identify opportunities for consideration in future updates to the CLUP and Local Coastal Program. Our team will work with the City and its stakeholders to explore climate change and sea-level rise resiliency considerations for inclusion into the Harbor and Bay Element, in line with the CCC most recent guidance.

### **Task 2.3. Historical Resources Element**

Under this task, Dudek's professionally qualified architectural historians and archaeologist will review the existing Historical Resources Element and consider ways the element could be revised to enhance understanding and awareness of the City's unique history and significant buildings and structures. Dudek understands that the goal of considering revisions is to increase appreciation of the history of the City; increase coordination with local historical societies; and maintain consistency with state and federal cultural resources regulatory requirements and laws, key terminology, and recommendations on how the Historical Resources Element informs other General Plan elements. Dudek will prepare a Historical Resources Element Existing Conditions Report that will include a legislative crosswalk and key recommendations as part of the General Plan review.

Recommendations developed as a part of the General Plan review will be included in the General Plan Diagnostic Memo, as described in Task 2.10 and will serve as a foundation for fostering discourse on the Historical Resources Element amendments, as described in Task 3.

Dudek assumes the following will be necessary to complete the proposed work:

### **Task 2.3.1. Review existing 2006 historical resources element and conduct background research**

Under this task, Dudek will review the existing 2006 historical resources element. As part of this review, Dudek architectural historian staff will review all data on known historical resources in the City and conduct a review of the Built Environment Resources Directory, lists of California State Historical Landmarks, California Points of Historical Interest, and properties listed on the National Register of Historic Places. Dudek assumes this research will be limited to a desktop review, will be available online, and that the City will provide all available data on known or previously identified, evaluated, or documented historic era buildings and structures (built prior to 1978). This data will be used to create a map of known historical resources in the report prepared under Task 2.3.3. Dudek will also conduct background research to prepare a brief and updated historic context statement for the general plan. Dudek assumes that no California Historical Resources Information Systems records search is needed and archaeological sites will not be mapped.

Additionally, Dudek will review the existing Regulatory Setting and identify where the Element needs to be updated to meet recent guidance and laws. Dudek will create a regulatory crosswalk that includes the key legal requirements of AB 52, California Register of Historical Resources (California Public Resources Code Section 5020 et seq.), Native American Historic Cultural Sites (California Public Resources Code Section 5097 et seq.), California Native American Graves Protection and Repatriation Act,

California Health and Safety Code Section 7050.5, and the California Environmental Quality Act (CEQA). The crosswalk will be presented as a table to quickly communicate any regulatory requirements not yet addressed or only partially addressed in a City document. The table crosswalk will be included in the report prepared under Task 2.3.3.

### **Task 2.3.2. Team, Agency, and Historical Society Coordination**

As identified in Task 1.7, a senior-level Dudek archaeologist and historian will work with the project management team and the City to set up to three (3) one-hour virtual meetings with key historical stakeholders to go over findings from Task 2.3.1 and discuss ways in which the City would like to enhance the Historical Resources Element. Under this task, Dudek will work with the City to identify organizations and individuals that they may want to coordinate with, such as Native American Groups, local historical societies, and museums. The objective of these meetings will be to come to an understanding of how this element of the general plan is currently used, how the City would like it to be used, and discuss how this element should inform and/or be considered within other elements, including but not limited to the Arts and Cultural Element. The group will discuss the existing historic context statement and ways the City would like it to be enhanced and utilized. Dudek will provide detailed agenda and notes for these meetings. All information obtained from these meetings will be considered and discussed in the technical report prepared under Task 2.3.3, specifically, the recommendations section.





*Dudek recognizes that the built out nature of the City creates clear challenges in building new parks to accommodate growth. Dudek will focus both on the park acreage standards and the parks amenities to determine how well the community is served by recreational opportunities and provide a pathway for creative strategies to enhance existing parks.*





### Task 2.3.3. Prepare Historical Resources Element Existing Conditions and Recommendations Report

Based on work conducted under Tasks 2.3.1 through 2.3.3, Dudek will prepare the Historical Resources Element Existing Conditions and Recommendations Report. This report will provide a summary of the existing 2006 Historical Resources Element, outline the purpose of the Historical Resources Element, provide the regulatory setting crosswalk, tables and associated mapping of existing and known built environment historical resources located within the general plan area, and an updated brief historic context statement (not to exceed five pages). The last chapter of the report will provide suggestions on how to enhance the element and will be included in the General Plan Diagnostic Memo described under Task 2.10. Information obtained under Tasks 2.3.1 and 2.3.2 will be analyzed and discussed in the section, and Dudek staff will make recommendations to enhancement of the element in regard to creation of an enhanced or nuanced historic context statement, coordination with local stakeholders, and how the general plan can be used by the public and City staff.

#### Additional Assumptions:

- Dudek assumes paleontology will not be addressed under the historical resources element. Should the City want to include this topic under this element, Dudek can revisit this portion of the scope and cost.
- Dudek assumes that archaeology work will be limited to preparation of a brief historic overview, review of regulations, meetings, and preparation of recommendations under Task 2.3.3.
- No California Historical Resources Information Systems records search is needed
- No Native American correspondence or outreach is needed.
- No field survey or resource evaluation is required.
- The City will provide all relevant parcel data and property characteristics for parcels located within the general plan area.

### Task 2.4. Recreation Element

Access to recreational opportunities and open space, such as parks and beaches, play an important role in the public, mental, social, and environmental health of the City. As required by state law, the recreational element serves to ensure that the balance between the provision of sufficient parks and recreation facilities is appropriate for the residential and business population of the City. Dudek recognizes that the City is abound with water-based recreational opportunities, including boating, kayaking, paddle-boarding, and sailing, in addition to numerous walking and biking paths, open space, parks, and recreational facilities. Specific recreational issues and policies contained in the recreational element include parks and recreation facilities, recreation programs, shared facilities, coastal recreation and support facilities, marine recreation, and public access.

Detailed in a Recreation Element Existing Conditions Report and General Plan Review, using the established 11 service areas from the 2006 General Plan, Dudek will develop an updated inventory of existing recreation facilities using GIS-data from the City's Recreation Facilities Dashboard to perform a quality assessment that will evaluate the adequacy of parkland and recreational

opportunities using the City's standard of 5 acres per 1,000 residents as well as the amenities and qualities of the park. Our evaluation of existing conditions will also take into consideration increased density resulting from implementation of the 6th Cycle Housing Element using a quality assessment gleaned from best practices from the National Parks and Recreation Association, Project for Public Spaces, and Trust For Public Lands. In addition, Dudek will evaluate how goals and policies increase programming and activation that align with the regional documents, including the 2018 Orange County Parks Strategic Plan and City's Local Coastal Program Coastal Land Use Plan through a policy crosswalk, as applicable. Recommendations for the updated Recreation Element will be presented in a General Plan Diagnostic Memo (Task 2.10) and will be used to inform the updated Recreation Element.

As outlined in Task 1.7, Dudek will collaborate with the community, City's Parks, Beaches, and Recreation Commission, and GPAC to refresh goals and policies that reflect the growing need for improved and expanded recreational access in the City. As part of the work performed under Task 2.2.3, Dudek will identify opportunities for future parkland, park programs, walking and biking paths, and beaches and marine recreation with a breakdown of that acreage requirement into neighborhood, community, and regional parks, which many agencies will specify. To round out the analysis, Pro Forma Advisors will provide Dudek support from a market perspective.

## **Task 2.5. Arts and Cultural Element**

The artistic and aesthetic aspects of the City instill an unparalleled sense of pride and enrichment for the community, creating a sense of place. Enhancing and improving the availability and accessibility of the arts and

cultural activities to all residents is essential for a community that values and celebrates its unique quality of life. To support the development of an updated and enhanced Arts and Cultural Element, our team will review the current element as well as available data and information related to arts and culture in the City. Dudek will prepare an Arts and Cultural Element Existing Conditions Report and General Plan review. This will outline the purpose of the Arts and Cultural Element, necessary revisions, key terminology, and how the Arts and Cultural Element informs other General Plan elements. Our team recognizes the interconnectedness of the Historical Resources Element and the Arts and Cultural Element and therefore will work closely with City staff, the City Arts Commission, and project stakeholders to identify ways in which this element can inform and/or be considered within other elements. Coordination with the City and stakeholders is described under Task 1.

While the Arts and Cultural Element is not a mandatory state requirement, Dudek will provide a policy review of the current Arts and Cultural Element to identify how this Element interacts with other elements of the General Plan and identify obsolete information and where information needs to be updated. Through the Existing Conditions Report and General Plan Review, Dudek will summarize key findings with the regulatory setting for inclusion in the General Plan Diagnostic Memo (Task 2.10).

The Arts and Cultural Element will serve as a platform for guiding the City in meeting its future cultural needs. As such, goals and policies will be revised and developed to ultimately create implementable actions. Early coordination with the City's Cultural



Arts Division staff and the Arts Commission is imperative to create a cohesive vision for the future. Dudek, with the support of Pro Forma Advisors, will partner with City Staff and the Arts Commission throughout the General Plan Update process to discuss and refresh the Element's associated goals and policies.



*Our in-house historians will work hand-in-hand with our planners and the community to bring to light the interconnectedness of the Historical Resources Element and the Arts and Cultural Element and make recommendations.*

## Task 2.6. Natural Resources Element

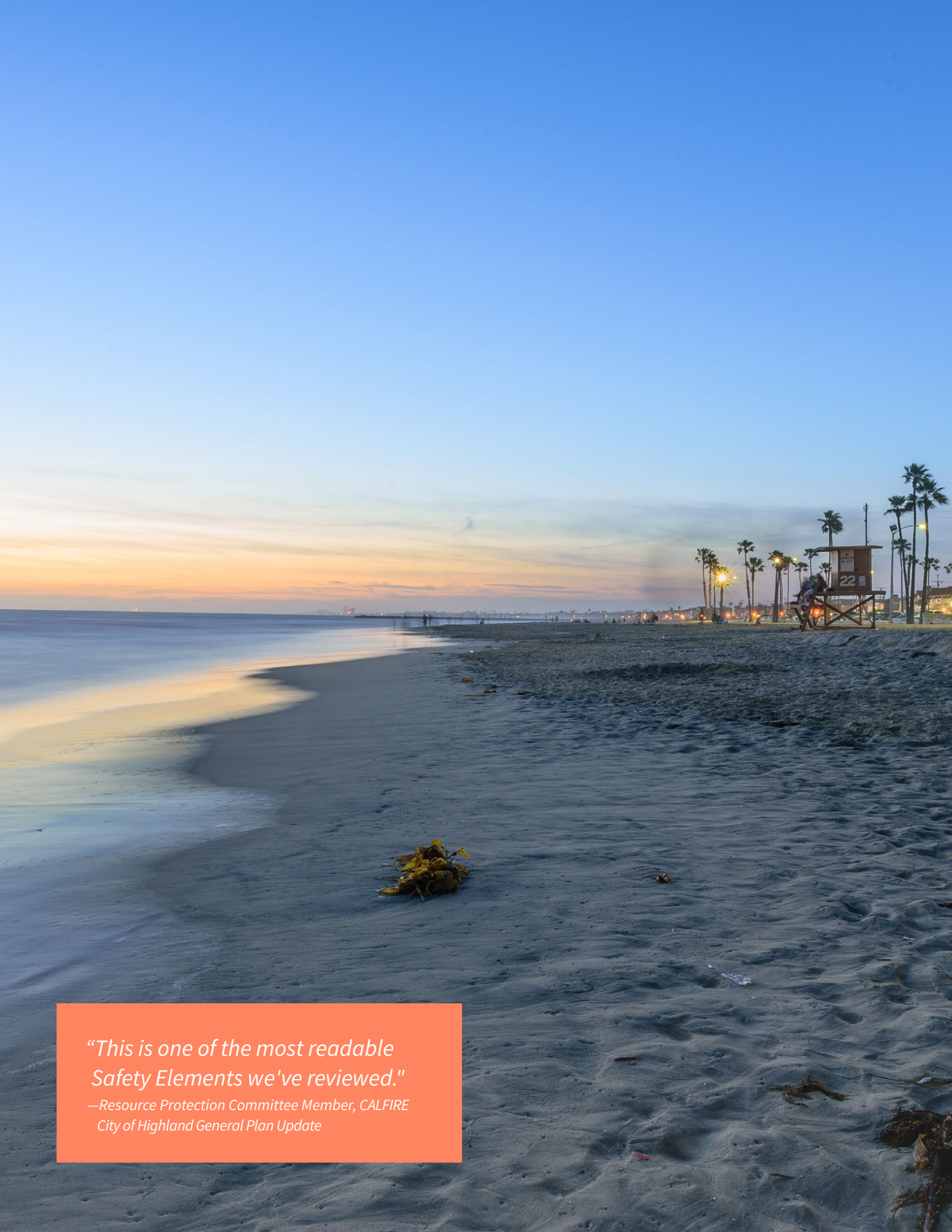
Dudek recognizes the City's commitment to sustainable development through the efficient use and conservation of natural resources. The City describes its natural resources to include water supply (as a resource) and water quality (including inland surface water, bay and ocean quality, and potable drinking water), air quality, terrestrial and marine biological resources, open space, archaeological and paleontological resources, mineral resources, visual resources (viewpoints and view corridors), and energy (oil and gas).

The Dudek in-house team of stormwater quality, hydrology/hydraulic engineering, habitat restoration, conservation, marine biology, landscape architects, and air quality experts will review existing resources and the benefits they provide to the City and its stakeholders. Through this review, our team will develop a Natural Resources Element Existing Conditions Report and General Plan Review. The Natural Resources Existing Conditions

Report and General Plan Review will include an analysis of available data and information, a legislative crosswalk to identify areas of inconsistency with state law as it relates to the Land Use Element, allocation of open space, and conservation of protected areas, and recommendations.

Our team will also identify stressors/pressures and possible changes that may occur during the planning period, such as increased residential development and climate change effects (e.g., increased storm severity and wildfire risk), to develop a set of recommendations to inform forwarding-thinking policies and sustainability strategies that will meet all regulatory requirements, and to ensure that natural resources are sustained for the long-term. Recommendations will include those that have broad applicability as well as recommendations that are targeted to the unique resources and issues of specific regions of the City. Findings of the Existing Conditions Report and General Plan Review will be summarized for inclusion in the General Plan Diagnostic Memo.

Dudek will ensure that recommendations for natural resources policies will assist the City in meeting or exceeding requirements pertinent to applicable Total Daily Maximum Loads, National Pollution Discharge Elimination System permits, South Coast Air Quality Management District, Sensitive Marine Species, Sensitive Terrestrial Species, Environmental Study Areas (the City has 22), Marine Mammal Act, Natural Communities Conservation Plan/Habitat Conservation Plan Implementation Agreement, Local Coastal Program, and Circulation and Improvement and Open Space Agreement. Recommendations for the Natural Resources Element are expected to overlap with recommendations for other



*"This is one of the most readable  
Safety Elements we've reviewed."*

*—Resource Protection Committee Member, CALFIRE  
City of Highland General Plan Update*

elements, including the Recreation Element and the Harbor and Bay Element for enhanced sustainability practices.

## Task 2.7. Safety Element

Dudek will prepare a Safety Element Existing Conditions Report and General Plan review. This will outline the purpose of the Safety Element, necessary revisions to ensure consistency with state and federal laws, key terminology, and how the Safety Element informs other General Plan elements.

To prepare the Regulatory Setting, Dudek will review both the Safety Element and the Local Hazard Mitigation Plan (LHMP) to identify where the plans need to be updated to meet recent guidance and laws. Dudek will create a regulatory crosswalk that includes the key legal requirements of SB 379, SB 1000, and AB 2140, as well as the recommendations included in the Adaptation Planning Guide (APG 2.0), 2017 Office of Planning and Research General Plan Guidelines, and 2023 State of California Multi-Hazard Mitigation Plan. The crosswalk will be presented as a table to quickly communicate any regulatory requirements not yet addressed or only partially addressed in a City document.

Through this review, our team will identify obsolete information and where data needs to be updated, such as possible updates to hazard boundaries. Dudek planners will also highlight where the existing General Plan Safety Element conflicts with more recent planning efforts as well as internal inconsistencies. Dudek will summarize these findings with the regulatory setting for inclusion in the General Plan Diagnostic Memo (Task 2.10).

Dudek recognizes that Safety Elements are unique and implemented by a wide range of stakeholders. Dudek will approach this

analysis of the Safety Element by providing science backed and graphic-rich analysis clearly communicating the risks the City faces from a range of natural and human caused hazards. For those hazards that are influenced by climate change, Dudek staff will outline the expected forecast alongside triggers that will allow flexible implementation that can respond to real-world events. Dudek will partner with City emergency service providers and review the LHMP to understand how well the City is currently prepared for these hazards and where opportunities exist to enhance City policy. Dudek will map each hazard and overlay critical facilities, housing opportunity sites, and important resources developed in other elements to connect the goals and policies in the remainder of the General Plan to their potential hazard exposure and ensure their long-term viability.

Dudek will include a vulnerability assessment in the Existing Conditions Report that explains what each hazard is, identify who is most vulnerable, map where the project occurs, explain when the hazard occurs and if climate change will affect it, and how the City and their partners address current concerns. Dudek will then rank these hazards based on risk, vulnerability, and capability.



*Dudek will clearly outline the ranking methodology so the City can update it over time as the General Plan is implemented and hazard maps are updated by State agencies.*



## **Task 2.8. Implementation Program**

The Implementation Program is essential to ensure that the City's plans do not sit on the shelf and that the community's vision is realized. Dudek planners pride themselves in creating clear and direct implementing policies that move the needle toward real results. Dudek will work closely with City staff and stakeholders to analyze past implementation measures, where such measures were successfully implemented, and where they fell short. Following the completion of the initial drafts of the updated General Plan Elements, Dudek will conduct a final policy review for all elements to identify critical path actions and procedures necessary to carry out the goals and policies set forth in the General Plan. Through close coordination with the City and its stakeholders, we will develop recommendations for successful implementation of the updated elements. The Implementation Program will be comprised of implementation measures and will provide key pieces of information, including the City department responsible for implementation, funding sources (where appropriate), and timing of implementation, categorized by near-term (less than 5 years) and long-term (more than 5 years) actions. Additionally, our team will support the Implementation Program through an economic analysis that will identify strategies that will optimize opportunities identified in each element of the General Plan Update. Organized as a standalone document, the Implementation Program will aid the City in preparation of the state-required annual General Plan Progress Report and will provide streamlined guidance for General Plan implementation.

## **Task 2.9. Glossary**

Consistency throughout all elements of the General Plan is essential, especially when defining terminology and planning jargon. Following the development of the initial drafts of all respective elements, our team will conduct a thorough review of all available elements and include key terms in the Glossary chapter of the General Plan as a source for defining planning-related, industry terms. Should new terms need to be added, Dudek will work with City staff and existing planning resources (e.g., Newport Beach Municipal Code) to ensure that a consistent and clear definition is provided. Similarly, where current terms are obsolete, our team will recommend their removal from the Glossary.

## **Task 2.10. General Plan Diagnostic Memo**

Building off the Existing Conditions Reports and General Plan Reviews developed for each respective component described in Tasks 2.1 through 2.9, our team will summarize key findings as they relate to issues and opportunities, relevant legal requirements and applicable statutes, and recommended solutions and revisions, forming a complete General Plan Diagnostic Memo. The General Plan Diagnostic Memo will be concise and incorporate key recommendations to inspire discourse around policy and key amendments to be considered in the General Plan Amendment as further described in Task 3.

Our team recognizes that, based on the findings of the General Plan Diagnostic Memo, recommended revisions to the identified elements may result in changes needed to non-scoped General Plan elements. Dudek is amenable to scope revisions during the planning process where and when appropriate.

Further, our team understands that sustainability and environmental justice are important topics for the City and its stakeholders. While we see opportunity to naturally weave policies addressing these topics throughout the elements of the General Plan, we recognize that through the implementation of a meaningful outreach and engagement program, as well as a diligent review of available information, resources, and data, additional revisions to the General Plan elements may be requested. Through the General Plan Diagnostic Memo and working in close collaboration with the City staff and its stakeholders, Dudek will provide recommendations for key topic areas that may be addressed through the General Plan Amendments and will highlight opportunities for a new element that is not currently included in the General Plan. If it is the desire of the City and its stakeholders to implement changes to the General Plan that are not identified in this scope of work, Dudek is willing to incorporate scope revisions through a contract augment.

#### *Task 2 Deliverables:*

- Draft Existing Conditions Analysis (including General Plan Review, Regulatory Crosswalks, and Specific Considerations)
- Final Existing Conditions Analysis (including General Plan Review, Regulatory Crosswalks, and Specific Considerations)
- Administrative Draft General Plan Diagnostic Memo
- Draft General Plan Diagnostic Memo
- Final General Plan Diagnostic Memo

## Task 3

### General Plan Amendment

#### Task 3.1. Preparation and Formatting of Amendment

Building upon the community outreach and engagement identified under Task 1 and the research and data findings and recommendations identified under Task 2, our team will work closely with City staff, the Steering Committee, the GPAC, and all other stakeholders to develop the Administrative Draft of the General Plan Amendment. This will include drafts of the Vision Statement, Harbor and Bay Element, Historical Resources Element, Recreation Element, Arts and Cultural Element, Natural Resources Element, and Safety Element. Our team recognizes that, while much of our initial analysis described in Task 2 is data-driven, the development of the first draft of the General Plan elements will be a community-driven, iterative process in close coordination with all stakeholders, including City staff, the GPAC, and the Steering Committee. Coordination and engagement in the development of the General Plan amendment is further detailed in the Newport, Together Outreach and Engagement section of Task 1. Because the Implementation Program and the Glossary will build off the aforementioned elements, following the initial draft of each respective element, our team will then work with the General Plan stakeholders to develop the initial draft of the Implementation Program and the Glossary (further described under Task 2).

Upon completion of the Administrative Draft General Plan, Dudek will incorporate revisions based on consolidated comments and edits from City staff to then develop the GPAC

and Steering Committee Review Draft of the General Plan for review by the GPAC and the Steering Committee. The Dudek team will work closely with the GPAC, Steering Committee, and City staff to incorporate revisions for the development of the Public Review Draft, which will be made available for review by all City stakeholders. Dudek understands that policy development for the General Plan amendments is the result of a community-driven process; therefore, our team will ensure that adequate time is provided for public review and will work with stakeholders to address comments received and needed revisions. As further described in Task 1.5.9, the Dudek team will facilitate two Draft General Plan Update Community Open Houses to facilitate community feedback on the General Plan Update. We will prepare a comment matrix of all public comments received, identify key areas of change, and work with the GPAC to develop consensus among any conflicting comments.

Dudek will incorporate needed revisions based on the direction provided from the GPAC, Steering Committee, and City staff, resulting in the Final Draft General Plan. The Final Draft General Plan will be formatted and compiled for posting in advance of public hearings. Dudek has also included two optional tasks for consideration in the formatting of the plan (Task 3.3, Optional StoryMap and Task 3.4, Optional Online Plan).

#### *Task 3.1 Deliverables:*

- One (1) Administrative Review Draft General Plan – MS Word
- One (1) GPAC and Steering Committee Review Draft General Plan – PDF
- One (1) Public Review Draft General Plan – PDF
- One (1) Final Draft General Plan – InDesign



*The Newport Beach General Plan should be prepared to meet the needs of its various, multi-generational users. While some people prefer hard copies, it is also possible to host the General Plan on an online platform to complement the traditional format. We will work with the City to find the right format for its needs and users.*

### **Task 3.2. Optional Implementation and Monitoring**

Dudek planners will link the implementation strategies developed in Task 3.1 so that short-term, low-hanging strategies pave the way for complex and innovative long-term strategies, building the path for achieving the goals and overall vision of the General Plan. Dudek will develop target metrics and future tracking to indicate appropriate times to move on to next steps. This will build on the timeline to create triggers and pathways that clearly state when a strategy needs to be upgraded to respond to changing conditions or legislation. This will create a more dynamic monitoring strategy that incorporates flexibility and lead time to facilitate meaningful incremental planning. Dudek will visualize this information in Gantt charts showing pathways between the strategies and their triggers. Dudek will provide a tracking sheet in Excel so that the City can monitor the target metrics and future tracking.

#### *Task 3.2 Deliverables:*

- Target metrics for each implementation strategy
- Future tracking metrics for each implementation strategy



- Pathways, visualized as Gantt charts, linking related short-, medium-, and long-term strategies
- One (1) Draft Implementation and Monitoring Excel
- One (1) Final Implementation and Monitoring Excel



*Target metrics represent the intended effects of a strategy that are trackable by the City; e.g., number of street trees planted or number of development applications utilizing a new program or incentive. Future tracking represents external changes, such as State regulation or extreme heat days. These are monitored gradually over the planning horizon.*

### Task 3.3. Optional StoryMap

Dudek will create a StoryMap that provides an abridged public-facing General Plan. The StoryMap will be organized by element and will present summarized background information, all maps and graphics, and the goals, policies, and actions. The website visuals will build on the Newport, Together brand and any additional branding developed under Task 1.5.2. The StoryMap will be a user-friendly location for the public to easily access pertinent information from the General Plan. Dudek will build the StoryMap alongside Tasks 2 and 3, so that it can be used as a project website hosting background information and providing updates during the planning process and link to the community engagement web

resources. Unlike a PDF Plan, the StoryMap will be easily viewed on mobile devices and quickly navigated.

#### *Task 3.3 Deliverables:*

- One (1) Draft StoryMap presenting results of Task 2
- One (1) Final StoryMap presenting results of Task 2
- One (1) Draft StoryMap presenting results of Task 3
- One (1) Final StoryMap presenting results of Task 3

### Task 3.4. Optional Online Plan

Dudek's in-house Visual Storytelling Team will work with the City to develop an online plan that will act as the web portal for the General Plan. The Dudek Visual Storytelling Team will review precedents of similar existing websites and determine a "feature" list. Dudek's approach is to use a site architecture and theme geared toward local government and community compatible interface. The final product will be a user-friendly, accessible, and responsive website built for mobile-first on standard web technologies. The website visuals will build on the Newport, Together brand. Dudek planners will enhance the plan graphics by creating interactive data visualizations and infographics that allow users to access rich datasets and progress in an easy-to-access manner.

#### *Task 3.4 Deliverables:*

- One (1) Draft Online Plan presenting results of Task 2
- One (1) Final Online Plan presenting results of Task 2
- One (1) Draft Online Plan presenting results of Task 3

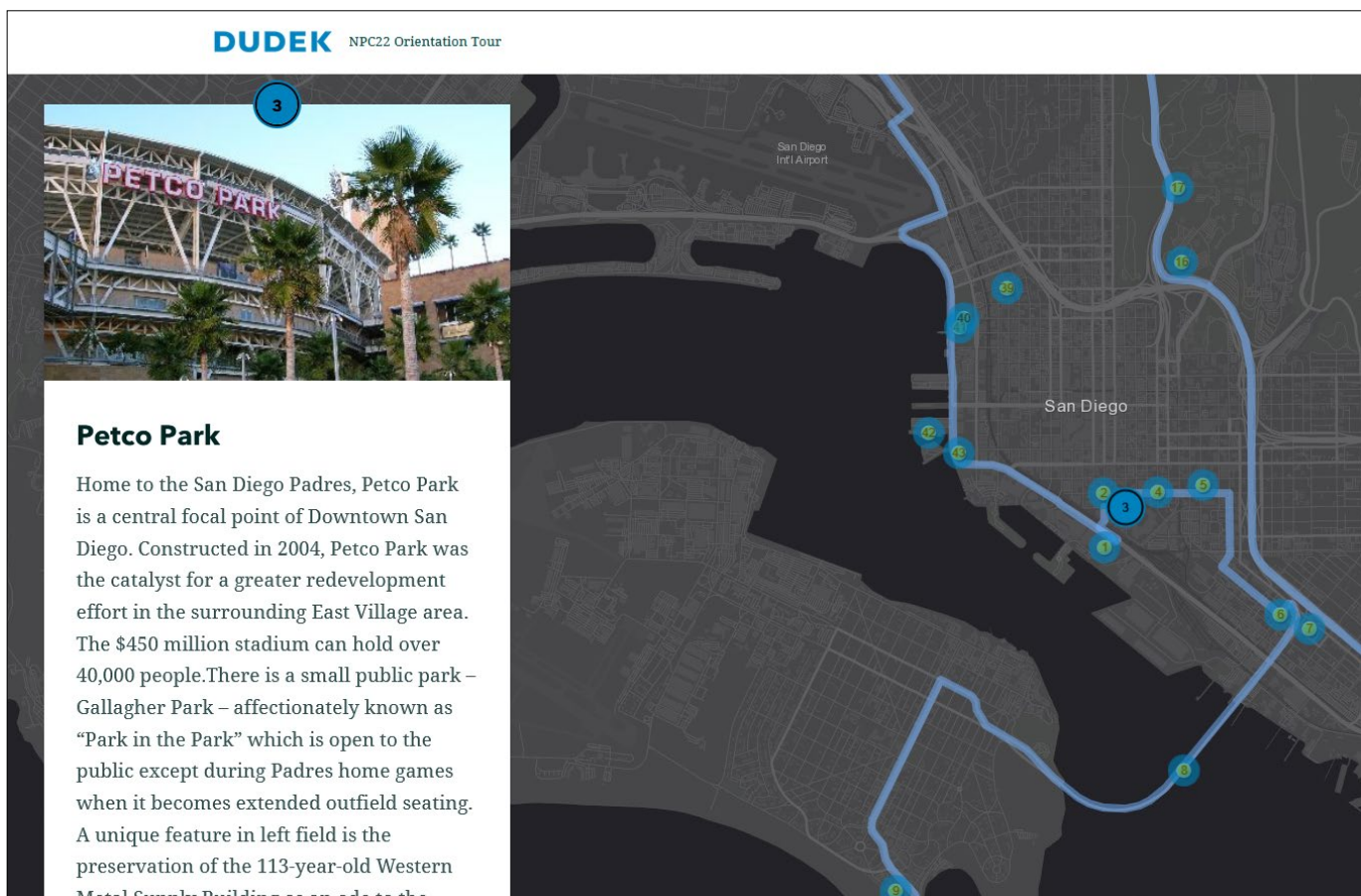
- One (1) Final Online Plan presenting results of Task 3

#### Task 4. OPTIONAL CEQA Clearance

We understand that the City prepared a General Plan and Environmental Impact Report (EIR) in July 2006. We further understand that the City has successfully relied upon that General Plan EIR to prepare a series of addenda as recently as May 2022. Dudek proposes to prepare Addendum No. 7 to the Newport Beach General Plan EIR to address the potential environmental issues that could result from adoption of the updated elements and amendment. Dudek assumes that no Subsequent EIR will be required because we do not expect that any substantial changes are

proposed that would require major revisions of the previous EIR due to the involvement of new significant environmental effects or a substantial increase in the severity of previously identified significant effects (Section 15162 of the CEQA Guidelines).

Following a kickoff meeting, Dudek analysts will prepare a complete project description, in compliance with CEQA requirements, to describe the proposed project accurately and thoroughly. The project description will establish the existing environmental setting and previous CEQA-authorized activities on the project site, summarize the proposed uses to be authorized under the proposed project, including the intensity and density of potential



Dudek develops interactive StoryMaps for public clients across Southern California. Our team created the American Planning Association NPC 22 San Diego Orientation Tour map, available online [here](#).

outcomes of the amendment, and describe the expected implementation of the plan.

Dudek will prepare and submit a screencheck addendum, analyzing the changes between the uses anticipated and authorized under the approved General Plan and the proposed project and determine the potential environmental effects of the amendment. The addendum will be composed of an Introduction section, which includes a summary of the purpose and contents of the addendum; a description of the Environmental Setting; the project description; an Environmental Checklist; and the analysis of the proposed project's impacts on the CEQA Appendix G environmental issues.

Following the City's review of the screencheck addendum, Dudek will prepare a revised screencheck addendum within two (2) weeks following receipt of staff comments. The revised screencheck addendum will be provided in strikeout/underline format to show edits made from the screencheck addendum. Dudek will compile comments submitted by City staff into an Excel matrix and provide responses and direct staff to where each revision is made in the revised screencheck addendum. Dudek suggests a meeting to review all comments to ensure revisions accurately reflect the requests and comments from the City.

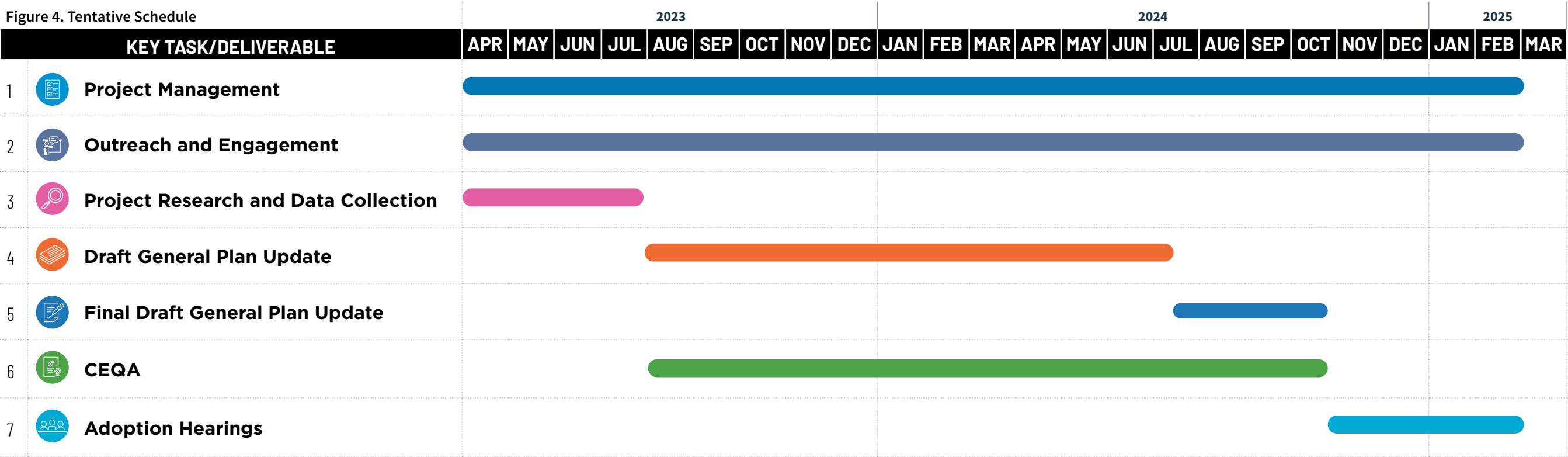
#### *Task 4 Deliverables:*

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- Virtual kickoff meeting and agenda
- One (1) meeting with City staff to review comments and revisions
- Preparation of one (1) screencheck addendum for City review
- Revised Addendum incorporating City comments Draft and Final Screencheck Addendum (electronic copy)



Tentative Schedule





# References / Recent Project History

## REFERENCES

**Table 2** outlines four project references for similar services, with an emphasis on municipalities in Southern California. Please refer to additional detail about these and other relevant projects following the table.

**Table 2. Project References**

Client and Project	Contact	Brief Synopsis
City of Pismo Beach General Plan Update	Matthew Downing, Community Development Director 805.773.4658 <a href="mailto:mdowning@pismobeach.org">mdowning@pismobeach.org</a>	<ul style="list-style-type: none"> <li>Comprehensive General Plan Update, including Safety, Noise, Land Use, Conservation, and Open Space</li> <li>Community engagement</li> <li>Climate resilience, sustainability, and CCC policy updates</li> <li>Local Coastal Program Update</li> <li>CCC guidance and coordination through CCC LCP Amendment process</li> </ul>
City of Lomita General Plan Update	Brianna Rindge, AICP, Director of Community & Economic Development 310.325.7110 x122 <a href="mailto:B.Rindge@lomitacity.com">B.Rindge@lomitacity.com</a>	<ul style="list-style-type: none"> <li>Robust community engagement program</li> <li>Legislative crosswalk and necessary legal updates</li> <li>Updates, including Safety Element, CAL FIRE approval, and Housing Element certification</li> <li>CEQA documentation</li> </ul>
City of San Diego Mira Mesa Community Plan Update	Alex Frost, Senior Planner 619.236.6006 <a href="mailto:afrost@sandiego.gov">afrost@sandiego.gov</a>	<ul style="list-style-type: none"> <li>Comprehensive Community Plan Update including, Land Use &amp; Economic Prosperity, Mobility, Public Services, Facilities &amp; Safety, Historic Preservation, Parks Rec &amp; Open Space, Urban Design</li> <li>Community engagement</li> <li>Urban Design Framework</li> <li>Urban Forestry and Urban Greening</li> <li>CEQA documentation</li> </ul>
City of Indio General Plan Update and Transformative Climate Communities Program	Kevin Snyder, Community Development Director 760.391.4000 <a href="mailto:ksnyder@indio.org">ksnyder@indio.org</a>	<ul style="list-style-type: none"> <li>Comprehensive Community Engagement program</li> <li>Targeted General Plan Update, including Housing Element</li> <li>Transformative Climate Communities (TCC) Plan and grant administration support for TCC implementation</li> <li>Prohousing Fiscal Strategies Plan</li> <li>CEQA documentation</li> </ul>
<b>KEY</b> CCC California Coastal Commission      CAL FIRE California Department of Forestry and Fire Protection LCP Local Coastal Program              CEQA California Environmental Quality Act		



RECENT PROJECT HISTORY

The Dudek team, its key staff members and subconsultants have extensive experience providing planning, urban design, economic and market analyses, infrastructure analyses, environmental review, and public outreach and facilitation services for communities and jurisdictions in Southern California. We have partnered with cities to develop general plan updates, specific plans, community plans, zoning code updates, and the associated environmental studies and documentation. We have provided planning and environmental consulting services to more than 60 California cities and counties. Specifically, over the last five years, Dudek has completed General Plan Updates for the cities of Pismo Beach, Lomita, Highland, South El Monte, El Cajon, Barstow, Indio, Rialto, and Placentia.

The Dudek team combines our unique planning and technical expertise to develop implementable General Plans that are community-driven and do not sit on a shelf. We understand how each General Plan element works together, and while we tailor and customize our approach to fit each jurisdiction’s needs, we have a proven work plan to implement efficiencies and empower community members throughout the planning process.

Our team also brings collaborative experience for region-wide planning efforts in Southern California that have served as foundational guidance and tools for updating general plans. Our comprehensive and innovative approach has placed Dudek as a leader and influencer for establishing best practices for General Plans across the state, resulting in plans that meet the unique and individual needs of communities. Our General Plan Updates are community consensus driven, easily implemented, and consistent with all applicable federal and state legislation.

The following provides a more detailed summary of our most recent and relevant project experience.

ICON KEY

- |                                                                                     |                   |                                                                                       |            |
|-------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------|------------|
|  | Arts & Culture    |  | Outreach   |
|  | Harbor and Bay    |  | Recreation |
|  | Historic          |  | Safety     |
|  | Implementation    |  | Visioning  |
|  | Natural Resources |                                                                                       |            |

## DUDEK

### City of Newport Beach On-Call Coastal Services



**Key Personnel:** Matthew Valerio,  
Carolyn Groves

Dudek is working collaboratively with City of Newport Beach staff on various matters pertaining to compliance with the California Coastal Act (CCA), development within the coastal zone, and coordination with the California Coastal Commission (CCC). Currently, Dudek is in the process of submitting a request to the CCC for transfer of Coastal Development Permit (CDP) jurisdiction from the CCC to the City of Newport Beach (City) for lands meeting the criteria of Section 30613 of the CCA. This includes coordination with CCC and State Lands Commission staff and the preparation of presentations for CCC public hearings and related briefing booklets. Dudek is also on-call to participate in monthly coordination meetings with City staff on an as-needed basis.

Dudek has prepared application materials and GIS data layers and map exhibits for areas subject to this request, including affected parcels, City boundaries, CCC jurisdiction, and aerial photos. In addition to detailed GIS map exhibits covering the City's shoreline and proposed permitting jurisdiction, Dudek coastal planners also prepared a request cover



letter that detailed the need and purpose of the request as well as its consistency with the relevant policies of the CCA and the procedures outlined in California Code of Regulations Title 14, Division 5.5.

Dudek is also currently preparing a CCC CDP application on behalf of the City for the Big Canyon Habitat Restoration Phase 3 Project. Dudek coastal planners are compiling necessary technical reports, plans, and project information to assemble a comprehensive CDP application that includes a consistency analysis detailing the project's compliance with relevant CCA policies.

In addition to these project-specific tasks, Dudek planners are also available to coordinate with and advise City staff on general matters regarding CCC coordination and coastal planning issues.

## City Of Pismo Beach General Plan Update And Local Coastal Program Amendment



**Key Personnel:** Asha Bleier, Carolyn Groves, Rose Newberry

Dudek worked collaboratively with City staff to update the Land Use, Conservation and Open Space, Safety, and Noise elements of the General Plan and Local Coastal Program (LCP) for the City of Pismo Beach. Dudek reviewed the existing general plan and worked with the City and community members to determine an appropriate vision for the general plan. Dudek staff then collected applicable background data and consolidated it into user-friendly, graphic fact sheets to guide the elements and quickly communicate the key issues and opportunities to the public. Dudek prepared goals, policies, and programs to create a general plan that proactively responds to state law, climate change, and the



desires of the community to retain a small-town atmosphere. Dudek also worked closely with the team to update the City's Zoning Code to ensure consistency across the two documents. Dudek is currently assisting City planning staff in hearing preparations for approval of the General Plan Update by the City Planning Commission and City Council, and subsequently certified by the CCC as an LCP Amendment.

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## City Of Lomita General Plan Update



**Key Personnel:** Elizabeth Dickson, Asha Bleier, Rose Newberry

Dudek prepared an update of the City of Lomita's General Plan for the Housing and Safety Elements and associated California Environmental Quality Act (CEQA) process. This update required compliance with legislative requirements as well as a review for internal consistency of the comprehensive General Plan. The Safety Element includes a detailed assessment of the hazards affecting the City of Lomita, when they may occur, and where the City of Lomita is most

vulnerable. Dudek also prepared a Vulnerability Assessment and Capability Assessment. The Housing Element included a robust analysis of existing conditions, including an analysis of fair housing, housing needs, and housing capacity within the City. Our team also prepared a legislative crosswalk to communicate all update requirements; provided an updated set of goals, policies, and objectives; developed and effectively executed a robust outreach and engagement strategy; and worked with decision makers to clearly communicate steps and identify key priorities for plan implementation. Both elements were adopted unanimously in December 2021 and through collaboration with the State, the Housing Element achieved certification for grant applications.



## City Of San Diego Mira Mesa Community Plan Update



**Key Personnel:** Asha Bleier, Gaurav Srivastava

Through an as needed contract with the City of San Diego's Planning Department, Dudek prepared an update the Community Plan for Mira Mesa. At 10,500 acres, 75,000 residents, and 85,000 jobs, Mira Mesa is the largest and most populous of San Diego's 50 community plan areas. The Community Plan acts as a "mini-general plan" for this area, and includes Land Use & Economic Prosperity, Mobility, Public Services, Facilities & Safety, Historic Preservation, Parks Rec & Open Space, and Urban Design Elements. Dudek supported the City of San Diego through the community plan update process, providing robust community engagement services, policy support, documents/graphics preparation, and focused urban design studies to help envision the repositioning of industrial business parks and retail strip malls as new mixed use. The process promotes transit adjacent Urban Villages in support of meeting the City's 6th cycle Regional Housing Needs Assessment target and community-wide mobility goals. Dudek also used this work to prepare an Urban Design 101, demonstrating how urban design can shape the built form of housing with façade treatments, setback, and massing treatments to still get the desired density. The Urban Design 101 training educated and informed



the Mira Mesa Community Planning Group and the public on how good urban design can be used to improve the quality of the public realm as well as to help combat negative connotations of densification. Dudek prepared overall goals and policies for the Plan, as well as supplemental development regulations for eight targeted Urban Villages as part of the City's Community Plan Implementation Overlay Zone. Dudek also prepared the Environmental Impact Report (EIR) and supporting technical studies for this community plan update.

## City Of Indio General Plan Update, TCC Plan and Grant Administration



**Key Personnel:** Elizabeth Dickson,  
Rose Newberry, Laurie Grover, Erika Van Sickel

As a part of the City of Indio's General Plan update and its implementation, Dudek prepared an update to the Housing Element, a Prohousing Fiscal Strategies Plan, as well as a Transformative Climate Communities (TCC) Plan. The Housing Element update included a comprehensive engagement strategy which resulted in a plan that addressed legislative requirements and community desires and needs. The Prohousing Fiscal Strategies Plan provides a roadmap of fiscal strategies needed to implement the variety of housing programs to address the City's housing needs, ensuring that the Housing Element's implementation program is feasible and there are adequate implementation funds. The TCC Plan serves as a roadmap to prioritize public health investments by assessing their competitiveness for Cap-and-Trade funds and public support. The plan includes extensive background research that outlines the specific environmental justice concerns in Indio's disadvantaged communities to identify neighborhood improvements that will best meet these needs. Local projects were identified through extensive public outreach and local agency coordination to maximize public support and best meet the desires, dreams, and opportunities of the community. In 2021, the TCC Plan was awarded the Inland Empire Opportunity and Empowerment Section Award.



**AWARD**  
2021 American Planning Association,  
Inland Empire Opportunity and  
Empowerment Award



## City Of Rialto General Plan Update



**Key Personnel:** Asha Bleier, Elizabeth Dickson, Laurie Grover, Rose Newberry

Dudek is preparing the Land Use and Safety Element Updates and the Environmental Justice Element as well as conducting environmental compliance and a comprehensive outreach program for the City of Rialto's General Plan Update. Our team is updating the General Plan to reflect the City's current vision as detailed in recent plans, including the City's draft 6th Cycle Housing Element and Climate Adaptation Plan (CAP). The comprehensive outreach program aims to engage 10,000 stakeholders that are representative of the demographics of the community. Dudek is conducting a thorough review of all General Plan elements as well as all relevant plans as compared to the currently adopted elements to ensure internal consistency is achieved. Through this review, our team is identifying any gaps in existing policies, inconsistencies with existing maps or diagrams, and any policies in the General Plan that may be inconsistent with adopted plans and the City's vision for the future.

Updates to the Land Use Element will provide a comprehensive set of policies and land uses to reflect the City's vision for the future and will provide updates consistent with the 6th Cycle Housing Element rezone program.



For the Safety and Environmental Justice Elements, Dudek is developing assessments of non-climate hazards, such as earthquakes, and analyzing the four remaining Senate Bill (SB) 1000 requirements to complement existing studies. The Safety and Environmental Justice Elements will result in policies and programs to improve quality of life and equity consistent with the CAP.



## City Of El Cajon General Plan Update



**Key Personnel:** Asha Bleier, Rose Newberry, Henry Eckold

Dudek prepared the City of El Cajon General Plan Safety and Environmental Justice Elements, which provide specific and actionable policy that promote efforts to improve the quality of the built and natural environments to reduce disparate health and environmental impacts. The general plan elements include creative methods and actions to ensure that access to public facilities, services, healthy food, and parks/recreation are improved and equitably distributed. The planning effort included a robust community outreach effort, in partnership with local community-based organizations,



to engage community members particularly in disadvantaged communities. Dudek also prepared the CEQA documentation in support of this project. Dudek finished the project successfully, receiving unanimous approval at City Council on July 27, 2021.

## City Of Eureka Waterfront Plan



**Key Personnel:** Rose Newberry, Laurie Grover

Dudek is currently developing the City of Eureka's Waterfront Specific Plan. The plan serves to revitalize the commercial bayfront, library district, and old town to increase housing, jobs, and vitality in the area. While the area is well served by transit and parks, representing a key area of development for the city, it is also facing profound risks from sea level rise. The plan aims to work with the community to create straightforward design guidelines consistent with the General Plan and the CCC sea level rise guidance to create a pro-development environment to encourage



a live-work-play district. The plan respects the community's unique environmental setting, historic Victorian buildings, and arts community to serve the people who live in and enjoy this special place.

## San Mateo County Harbor District Master Plan



**Key Personnel:** Asha Bleier, Danielle Berger, Matthew Valerio, Carolyn Groves, Rose Newberry, Catherine Tang Saez

Dudek is developing the San Mateo County Harbor District Master Plan, a comprehensive guide that will focus San Mateo County Harbor District activities at Pillar Point Harbor and Oyster Point Marina/Park in a relevant, responsive, and realistic manner for decades to come. The Master Plan will support the Harbor District in navigating and defining the best possible use of its land and water resources and in identifying and achieving capital improvement projects that are aligned with community values.

The Master Plan process included a survey of all water and land-side San Mateo County Harbor District assets and robust public outreach, including four virtual public workshops, an online survey, in-person pop-up events, canvassing, and one-on-one stakeholder interviews. Pillar Point and Oyster Point are well-used San Mateo County Harbor District destinations by residents, visitors, and commercial fisherman. It was critical to the District and the project team to ensure community values and desires were taken into consideration when developing the capital improvement-focused Master Plan.



## City Of Dana Point Sea Level Rise Vulnerability Assessment And LCP Update



**Key Personnel:** Sarah Richmond,  
Carolyn Groves

The Dudek coastal planning team is working with the City of Dana Point to develop Land Use Plan policies and Implementing Plan measures regarding coastal hazards and shoreline development in accordance with the CCC latest sea level rise guidance and findings from the sea level rise vulnerability assessment. This includes updates to the City's LCP coastal hazards chapter, as well as relevant specific plans, such as the Dana Point Harbor Revitalization and District Regulations and the Monarch Beach Resort Specific Plan. Dudek's strategy includes early and consistent coordination and feedback with CCC district staff to solicit their input to avoid late changes to the project and minimize conflicts or unresolved issues at the CCC hearing.



In addition, Dudek has supported the City with public outreach, including assisting with public workshops focused on sea level rise vulnerabilities and the LCP Amendment process. Ultimately, Dudek will support City staff at local hearings, as well as CCC hearings, and will assist in preparing the LCP Amendment submittal for CCC review and certification. The update process is funded, in part, by two grants from CCC.

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## City Of Los Angeles Venice Sea Level Rise Vulnerability Assessment And LCP Update



**Key Personnel:** Sarah Richmond,  
Carolyn Groves

Dudek is working with the City of Los Angeles to prepare an LCP for the uncertified community of Venice that addresses coastal hazards and sea level rise. The coastal planning team is working closely with the City to address impacts identified in the sea level rise vulnerability assessment to critical (tide gates, pump stations, outfalls, sewer, and power), land

use development, public access, and visitor-serving uses in an LUP and IP. Dudek also provided key support with the development of three City-led public workshops by preparing materials to describe the project, results from the vulnerability assessment, and potential adaptation strategies, and incorporated community feedback into the policy development process. Dudek coastal planners have drafted new coastal hazard LUP policies and IP requirements for completion and submittal to CCC for certification. The update process is funded, in part, by a grant from CCC.



## Orange County Southern Subregion Habitat Conservation Plan



**Key Personnel:** Ryan Allen, Michael Huff

Based on a biological database assembled by the County of Orange and augmented by Dudek biologists, Dudek prepared a Joint EIR/Environmental Impact Statement (EIS) for the 130,000-acre Southern Subregion Master Streambed Alteration Agreement/Habitat Conservation Plan (HCP) in southern Orange County. To support preparation of the Joint EIR/EIS, Dudek prepared general biological resource surveys, vegetation mapping, and endangered species surveys. Major issues addressed in the EIR/EIS include land use, biological resources, traffic circulation, public services and facilities, and population and housing. Dudek also completed a variety of GIS analyses, including preparation and analysis of alternative habitat reserve design scenarios. Key features of the planning process included compliance with habitat reserve design goals and objectives established by the state Natural Community Conservation Plan conservation guidelines, and the relationship of the proposed reserve design to the Foothill Transportation Corridor South, contemplated by the Orange County Transportation Corridors Agency. Dudek also provided resource agency coordination and endangered species permitting services.

The HCP focuses on the California gnatcatcher (*Polioptila californica*) and addresses the habitat requirements of more than 100 other sensitive species. Actions addressed in the Southern Subregion Joint EIR/EIS included issuance of a section 10(a)(1)(B) permit



by the U.S. Fish and Wildlife Service to multiple jurisdictions, including the County of Orange and the cities of San Clemente, San Juan Capistrano, and Mission Viejo. Since certification of the Joint EIR/EIS and issuance of the Implementation Agreement for the Southern Subregion HCP in 2006, Dudek has continued to provide as-needed biological consulting services to the Rancho Mission Viejo Company and the Rancho Mission Viejo Land Trust pertaining to phased development support and HCP implementation/compliance support. Dudek conducts annual effective monitoring of the Habitat Reserve for vegetation communities, including coastal sage scrub, oak woodlands, wetlands, and riparian habitats, and covered wildlife species, including California gnatcatcher, cactus wren, and riparian birds, and has done so since 2008. As part of our ongoing HCP implementation services, Dudek also prepares annual monitoring and compliance reporting for the Rancho Mission Viejo Land Trust under the Southern Subregion HCP.

## City Of Carlsbad Agua Hedionda Hub Park Lagoon Plan



**Key Personnel:** Asha Bleier, Raoul Ranoa

Dudek managed preliminary and final design for an approximate 2-mile recreation trail system located along the south shore of Agua Hedionda Lagoon. Work included biological resources investigations, UAS aerial surveys, cultural resources assessments, environmental planning and CEQA analysis, engineering and landscape architecture trail design, native habitat restoration/revegetation planning, development of resource interpretation and educational trail features, and community outreach.

Prior to Dudek's involvement in the Lagoon Plan, Dudek's landscape architects prepared preliminary concept plans for the Agua Hedionda South Shore Specific Plan, associated with the proposed Carruso commercial development, that consisted of over 155 acres of agricultural and natural resource areas. The plan's prescribed preliminary concepts included public access, low-cost visitor uses, trails, interpretation and overlooks, native habitat restoration, and preservation of existing historic agriculture areas (strawberry fields) and biological resources associated with the adjacent Agua Hedionda Lagoon. The Hub Park trail planning further implements trail concepts identified in this previous work.





## Fanita Ranch Trail Feasibility Study



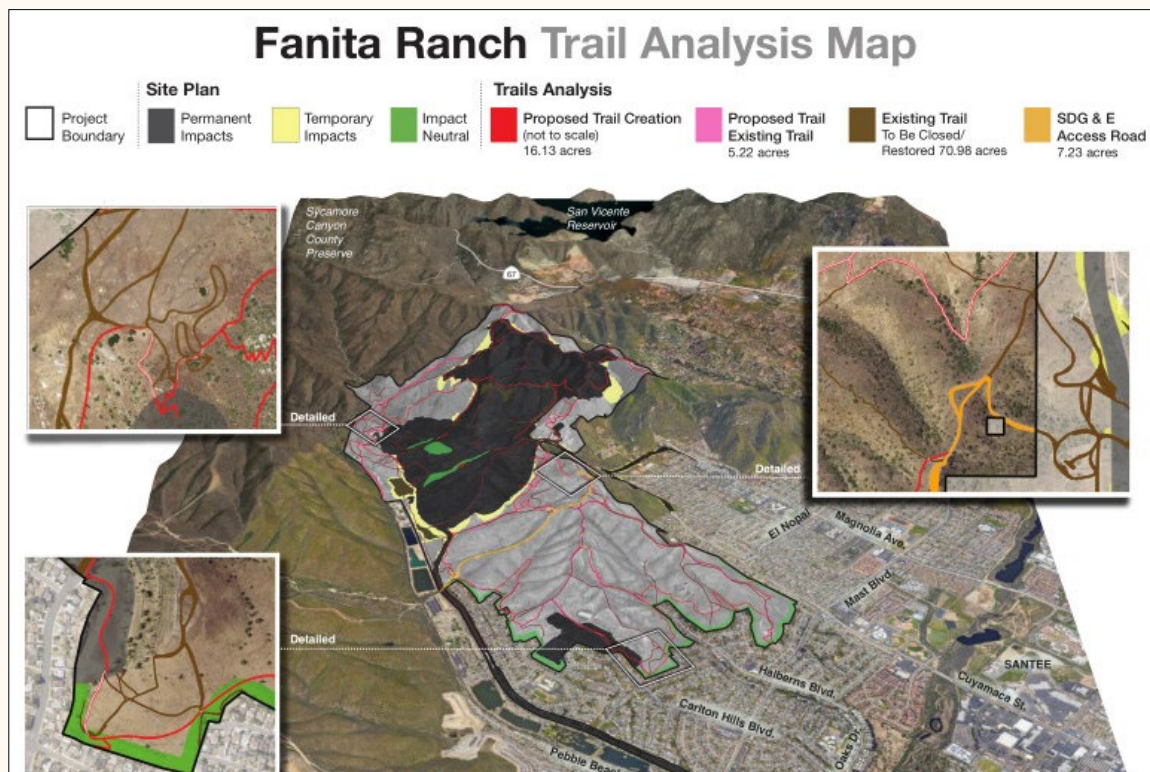
**Key Personnel:** Raoul Ranoa, Michael Huff

Dudek developed a Master Plan for trails for the 2,600-acre Fanita Ranch, a new community development in Santee. The plan focused on preservation and enhancement of trails within the nature preserves and included summary of existing conditions, recommendations for closures and realignment of existing trails, measures to preserve natural resources, maintenance practices, and design guidelines.

Dudek biologists conducted general and focused biological surveys and habitat delineations for the landowner in support of a General Plan Amendment, Specific Plan, rezone, and tentative map being processed

through the City of Santee. Dudek also provided habitat conservation planning assistance, CEQA services, fire planning, and habitat restoration services. Of primary focus was the extent of coastal sage scrub supporting California gnatcatchers, native grasslands supporting grasshopper sparrow (*Ammodramus savannarum*) and Cleveland's goldenstar (*Bloomeria clevelandii*), quino checkerspot butterfly (*Euphydryas editha quino*), riparian and oak woodlands with the least Bell's vireo (*Vireo bellii pusillus*) and several species of hawks and owls, and vernal pools occupied by San Diego fairy shrimp.

In addition, Dudek conducted a jurisdictional wetland delineation. Dudek is currently working on reporting and permitting which consolidates studies and agency discussions since 1992.





## KEARNS & WEST

### City Of Newport Beach “Listen & Learn” and Circulation and Housing Element Update - Community and Stakeholder Engagement

**Key Personnel:** Jenna Tourjé-Maldonado, Christian Mendez

In 2019, the City of Newport Beach began a “Listen & Learn” process to hear from the community in developing a community-based vision for the future comprehensive General Plan

Update. In this highly engaged community, transparent and thoughtful community engagement have helped build consensus on both the Circulation and Housing Element policies. For “Listen & Learn,” Kearns & West created branding reflecting Newport Beach’s coastal character and culture, developed an interactive website, prepared materials about the existing General Plan, hosted a day-long community festival, and planned community meetings. Kearns & West, working closely with both City public works and planning staff and the consultants, is now implementing a robust virtual engagement strategy for the Circulation and Housing Element updates, including continued online engagement, and workshop series on circulation, housing, and environmental justice.



### City Of San Marcos General Plan Update

**Key Personnel:** Jenna Tourjé-Maldonado, Christian Mendez

The City of San Marcos launched a General Plan Update in 2019. Kearns & West prepared an effective comprehensive community and stakeholder engagement strategy, provided support on for online content and activities, helped launch and facilitate the community advisory committee process, and facilitated rounds of well-attended in-person visioning meetings, digital surveys, and social media engagement.

### City Of Santa Clarita Old Town Newhall Specific Plan Update

**Key Personnel:** Jenna Tourjé-Maldonado, Christian Mendez, Gaurav Srivastava, Catherine Tang Saez

Continuing to build on the success of the City of Santa Clarita’s Old Town Newhall 2005 Specific Plan, Kearns & West joined Dudek to lead two workshops and an online survey, providing stakeholders the opportunity to share their preferences, priorities, and ideas for the Specific Plan Update. The first workshop paired a walking tour with a survey of the area, which laid the foundation for the concepts and questions presented during the second workshop. Kearns & West designed the second workshop as an outdoor exhibition and explored concepts presented in the previous plan and new ideas for the update. Input and ideas from participants in the second workshop helped guide the city’s vision, resulting in a plan focused on community priorities.

## PRO-FORMA ADVISORS

### City Of Diamond Bar General Plan Update

**Key Personnel:** Lance Harris

Pro Forma Advisors provided economic analysis to guide long-term planning for commercial and residential land uses in the city's General Plan update. The city's General Plan update reflected new opportunities, challenges, and approaches that had emerged over the last decade. The General Plan update process provided an exciting opportunity for Diamond Bar community members to share their vision for the city's future and provide input on the city's long-term goals and development opportunities. Pro Forma Advisors assisted with this effort by providing economic guidance to facilitate financially feasible and fiscally prudent long-term development goals.



### City Of Montebello General Plan Update

**Key Personnel:** Lance Harris

Pro Forma Advisors provided an economic development strategy framework for the City of Montebello. The "Our Prosperous Community" chapter of the General Plan was informed by a market analysis as well as discussion with City staff and the broader consultant team to articulate key economic development focus topics, policies, and actions in a manner that best addressed community needs and aspirations appropriate for the city. Additionally, while the strategy was focused on the city as a whole, Pro Forma Advisors also examined eight focus areas in the city that were identified as realistic areas to accommodate future growth. Each area had its own unique characteristics, market considerations, and development potential that was explored within the economic development strategy framework.







# Appendix

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## Resumes



# Elizabeth Dickson, AICP

## PLANNER

Elizabeth Dickson is a planner with 7 years' experience specializing in long-range planning, community planning, housing policy development, and the analysis and creation of tools that facilitate and incentivize development. Ms. Dickson's diverse range of experiences include General Plan updates and amendments, housing element updates, community plan updates, community planning, housing incentive program development, and local updates and amendments to zoning codes. She is experienced in working collaboratively with local community groups, navigating California State legislation, and developing implementation-focused policies and ordinances that promote development.

Ms. Dickson has spoken as a panelist at multiple conferences for the American Planning Association. Her expertise in housing data analysis led her to serve as a panelist at the Institute for Innovative Governance's 2019 Forum on Housing and Inequality in San Diego.

## References

**Monique Arellano, Council of Governments and Equity Programs Manager – San Bernardino Council of Governments**  
909.884.8276 / mreza-arellano@gosbcta.com  
San Bernardino Regional Housing Trust Fund

**Brianna Rindge, AICP, Director of Community and Economic Development – City of Lomita**  
310-325-7110 x122 / b.rindge@lomitacity.com  
General Plan Update

**Kevin Snyder, Community Development Director – City of Indio**  
760.541.4255 / ksnyder@indio.org  
General Plan Update and Implementation

## Select Project Experience

**General Plan Update, City of Rialto.** Serves as the Task Lead for the update to the Land Use Element and a member of the planning team for the overall General Plan Update. Through the General Plan Update, Dudek is preparing amendments to the General Plan for the City's Land Use, Safety, and Environmental Justice Elements. The update to the Land Use Element includes policy and legislative crosswalks identifying key needed changes, a comprehensive existing conditions analysis establishing a baseline for what is on the ground and establishing goals and policies as a part of a robust community and stakeholder engagement program. Additionally, Ms. Dickson is also the Task Lead on consistency amendments to the Zoning Code and Zoning Map.



### Education

*San Diego State University*  
*MA, City Planning, 2019*  
*University of Montevallo*  
*BA, Business Administration, 2009*

### Certifications

*AICP*

### Professional Affiliations

*American Planning Association*

**Urban Design and Housing Strategies, City of El Cajon, California.** Serves as project manager for the Urban Design and Housing Strategies project. This project consists of a multifaceted approach to update the City's regulations and procedures for the provision of residential uses. This includes an in-depth analysis of existing regulations pertaining to mixed use, residential, and accessory dwelling unit development, as well as internal permit processing procedures for the development of objective residential development and design ordinances paired with easy-to-understand graphics; updated permit processes to increase understanding of regulations and ease of permit review; an updated accessory dwelling unit ordinance; an interactive web-based tool for the availability of developable sites; and guides and marketing materials to assist staff as well as developers in understanding updated regulations and procedures.

**San Bernardino Regional Housing Trust Fund, San Bernardino Council of Governments, California.** Serves as the Task Lead for the Regional Housing Trust Fund through the San Bernardino County Transportation Authority/San Bernardino Council of Governments On-call contract. Prepared a Housing Trust White Paper, which provides an analysis of best practices and recommendations for enacting a regional housing trust fund and Strategic Plan, which outlines outreach findings, priority projects, and key recommendations. Developed and managed a comprehensive outreach program including presentations to City Councils across San Bernardino County. Current tasks include development of a strategic plan and administrative plan for the establishment of a regional housing trust fund, based on the recommendations of the Housing Trust White Paper.

**General Plan Update and Implementation, City of Indio, California.** As a part of the General Plan Update, Ms. Dickson served as the task lead for the comprehensive 6th cycle update the City of Indio's Housing Element. As a first step in implementation of the Housing Element, Ms. Dickson is conducted a pro-housing assessment, including direct financial incentives, enhanced housing permitting organizational strategies, city and regional fee strategies, local and regional housing trust fund options and gap financing alternatives for workforce and affordable housing to facilitate the planning, approval, and construction of housing.

**General Plan Update, City of Lomita, California.** Served as project manager for the comprehensive update of the City of Lomita's Housing and Safety Elements and associated outreach program and California Environmental Quality Act process. Tasks included completing a sites inventory and analysis; identifying local housing needs and constraints to the maintenance, improvement, and development of housing for all income levels; assessing local fair housing opportunities; and developing Housing Element goals, policies and programs to address housing constraints, improvement and preservation of naturally affordable and deed-restricted affordable housing, and promotion of fair housing opportunities. Safety Element tasks included preparing a detailed assessment of the hazards affecting the city, when they will occur, where the city is most vulnerable, and what communities are most impacted by hazards. Goals, policies, and actions developed support the findings of a Vulnerability Assessment and Capability Assessment to assist in the implementation of the Safety Element. Both Elements were unanimously approved by the City Council and the Housing Element was certified by the State.

**Los Angeles County Metro Area Plan, County of Los Angeles, California.** Served as member of the planning team for the Los Angeles County Metro Area Plan development. Key tasks included the development of a Gentrification and Displacement Study which analyzed displacement vulnerability and gentrification potential and intensity. The Metro Area Plan provides long range planning guidance for seven unincorporated communities within the County of Los Angeles that have historically been underserved throughout their planning history.

**Annual Report on Homes, City of San Diego, California.** Served as the project manager for the 2021 and 2022 Annual Report on Homes. This work includes the analysis organization of tens of thousands of records of permit data to decipher the number, type, and process for all housing units to be developed in the City.

# Asha Bleier, AICP, LEED AP BD+C

## PRINCIPAL

Asha Bleier is a principal planner with 18 years' experience managing complex planning and development projects throughout California. Ms. Bleier leads Dudek's Planning and Urban Design practice. Her multidisciplinary expertise includes a full range of planning efforts such as regional and general plans, community plans, corridor/transit-oriented development, resilience planning, and design guidelines. Ms. Bleier's background in design, development, and sustainability allows her to make sound policy recommendations relative to the interaction between users and their built environments. She is skilled at managing large, multidisciplinary teams; developing creative strategies for complex projects; and facilitating meaningful stakeholder and public dialogue.

Ms. Bleier currently serves as the professional development AICP Exam coordinator for the California state chapter of the American Planning Association, and is an active member of the Diversity, Equity & Inclusion subcommittee.

## References

### **Kevin Snyder, Community Development Director**

760.391.4000 / ksnyder@indio.org

City of Indio General Plan Update and Transformative Climate Communities Program

### **Matthew Downing, Community Development Director, City of Pismo Beach**

805.773.4658 / mdowning@pismo-beach.org

City of Pismo Beach General Plan/Local Coastal Program Update

## Select Project Experience

**City of Pismo Beach General Plan Update and LCP Amendment, City of Pismo Beach, California.** Serving as principal planner for a comprehensive update to the City's General Plan, Local Coastal Program (LCP) and Zoning Code. Ms. Bleier managed the team to work collaboratively with the City and community in the update of the Land Use, Conservation and Open Space, Safety, and Noise elements of the General Plan and LCP for the City of Pismo Beach. Ms. Bleier also worked closely with the team to update the City's Zoning Code to ensure consistency across the two documents. Dudek is currently assisting City planning staff in hearing preparations for approval of the General Plan Update by the City Planning Commission and City Council, and subsequently certified by the CCC as an LCP Amendment.

**General Plan Update, City of Lomita, California.** Served as principal in charge for the comprehensive update of the City of Lomita's Housing and Safety Elements and associated CEQA process. Dudek staff prepared a detailed assessment of the hazards affecting the City, when they will occur, where the City is most vulnerable, and what



### **Education**

*University of California, Santa Barbara  
BA, Environmental Studies (Geography/Urban Planning emphasis), 2005*

### **Certifications**

*American Institute of Certified Planners (AICP), issued 2012*

*American Institute of Architects*

*(AIA) Associate, No. 30528635*

*Leadership in Energy and Environmental Design (LEED) AP BD+C*

### **Professional Affiliations**

*American Planning Association*

*American Institute of Architects*

*U.S. Green Building Council*

*Women in Architecture*



communities are most impacted by hazards. Dudek prepared a Vulnerability Assessment and Capability Assessment to support the planning effort.

**General Plan Update, City of Highland, California.** Served as project manager overseeing the comprehensive update of the City of Highland's Housing, Safety, and Environmental Justice Elements and associated CEQA process. Dudek staff prepared a detailed assessment of the hazards affecting the City, when they will occur, where the City is most vulnerable, and what communities are most impacted by hazards. Dudek prepared a Vulnerability Assessment and Capability Assessment to support the planning effort. Dudek is also collaborated with the City to create a virtual outreach hub, including news/events, resources, three online public workshops, and other project details.

**General Plan Update and Program Environmental Impact Report (EIR), County of Los Angeles, California.** Served as project manager for the preparation of a countywide update to the Housing Element of the General Plan for the 2021–2029 planning period. The Housing Element serves as a policy guide to address the comprehensive housing needs of the unincorporated areas of Los Angeles County. The primary focus of the Housing Element is to ensure decent, safe, sanitary, and affordable housing for current and future residents—including those with special needs—of the unincorporated areas. The Program EIR analyzes potential impacts relative to the associated rezone program and other aspects of the Housing Element Update to address issues such as traffic, air quality, GHG emissions, noise, land use compatibility, and fire hazards.

**General Plan Update, City of Carlsbad, California.** Served as a member of the planning team to assist in the process of a General Plan Update for the City of Carlsbad. Prepared working papers that served as a foundation for updating the goals, policies, and programs in the open space and natural environment, history, arts, and cultural resources elements of the City's General Plan. Provided direction regarding potential environmental constraints for the formulation of land use alternatives in accordance with CEQA requirements and worked closely with the planning team on policy development.

**Transformative Climate Communities Program, City of Indio, California.** Served as principal planner for the City of Indio's Transformative Climate Communities Plan. The plan focuses on Indio's Downtown and Jewel communities, which rank in the top 5% of disadvantaged communities in the State of California. This ranking qualifies these areas for grants that aim to improve public health and promote economic development. The Dudek team is conducted comprehensive public outreach and mapping climate vulnerabilities beyond CalEnviroScreen in order to create tailored policies and compelling narratives to identify projects that are most competitive for grant funding based on their defensible GHG reductions and community support.

**Eastern Coachella Valley Action Plan for Climate Resilience, Coachella Valley, California.** Worked closely with the Dudek team in preparing Eastern Coachella Valley's Final Action Plan, which serves as an implementing document to fund green infrastructure, affordable housing, parks, and transportation projects with broad community support and specific funding sources. The Plan also includes an in-depth look at the Valley's socioeconomic characteristics to identify specific community needs and potential co-benefits of projects. Dudek worked with local stakeholders and regional agencies to identify policy gaps and identify projects that reduced GHG emissions and improved climate resilience. Dudek provided specific technical guidance to create projects and policies that best reduce GHG emissions and how to measure these reductions. Dudek completed the Eastern Coachella Valley's Action Plan for Climate Resilience in 2019. The Plan was selected in 2020 for a Merit Award within the Innovation in Green Community Planning by the Inland Empire Section of the American Planning Association.

**Transformative Climate Communities Planning Grant, City of Bakersfield, California.** Serving as principal planner for the Bakersfield Transformative Climate Communities Plan. This plan is an extension of the City's planning efforts, chiefly the Downtown Vision Plan, and identifies projects that support the development of housing, employment, and active transportation through cap and trade as well as other State-level funding sources. Dudek is preparing a qualitative and geographic information system-based review of City plans and policy to identify projects that are most competitive for grant funding based on their defensible GHG reductions and community support.

**San Bernardino County Transportation Authority Sustainability Staff Support, San Bernardino County Transportation Authority, County of San Bernardino, California.** On behalf of San Bernardino County planning staff, Ms. Bleier assisted in the review of the draft Resilient IE regional climate adaptation guidance documents, including the San Bernardino County Vulnerability Assessment, Resilient IE Toolkit, and Risk-Based Vulnerability Assessment Pilot, to identify regional sustainability strategies, ensure model policy was applicable and attainable to smaller jurisdictions, evaluate policy for its compliance with environmental justice regulation and guidance from the California Office of the Attorney General, and participate in the development of a regional climate collaborative to serve as the technical and policy hub for resilience and environmental justice.

**As-Needed Multidisciplinary Planning Services, City of San Diego, California.** Serves as program director and manages multiple concurrent task orders in a timely and cost-effective manner. Task orders include the following:

- **Mira Mesa Community Plan Update:** The community plan update addresses the dynamics of population and business growth while taking into account citywide goals such as climate resiliency, diverse housing supply, and sustainable mobility solutions. Dudek is providing urban design and environmental planning services.
- **De Anza Cove Revitalization Plan/Mission Bay Park Master Plan Amendment:** The project addresses regional recreation needs, water quality, and hydrologic improvements to safeguard the viability of marsh areas. Dudek is working with the City to address shoreline issues and formulate an action plan that can be implemented over time and adapt to changes in both climate and legislation.
- **University Community Plan Update:** The community plan update aims to provide a variety of housing types, capitalize on transit improvements coming to the area, connect key destinations in the community, and facilitate goals for reducing GHG emissions. Dudek is providing environmental planning services.

**San Diego Association of Governments, San Diego County, California.** Serves as project manager in partnership with University of San Diego's Energy Policy Initiatives Center to provide professional services for the San Diego Association of Governments climate resiliency, planning, and implementation program. The program includes working with San Diego Association of Governments staff to support planning and implementation efforts, especially as they relate to policies and programs identified in San Diego Forward: The 2021 Regional Plan. The areas of emphasis include mitigating and adapting to impacts from climate change.

**As-Needed Long-Range Planning and Environmental Services, Port of San Diego, California.** Manages master planning services under Dudek's as-needed contract with the Port of San Diego. Under this contract, Dudek serves as extension of staff to manage high-profile, complex planning projects in the San Diego Bay waterfront. Dudek's experience includes providing regulatory guidance to Port staff, working effectively with other agency representatives, and providing support for the Port Master Plan Update, as well as offering project management services to the District for the BAE Systems Waterfront Improvement Project EIR, Iconic Waterfront Restaurant Project, and the Fireworks Ordinance.

# Laurie Grover, AICP

## PLANNER

Laurie Grover is a planner with 11 years' experience specializing in transportation and community and regional planning, and state and federal transportation and climate change policy. Ms. Grover offers a unique array of public sector experience focusing on long range planning, technical analyses, policy development, and grant writing and administration. Her multidisciplinary expertise includes a full range of planning efforts such as Regional, Area, and General Plans, corridor/transit-oriented development, resilience planning, and facilitating meaningful stakeholder and public dialogue.

For 4 years, Ms. Grover served as the Treasurer for the California Planning Foundation, the non-profit arm of the American Planning Association tasked with providing scholarships to planning students throughout the state.

## References

**Josh Lee, Chief of Planning – San Bernardino County Transportation Authority**  
909.884.8276 / jlee@gosbcta.com  
On-Call Regional Planning Assistance

**Phil Trom, AICP, Program Manager – City of San Diego (former Senior Planner, SANDAG)**  
619-254-1890 / PTrom@sandiego.gov  
Former employer (SANDAG)

## Select Project Experience

**Los Angeles County Metro Area Plan, County of Los Angeles, California.** Serving as deputy project manager for the Los Angeles County Metro Area Plan development. Assisting the project manager with plan development including overall project management, goals and policy development, zoning updates, and stakeholder engagement. The Metro Area Plan provides long range planning guidance for seven unincorporated communities within the County of Los Angeles that have historically been underserved throughout their planning history. (2022 – Present)

**On-Call Regional Planning Assistance, San Bernardino County Transportation Authority, San Bernardino County, California.** Serving as senior planner, Ms. Grover works closely with the clients to provide on-call regional planning assistance. Project work has included research and implementation of a regional housing trust, working with member jurisdictions to acquire ProHousing designations, among other housing-relating services. (2022 – Present)

**Annual Report on Homes, City of San Diego, California.** As co-project manager provided an Annual Report on Homes to City staff that graphically outlines progress made within that year on housing production. Work involved distilling technical data into an easy-to-understand graphic brochure for members of the public and decision-makers alike. Contracted to provide the 2022 update, as well. (2022 – Present)



### Education

San Diego State University  
MA, City Planning, 2012  
University of California, Berkeley  
BA, Legal Studies, 2008

### Certifications

American Institute of Certified Planners (AICP), issued 2022

### Professional Affiliations

American Planning Association



**General Plan Update, City of Rialto, California.** Serving as senior planner for the Land Use Element update of the City's General Plan. Ms. Grover will support the City in revamping the Land Use Element to include land use and zoning changes from the City's recently adopted Housing Element. (2023 – Present)

**Waterfront Eureka Specific Plan, City of Eureka, California.** As Senior Planner, worked with the client to provide comprehensive planning guidelines for the development and redevelopment of the City's prized waterfront districts. (2022 – Present)

**Housing Element Update, City of Concord, California.** Serving as senior planner for the Housing Element Update for the City of Concord. Providing research and review on how the city's proposed Housing Element meets the State's Affirmatively Furthering Fair Housing requirements. (2022–Present)

## Relevant Previous Experience

**San Diego Forward: The 2019 Federal Regional Transportation Plan, San Diego Association of Governments (SANDAG), California.** Assisted the project manager with the Federal Regional Transportation Plan that ensures federal air quality conformity and preserves funding for the San Diego region's infrastructure investments. Assisted in chapter development, implementation action monitoring, and project cost and inflation updates. (2017-2019)

**San Diego Forward: The Regional Plan (2015–2019), SANDAG, California.** Served as the assistant project manager and managed several phases and components of the plan, including costing and project phasing assessments, Sustainable Communities Strategy development, public outreach, state and federal plan compliance, and development of the goals, objectives, policies, programs, and implementation actions. The Regional Plan outlined billions of dollars in investment in the San Diego region over a 35-year planning horizon. (2013-2016)

**Border Health Equity Transportation Study, SANDAG, California.** Was the successful California Department of Transportation Environmental Justice Planning Grant applicant and managed the Border Health Equity Transportation Study. This study evaluated the significance of various mobility/built environment factors in the health of San Ysidro community members, and integrating this understanding into long range planning processes. Managed an extensive stakeholder outreach process, assisted in the health determinant and outcomes process, and presented the recommendations and findings to the SANDAG Board of Directors and Policy Advisory Committees.

**47th Street Health Impact Assessment Study, SANDAG, California.** Served as an assistant planner in the development of the region's first transportation-related Health Impact Assessment study. This Health Impact Assessment ensured that public health was considered in the planning of this proposed Bus Rapid Transit station, which is situated in an urban, auto-oriented, and underserved community.

**Coordinated Plan (2014-2018), SANDAG, California.** Served as a planner for the 2014-2018 Coordinated Plan (Coordinated Public Transit-Human Services Transportation Plan), conducted market research and regional inventory on specialized transportation services, conducted regional public outreach, created information geographic information system (GIS) maps, and oversaw plan development.

**General Plan Update, City of Encinitas, California.** Served as a member of the planning team to assist in the development of the Public Health component of the 2011 General Plan Update. Assisted with public outreach, geospatial analyses, and the development of the goals, objectives, policies, programs, and action items related to Public Health.

# Danielle Berger, AICP

## SENIOR PROJECT MANAGER

Danielle Berger is a senior project manager with 10 years' professional experience as a land use planner specializing in creative public outreach, recreational access, and habitat restoration.

## References

**Siri Champion, Senior Planner – City of Rialto**

909.820.8072 / schampion@rialtoca.gov

City of Rialto Focused General Plan Update

**Bronti Cash, Environmental Specialist – City of Oceanside**

760.435.5914 / bcash@oceansideca.gov

Buena Vista Creek Restoration and Disadvantaged Community Stewardship Project

## Select Project Experience

**City of Rialto Focused General Plan Update, Rialto, California.** Ms. Berger is a senior planner on the Environmental Justice element of the City of Rialto Focused General Plan Update. She is leading the Dudek team on a variety of in-person and virtual outreach strategies, including the development and management of a 10-person Community Advisory Committee. Outreach strategies will collect public input that will inform the plan's EJ policies.

**City of Mountain View Biodiversity Strategy and Urban Forestry Plan Outreach Services. Mountain View, California.** Ms. Berger is project manager for the

outreach services contract in support of the City of Mountain View's Biodiversity Strategy and Urban Forestry Plan. In partnership with the San Francisco Estuary Institute, the Dudek outreach team is designing and implementing out a series on in-person pop-up events, virtual meetings, and a variety of printed educational collateral to engage and inform the community about the City's efforts to meet its sustainability priorities and goals.

**Buena Vista Creek Restoration and Disadvantaged Community Stewardship Project. Oceanside, California.** Served as public outreach lead for the Buena Vista Creek Restoration and Disadvantaged Community Stewardship project. The Buena Vista Creek Restoration Project was identified by the City of Oceanside to exemplify the City's mission to improve public access to open space, ensure the protection and restoration of our water resources, and facilitate community stewardship of our watersheds. Dudek is providing consulting services including habitat restoration design, biological and cultural surveying, environmental planning and permitting, and public outreach with a focus on disadvantaged communities in the project area.

**San Mateo County Harbor District Master Plan, San Mateo County, California.** Served as senior planner on the San Mateo County Harbor District Master Plan. Assisted with virtual public engagement events with local business interest groups (i.e., commercial fishing), residents, recreational boaters, Board Commissioner's, and San Mateo County Harbor District staff. Lead the development of the vision, guiding principles, and alternatives for the Master Plan.



### Education

*Columbia University  
MS, Urban Planning,  
2013*

*University of Toronto  
BA, Geography and GIS,  
2009*

### Certifications

*American Institute of  
Certified Planners,  
No. 029083*

### Professional Affiliations

*American Planning  
Association*

*International Association  
for Public Participation*

**Nevada County Recreation and Resiliency Master Plan, Nevada County, California.** Served as a recreational planner on the Nevada County Recreation and Resiliency Master Plan. The purpose of this project is to articulate community recreation needs while devising a strategy for implementing project recommendations that span jurisdictional and agency boundaries to support climate change adaptation and mitigation.

**Tulare County Local Hazard Mitigation Plan and Climate Adaptation Resiliency Plan Outreach Services, Tulare County, California.** Served as the project manager for outreach services in support of the Tulare County Local Hazard Mitigation Plan and Climate Adaptation Resiliency Plan. Outreach strategies included both in-person and virtual events to engage project stakeholders and the public. These complementary plans will be used to identify Tulare County's climate risks and vulnerabilities and to develop adaptation and resilience strategies. Implementing these strategies will also assist in reducing the social, economic, and environmental impacts of short- and long-term climate change.

**Bakersfield Transformative Climate Communities Plan, City of Bakersfield, California.** Served as the public outreach manager on the Bakersfield Transformative Climate Communities Plan. This plan is an extension of the City of Bakersfield's planning efforts, chiefly the Downtown Vision Plan, and identifies projects that support the development of housing, employment, and active transportation through cap and trade as well as other State-level funding sources. Coordinated a series of virtual and in-person outreach events and data collection techniques with the client and five partner Community-Based Organizations. The primary goal of public outreach was to communicate to the public the goal of the Transformative Climate Communities project and solicit robust community input of future projects and City of Bakersfield priorities for implementation to make their communities healthy, livable, sustainable, and safe.

## Relevant Previous Experience

**Salt Lake City Foothills Trails Plan, City of Salt Lake City, Utah.** Served as a senior planner for the Salt Lake City Foothills Trails Plan, which sought to improve the recreational trail network in the Salt Lake City Foothills from Davis County to Emigration Canyon. The project included a thorough analysis of the existing trail system, user intercept surveys, a weeklong workshop with land managers and trail advocates, an interactive map to solicit public comment, and the development of a proposed trail system with design guidelines. The project recommended over 100 miles of new trails in the Salt Lake City Foothills and will help alleviate user conflicts and congestion currently on the Bonneville Shoreline and other nearby trails.

**Nampa Bicycle and Pedestrian Master Plan, City of Nampa, Idaho.** Served as the project manager for the City of Nampa Bicycle and Pedestrian Master Plan. The 2020 plan created a Master Plan to enhance community health, environmental quality, equity, economic growth, and quality of life through increasing facilities for safe walking and bicycling. Over 400 residents provided valuable feedback through digital and in-person platforms.

**Fontana Active Transportation Plan, City of Fontana, California.** Served as project manager on the Fontana Active Transportation Plan. By improving and expanding the existing non-motorized network through this active transportation plan, the City of Fontana will provide access to transit nodes, schools, libraries, job centers, and parks. The active transportation plan included a public health objective and will provide a "Best Practices" toolkit for implementation of all identified non-motorized transportation facilities. The Fontana Active Transportation Plan was the 2018 recipient of the American Planning Association Inland Empire Section Transportation Category Award.



# Angelica Rocha

## URBAN PLANNER & VISUAL COMMUNICATIONS SPECIALIST

Angelica Rocha is an urban planner and visual communications specialist with 5 years' professional planning experience. She specializes in sustainable transportation, creative public outreach, and graphic design. Ms. Rocha is passionate about developing context-sensitive engagement strategies that pique resident interest and encourage participation, which complements her ability to communicate complex, data-driven findings to a broad audience. She excels in conducting research and working with public, private, and nonprofit clients to develop innovative policy and planning solutions for every project.

## References

**Kristin Haukom, Planning Associate, Alta Planning + Design**

619.987.7977 / kristinhaukom@altaplanning.com

Relationship: Client since 2019 (at Circulate San Diego and Fehr & Peers)

**Joel Guy, Executive Director, The Hanalei Initiative**

808.635.2074 / hanaleiinitiative@gmail.com

North Shore Kauai Parking Study

## Select Relevant Experience

**North Shore Kauai Parking Study, The Hanalei Initiative, Kauai, Hawai'i.** Served as deputy project manager and lead planner. The study included understanding travel characteristics, analyzing constraints and opportunities for all modes of travel, assessing how to best balance the parking demand of tourists and state park visitors with resident and local business utilization, and developing near-term and long-term strategies to increase travel choice and encourage alternative modes other than driving. The study involved an extensive community input process, which included residents, business owners, landowners, jurisdictions, neighborhood groups and associations, and agricultural farmers. The final product was a community-vetted planning document outlining a 25-year road map of transportation solutions for the North Shore.

**South Bay Local Travel Network Wayfinding and Signage, South Bay Cities Council of Governments, Los Angeles County, California.** Served as the project planner for the proposed multi-jurisdiction South Bay Local Travel Network. Advised the South Bay Cities Council of Government on best practices for integrating pavement marking design, wayfinding, and intersection crossings. Also supported the development of branded wayfinding and signage for the network, regulatory planning and legislative support, and treatment design for the 243-mile network. This plan included preparing a Neighborhood Electric Vehicle (NEV) Plan Playbook that satisfies the integration of NEVs according to state requirements.

**Senate Bill 743 Implementation and Neighborhood Electric Vehicle Planning, City of Chula Vista, California.**

Assisted the City of Chula Vista with California State Senate Bill 743 implementation and the development of a Vehicle Miles Traveled Mitigation Fee Program. Led the Chula Vista Multimodal Master Plan, one of the companion

## Education

California Polytechnic University, Pomona  
MS, Regenerative Studies, 2019

San Francisco State University  
BS, Recreation and Parks Management, 2015

## Professional Affiliations

Association of Pedestrian and Bicycle Professionals, Cochair, San Diego Chapter

American Planning Association

projects created to provide developers with the option to receive vehicle miles traveled credit by contributing to multimodal projects. As part of this effort, Ms. Rocha designed the network, collaborated with internal City stakeholders on network design, calculated vehicle miles traveled reductions for the proposed network, and prepared planning-level cost estimates. When completed, the project will provide the City of Chula Vista with a list of projects that may be funded through the new fee program.

**The Parcel Parking Study, Town of Mammoth Lakes, California.** Served as the project manager. The parking study was required by the Town of Mammoth Lakes Town Council as part of the development project's conditional review and to provide a comprehensive process for assessing parking supply of the town's first high-density affordable housing development project. Performed extensive research to provide the Town Council and project team with similar parking policy case studies to support the project's parking supply and developed a series of monitoring and evaluating processes should issues arise as occupancy occurs.

**Trails at Carmel Mountain Ranch Transportation Demand Management Plan, Atlantis Group, San Diego, California.** Served as the project manager for one of the first Transportation Demand Management Plan in the City of San Diego. Coordinated with the client, landowner, consultant team, and City to identify meaningful traffic reduction mitigation measures for the future site of 826 new homes.

**Samuel Mahelona Transit Oriented Development Master Plan, PBR Hawaii, Kauai, Hawai'i.** Served as the project manager for traffic circulation and mobility planning. The purpose of the project was to assess the current state of the Mahelona Hospital and determine improvements needed to address health service needs and to determine options for better use of the State property to provide needed affordable housing, community services, and other uses. Led traffic analysis, presented at community stakeholder meetings, and provided design guidance on improvements for increasing access for bicycles, pedestrians, and public transit.

**Central O'ahu Agriculture and Food Hub, University of Hawaii, Oahu, Hawai'i.** Served as the project manager for the Mobility Analysis Report. Analyzed existing and future roadways based on a multi-phased proposed project program, performed a roadway alternatives analysis, and developed proposed transportation recommendations.

**Vision Zero Action Plan, City of El Monte, California.** Served as the engagement, visual communications, and policy lead. The El Monte Vision Zero Action Plan aimed to provide a road map for the City of El Monte to achieve its "Vision Zero" commitment of ending all serious injuries and traffic fatalities by 2027. Designed all community engagement materials, including the project logo, sidewalk decals, project flyers, and social media posts, and led multiple community engagement activities aimed at creating a community-generated project list. Also drafted the City's Vision Zero policies for evaluating and incorporating equity into the long-range vision and subsequent policy and planning recommendations.

**Oceanside Safe Routes to School, City of Oceanside, California.** Served as the project manager and outreach lead for a school safety study. Designed and developed educational and outreach materials for 27 schools in the City of Oceanside. Inventoried issues and constraints to develop recommendations that make it easier and safer for children to walk or bike to school.

**Carbon Neutral Study, San Diego State University, San Diego, California.** Prepared greenhouse gas emissions inventory for transportation-related emissions at five of San Diego State University's facilities in County of San Diego. Developed transportation scenarios for reduction in transportation emissions which was then used to prepare a cross-disciplinary emissions inventory and planning document outlining the pathway for the institution to reach carbon neutrality. Participated in stakeholder outreach, which included a blend of campus-wide student programming and meetings across university departments.

# Grant Sles

## PLANNER

Grant Sles is an urban planner with 4 years' professional experience specializing in research, housing policy implementation, active transportation planning, and community engagement.

## References

**Ruchita Kadakia, Planning Manager – County of Ventura**

805.654.2414 / ruchita.kadakia@ventura.org

ADU and Farmworker Housing Ordinance Updates

**Dillon Fitch, Professional Researcher, Institute of Transportation Studies – UC Davis**

530.752.6548 / dtfitch@ucdavis.edu

Active Transportation Program Process Improvements

## Select Project Experience

**City of Rialto General Plan Update, Rialto, California.** Assisting with updates to the City's Land Use, Safety, and Environmental Justice Elements. Conducting research on existing uses and infrastructure and creating maps to identify areas where updates may be necessary per State law and feedback received from residents. Creating policy recommendations based on findings in the Existing Conditions Report.

**Clark County Aging Readiness Plan Update, Clark County, Oregon.** Assisting with updates to the Plan focused on housing, transportation, safety, and support services for older adults. Conducting research regarding the effectiveness of existing programs and policies to identify areas for improvement. Facilitating stakeholder focus groups and public workshops in order to ensure that a variety of experiences, expertise, and ideas are represented in policy development. Creating policy recommendations based on findings and outreach results.

## Relevant Previous Experience

**ADU Ordinance Update, County of Ventura, California.** Per state law, the County of Ventura is required to ministerially permit accessory dwelling units (ADUs) that meet certain criteria. Comprehensively reviewed new ADU laws and existing local regulations to inform essential updates to Ventura County's Non-Coastal ADU ordinance. Collaborated with various Ventura County agencies to update local ADU regulations and implement state requirements while prioritizing the health, safety, and quality of life for residents. Translated complex legislation into simple yet effective educational materials for constituents interested in building ADUs. Marketed standardized building plans for ADUs that can expedite the permitting and development process. All these efforts are aimed to create more high-quality affordable housing opportunities in unincorporated areas and ensure that Ventura County is meeting its Regional Housing Needs Assessment targets.



### Education

University of California,  
Davis  
BS, Environmental Policy  
Analysis and Planning,  
2021

### Professional Affiliations

American Planning  
Association



**Agricultural Worker Housing Ordinance Update, County of Ventura, California.** Began implementation of the Ventura County's new Agricultural Worker Housing Ordinance. Thoroughly researched local and state laws regarding employee housing, farmworker housing, and animal caretaker housing and synthesized findings for Ventura County staff. Developed outreach materials and informational graphics for property owners and agricultural workers interested in housing opportunities. These efforts are aimed to improve the availability, affordability, and quality of housing available to Ventura County's large community of agricultural workers.

**Senate Bill 9 Implementation Plan, County of Ventura, California.** Per state law, Ventura County is required to ministerially permit lot splits and/or additional primary dwelling units on single-family properties that meet certain criteria. Thoroughly researched new state regulations and worked to bring Ventura County into compliance in a timely manner. Created and presented maps of all unincorporated areas where Senate Bill 9 may apply. Coordinated an interagency effort to develop a comprehensive implementation plan, eligibility checklist, application, and informational handout for public distribution. These efforts are aimed to provide more housing opportunities for Ventura County residents and ensure that the County is administering the law as intended.

**ATP Benefit/Cost Tool, Caltrans, California.** Worked to improve the California Department of Transportation (Caltrans) Active Transportation Program (ATP) grant application process by developing a tool to estimate the costs and benefits of proposed active transportation projects. Comprehensively reviewed and synthesized existing literature regarding the costs and benefits of active transportation projects in terms of public health, safety, emissions reduction, and economics, using findings to inform tool development. Facilitated tool development workshops with stakeholders throughout California to ensure that local contexts and interests are equitably represented. Evaluated social equity impacts of the ATP in rural and disadvantaged communities through discussions with representatives from rural and disadvantaged communities. These efforts have simplified the ATP grant application process for local governments and nonprofits focused on developing sustainable transportation systems throughout California.

**Campus Energy Conservation Plan, University of California, Davis, California.** As part of the university's Carbon Neutrality Initiative, it developed an interactive and evolving energy conservation plan that relies on data consistent analysis and community engagement to reduce energy use throughout the year. Collected and analyzed energy data from campus facilities to identify locations and times when energy consumption could be reduced. Managed an app-based engagement platform where students and faculty can share their energy needs in different facilities. Using both sources, developed quarterly energy reports for campus policymakers and engineers involved in energy decisions. These efforts helped reduce energy waste and increase awareness about the university's efforts to reduce emissions.

# Gaurav Srivastava, AICP

## URBAN DESIGN DIRECTOR

Gaurav Srivastava is an urban designer with 17 years' experience. Mr. Srivastava leads Dudek's urban design practice and has authored plans that range from grassroots neighborhood visions to comprehensive downtown redevelopments. His award-winning work, for both private and public-sector clients, is driven by twin passions: to reduce the footprint of human habitation via compact redevelopment of city centers, and to always reinforce the importance of the pedestrian experience as the defining experience of cities. Mr. Srivastava is adept at facilitating workshops and shaping discussions before a variety of audiences. He is an accomplished project manager and experienced at directing complex, multidisciplinary teams. In addition, Mr. Srivastava serves as a lecturer and teaches urban design at the University of California, Los Angeles' Luskin School of Public Affairs.



### Education

Massachusetts Institute of Technology  
MCP, City Planning, 2001  
School of Planning and Architecture, Delhi  
BArch, Architecture, 1997

### Certifications

American Institute of Certified Planners (AICP)

### Professional Affiliations

American Planning Association  
ULI Rose Center for Public Leadership, Faculty Advisor

## References

### Hai Nguyen, Planner – City of Santa Clarita

661.255.4365 / hnguyen@santa-clarita.com  
Old Town Newhall Specific Plan Update and EIR Addendum

### Alex Frost, Senior Planner – City of San Diego

619.236.6006 / afrost@sandiego.gov  
Mira Mesa Community Plan Update and PEIR

### Octavio Silva, Interim Director of Community Development – City of Rancho Palos Verdes

310.544.5234 / octavios@rpvca.gov  
Mixed-Use Overlay District and Housing Program Implementation

## Select Project Experience

**Housing Incentive Overlay Zone, City of Fullerton, California.** Project manager for a citywide effort to analyze and test the feasibility of new multi-family residential developments on Fullerton parcels currently zoned for non-residential uses. The Housing Incentive Overlay Zone Plan is funded via California Senate Bill 2 grant funds and aims to facilitate and incentivize the production of housing within the city. Integral to the planning effort is a capacity-building exercise that aims to educate and inform a group of Fullerton stakeholders, the "Housing Champions," of the economic and regulatory landscape of housing policy.

**Old Town Newhall Specific Plan, City of Santa Clarita, California.** Project Manager for Specific Plan update for Newhall, the historic core of the City of Santa Clarita. The targeted Plan update aims to test new development types, simplify the existing form-based code, and extend the usability and legibility of the Plan.

**Mixed-Use Overlay Zone District, City of Rancho Palos Verdes, California.** Project manager for a citywide effort to establish a mixed-use overlay on non-residential parcels to expand the city's multi-family and missing middle housing supply. Efforts tests the feasibility of new developments and establishes user-friendly development standards. The plan is funded via California Senate Bill 2 grant funds.

**Oso Creek Redevelopment Master Plan, City of Mission Viejo, California.** Planning lead for a vision study to explore future development opportunities, recreational facilities, and community amenities for the city-owned Oso Creek golf course and adjacent creek-fronting parcels. The effort recommended short-term and long-term improvements to strengthen the location as a hub of recreation, entertainment, and hospitality.

**Citywide Complete Streets Plan, City of Burbank, California.** Project manager, preparing ongoing Citywide Complete Streets Plan called the Complete Our Streets Plan ([www.CompleteOurStreets.com](http://www.CompleteOurStreets.com)). With a strong focus on urban design and the city's built form, the plan analyzes the entire city street network and proposes improvements through prioritized projects to address the needs of street users of all modes, ages, and abilities, including pedestrians, bicyclists, individuals with disabilities, transit users, and automobile users.

**Mira Mesa Community Plan Update, San Diego, California.** Urban Design lead for a City of San Diego transit-priority plan effort as part of the Mira Mesa Community Plan Update. Mira Mesa, at 10,500 acres and 80,000 residents, is the largest and most populous of San Diego's 50 community plan areas. This effort includes corridor planning and conceptual urban design studies for four focus areas within the community. The studies test and illustrate new approaches to land use, development standards, and mobility improvements to revitalize the focus areas and retrofit suburban shopping malls with transit-supportive uses and development typologies.

**South Colton Livable Corridors Plan, Colton, California.** Project Manager for urban design, land use planning, market analysis, and community outreach services in support of the South Colton, a long-standing Latino working-class neighborhood in Colton, California. Residents with few resources have used their imagination and resourcefulness to alter landscapes in ways that are intimate in scale and personal in nature. The Plan provides a regulatory framework for formalizing a DIY approach to neighborhood amenities and improvements.

**Golden State Specific Plan, City of Burbank, California.** Urban Design Advisor to City staff for the ongoing preparation of the Golden State Specific Plan, covering 600-acres of industrial land adjacent to Burbank Airport. The effort aims to rezone aging and underutilized industrial parcels to accommodate mixed-use and media-related commercial activity.

**Sunset Strip Specific Plan Update, West Hollywood, California.** Led the effort to update the existing Specific Plan with new standards and guidelines for off-site signs on the Sunset Strip (i.e., billboards, tall walls, and digital signs). The Strip is arguably the most iconic urban boulevard on the west coast, if not the entire United States. Situated entirely within the City of West Hollywood, it is the epitome of a bright-lights, big-signs corridor. The Strip has a long-established tradition of innovative signage, while simultaneously also creating value for property owners.

## Awards

Planning Award, American Planning Association – Los Angeles Chapter, 2017 for Vision Downtown Los Angeles  
 Planning Award, American Planning Association – Los Angeles Chapter, 2010 for Park 101 Freeway cap  
 Urban Design Award, American Planning Association – Inland Empire Chapter, 2020 for South Colton Livable Corridor Plan

Transportation Planning Award, American Planning Association – Los Angeles Chapter, 2021 for Burbank Complete Streets Plan

Planning Award, American Society of Landscape Architects – Southern California Chapter, 2021 for Burbank Complete Streets Plan



# Catherine Tang Saez, AICP

## SENIOR URBAN DESIGNER

Catherine Tang Saez is a senior urban designer and certified planner with 15 years' experience in urban design, urban planning, and architecture. Ms. Saez works at the intersection of design and policy to create vibrant, sustainable, and healthy communities. Ms. Saez specializes in preparing site feasibility studies, vision plans, transit-oriented development plans, streetscape plans, complete street plans, Specific Plans, community/area plans, development standards, and design guidelines, as well as conducting community engagement. Additionally, Ms. Saez currently serves as adjunct instructor for the Bachelor of Science in Real Estate Development and Executive Master of Urban Planning programs at the University of Southern California Sol Price School of Public Policy.

## References

**Hai Nguyen, Senior Planner – City of Santa Clarita**

661.255.4365 / hnguyen@santa-clarita.com

Old Town Newhall Specific Plan Update

**Alex Frost, Senior Planner – City of San Diego**

619.236.6006 / afrost@sandiego.gov

Mira Mesa Community Plan Update

## Select Project Experience

**Mixed-Use Overlay Zone, City of Rancho Palos Verdes, California.** Serving as urban designer to develop a mixed-use overlay zone for select commercial parcels along Western Avenue and Silver Spur Road—the city's two major commercial corridors. The project evaluates the feasibility of new residential mixed-use development on the parcels and creates applicable objective development standards. (2022–Present)

**Housing Incentive Overlay Zone, City of Fullerton, California.** Serving as urban designer to develop a housing incentive overlay zone plan for selected nonresidential parcels citywide. The plan evaluates the feasibility of residential development on these parcels and establishes the development standards along with market-tested inclusionary goals. (2020–Present)

**Mira Mesa Community Plan Update, City of San Diego, California.** Serving as urban designer to update the Mira Mesa Community Plan, a transit-priority effort. Mira Mesa—with 10,500 acres; 80,000 residents; and 80,000 jobs—is the largest and most populous of San Diego's 50 community plan areas. This effort includes corridor planning and conceptual urban design studies for four focus areas within the community. The studies test and illustrate new approaches to land use, development standards, and mobility improvements to revitalize the focus areas and retrofit suburban shopping malls with transit-supportive uses and development typologies. (2019–Present)



### Education

Harvard University  
MAUD, Urban Design,  
2012

University of Southern  
California  
BArch, Architecture, 2009

### Certifications

American Institute of  
Certified Planners (AICP)

### Professional Affiliations

American Planning  
Association (APA)

**El Cajon Development Standards, City of El Cajon, California.** Serving as urban designer to update the city's regulations and procedures for the provision of residential uses. This includes an in-depth analysis of the city's existing regulatory framework, physical feasibility studies for hypothetical development typologies, and an update to the city's development and design standards to be consistent with State requirements for objectivity. (2022–Present)

**Old Town Newhall Specific Plan, City of Santa Clarita, California.** Served as urban designer for the Specific Plan update for Newhall—the historic core of the City of Santa Clarita. The targeted update aimed to test new development types, simplify the existing form-based code, and improve the usability and legibility of the plan. (2021–2022)

## Other Previous Experience

**Thousand Oaks Civic Arts Plaza Campus Master Plan, City of Thousand Oaks, California.** Served as urban design lead for the multidisciplinary master plan of the City of Thousand Oaks's 20-acre regional performing arts and civic center campus, including City Hall, the Kavli Theater, and the Scherr Forum. In anticipation of the Civic Arts Plaza's 25th anniversary, the plan re-envisioned the campus as the true heart of the city with a new town square, an outdoor amphitheater, and arts, entertainment, and retail uses centered along a new main street, which reorients the “front door” of the existing buildings on site. (2018–2019)

**Fresno High-Speed Rail Station District Master Plan, City of Fresno, California.** Served as urban designer for the station-area master plan for the first high-speed rail station in the United States. Collaborated with a multidisciplinary team to apply urban design, economic, transportation, historic preservation, and community outreach tools to develop a comprehensive guide. This guide helps implement policy changes that will allow public and private development to reinvigorate the City's downtown, capitalizing on the significant public interest and investment from the new high-speed rail line. (2015–2018)

**Sunset Strip Specific Plan Update, City of West Hollywood, California.** Served as urban designer for the effort to update the existing Specific Plan with new standards and guidelines for off-site signs (i.e., billboards, tall walls, and digital signs) on the iconic Sunset Strip. (2013–2014)

**LinkBurbank/Bob Hope Airport Area Land Use Study, City of Burbank, California.** Served as urban designer for the comprehensive transit-themed master plan for 540 acres of airport-adjacent industrial land in Burbank. The plan extends the traditional understanding of transit-oriented development by including air travel as a key component of transit networks. The study explores how best to leverage the assets of transit and airport-adjacency and position the area as a precedent-setting cluster of transit-industrial flex use. (2013–2014)

**Vision Downtown, City of Los Angeles, California.** Served as urban designer for Vision Downtown, an effort that provides guidance to Downtown Los Angeles Neighborhood Council's board as it performs a review and advisory role for projects within its jurisdiction. The Downtown Los Angeles Neighborhood Council is the first neighborhood council in Los Angeles that has sought to craft its own vision for the future. Part vision and part manifesto, Vision Downtown provides a community-endorsed set of goals that offer input to City leaders and assembles in one place a comprehensive set of aspirations that embody the vision of this generation of the Downtown community. (2013–2014)

**Western Avenue Vision Plan and Implementation Guidelines, City of Rancho Palos Verdes, California.** Served as urban designer for the development of private development and public realm improvement guidelines for the 2.3-mile segment of Western Avenue. The plan recommended phased strategies to elevate Western Avenue into a complete street, where the needs of all users (e.g., auto, pedestrian, bicycle, and transit) are equally met and the auto-oriented nature of development along the corridor is reversed. (2012–2013)

# Matthew Valerio

## PROJECT DIRECTOR

Matthew Valerio has 21 years' experience in environmental planning specializing in coastal, port, redevelopment, and renewable energy and transmission projects. With extensive project management experience, his expertise involves in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) document preparation, California Coastal Act permitting, and planning. Mr. Valerio also specializes in helping clients with innovative projects navigate processes, helping clients and agency approvers discern the unique approval process for novel projects and policy consistency or revisions. Mr. Valerio regularly coordinates with state agencies, districts, and other consultants; meeting tight deadlines and budgets; and working with teams and independently to provide high-quality documents that withstand public scrutiny and potential litigation.

Mr. Valerio has expertise in Port Master Plan amendments, coordinating and managing planning projects including Climate Action Plans, Restoration and Renewable Energy Initiatives, Sustainability Planning, and Capital Improvements Programs. Mr. Valerio has also held professional positions in the United Kingdom and the Republic of South Africa.



### Education

*Bournemouth University  
MS, Coastal Zone  
Management, 2001*

*University of Plymouth  
BS, Geography, 1997*

### Affiliations

*Association of  
Environmental  
Professionals (AEP)*

## References

### Jason Giffen, Vice President – Port of San Diego

619.876.2386 / [jgiffen@portofsandiego.org](mailto:jgiffen@portofsandiego.org)

Port of San Diego Environmental Review and Planning Services On-Call

### Jim Campbell, Deputy Community Development Director – City of Newport Beach

949.644.3210 / [jcampbell@newportbeachca.gov](mailto:jcampbell@newportbeachca.gov)

Newport Beach Coastal Consulting Services On-Call

## Select Project Experience

**On-Call Coastal Planning Services, City of Newport Beach, California.** Serving as overall project director assigning staff and resources to awarded projects and performing the project manager role on awards as necessary. We are assisting the City in securing a coastal permitting map boundary amendment per section 30613 of the Coastal Act, and in the Coastal Development Permit application for phase 3 of the Big Canyon Restoration project.

**San Mateo County Harbor District Master Plan, San Mateo, California.** Project director for the development of the Master Plan for the Harbor District, involving comprehensive public engagement, conditions surveys, reviews of prior planning documents, and complex agreements delineating the jurisdiction of the special district. Closely working with the District staff, the County, neighboring/overlapping city agencies, California Coastal Commission (CCC), and the community. The Master Plan included a broad and comprehensive outreach program, and development of a roadmap to facilitate development within the district. The Master Plan includes conditions



review for critical infrastructure and needed projects, assessment of sea level rise vulnerability, public interest, and opportunities to alter district operations to promote increased alignment with the district's mission and goals.

**On-Call Services, San Diego Unified Port District, San Diego, California.** Serving as overall project director assigning staff and resources to awarded projects and performing the project manager role on many of the awards. Large variety of services including planning, management, CEQA documents preparation and/or review, and coordination with other agencies on behalf of the port. Projects awarded under the on-call contract include:

- **Port Master Plan Update.** Provided policy review and development consultation services to the Unified Port of San Diego as part of the development of the Port Master Plan Update, an ongoing effort to comprehensively readdress how the port designates, manages, and processes land and water.
- **Fireworks Ordinance and Environmental Impact Report (EIR) Project Management.** Acted as extension of staff providing oversight for a highly controversial and novel ordinance to regulate fireworks displays on San Diego Bay and their environmental impacts.

Other projects completed with the Port of San Diego include Commercial Fishing Revitalization; STAY OPEN; Portside Pier; BAE WIP; Broadway Pier Cruise Ship Terminal; NEVP Phase I; and Chula Vista Bayfront Masterplan.

**Mission Bay Park Improvements Program, Engineering Design, Restoration Plans, EIR, Programmatic Permitting, and Coastal Planning, City of San Diego, California.** Managing this program to design several water quality improvement projects, habitat expansion, seawall rehabilitation, and improvements to infrastructure for pedestrians and cyclists throughout Mission Bay. The program includes assessment of additional habitat improvement opportunities, shoreline restoration assessment, signage redesign, baseline studies, and extensive public engagement. Ultimately the design efforts, baseline studies, assessments, and public engagement inform the EIR and programmatic permitting, which includes approvals from the RWQCB, CCC, USACE.

**Lithium Valley Specific Plan and EIR County of Imperial, California.** Serving as project manager for this large-scale specific plan (over 50,000 acres) with the potential to bring an economic transformation for this disadvantaged community. The specific plan will reflect both the State's commitment to extracting Lithium in the area and the County's commitment to maximize local benefits including new refinement and manufacturing opportunities in the area. The plan will also project substantial infrastructure improvements from roads, rail, and airports to water and electrical grid. The EIR is to be developed such that streamlining for subsequent projects is maximized.

**CEQA/NEPA On-Call Services, Port of Los Angeles, California.** Served as overall project director. Projects included three Marine Oil Terminal Improvements Projects MNDs: Berth 240 PBF Energy, Berth 163 NuStar, and Berth 118-119 Kinder Morgan. Sensitive issues included marine biological resources, water quality, air quality, and hazardous materials. Other project for the Port of Los Angeles include Sustainability Planning and Reporting and SA Recycling EIR, among others.

**Pier S Marine Terminal and Back Channel Improvement Project EIR/EIS, Port of Long Beach, California.** Provided quality assurance/quality control services and review of the EIR/EIS that provided for resolution of port staff comments and furthered the comprehensive nature of the analysis and disclosure. Included extensive analysis of environmental issues, including air quality, biological resources, water quality, noise, transportation, and environmental justice.

**Coastal Storm Damage Reduction Project Joint Integrated Feasibility Study and EIR/EIS, USACE, Cities of Encinitas and Solana Beach, California.** Served as project manager for preparation of the joint EIR/EIS, which now integrates the USACE Feasibility Study, for the Cities of Encinitas and Solana Beach. The project involves offshore dredging of sand for use as beach nourishment along the cities' beaches. Played a proactive management role in the overall project movement and coordinated efforts among USACE, cities, and consultants. Key issues and complexities revolved around coastal processes, biological impacts, and sea level rise.

# Carolyn Groves

## COASTAL PLANNER

Carolyn Groves is a coastal planner with 8 years' professional experience in the environmental field, specializing in coastal planning, permitting, and policy. With more than a year experience as a California Coastal Commission (CCC) analyst in the South Central Coast District Office, Ms. Groves analyzed and processed numerous Coastal Development Permits (CDPs) and Local Coastal Program (LCP) Amendments for development throughout the Counties of Santa Barbara, Ventura, and Los Angeles. In addition to her experience with California Coastal Act (CCA) compliance, California Environmental Quality Act/National Environmental Quality Act (CEQA/NEPA) compliance, and LCP development and implementation, Ms. Groves has a background in coastal habitat restoration and marine conservation. Ms. Groves works with clients to identify and mitigate environmental concerns, address climate change issues, and efficiently navigate the regulatory permitting process.



### Education

*University of Miami  
MPS, Marine  
Conservation, 2016*

*Duke University  
BS, Environmental  
Science, 2012*

## References

**Jim Campbell, Deputy Community Development Director, City of Newport Beach**  
949.644.3210 / jcampbell@newportbeachca.gov  
Newport Beach Coastal Consulting Services On-call

**Matthew Downing, Community Development Director, City of Pismo Beach**  
805.773.4658 / mdowning@pismo beach.org  
City of Pismo Beach General Plan/Local Coastal Program Update

## Select Project Experience

**City of Pismo Beach General Plan Update and LCP Amendment, City of Pismo Beach, California.** Serving as coastal planner for the update of the City's General Plan and Local Coastal Program (LCP) to address the impacts of SLR and associated coastal hazards. Drafted new policies and implementation measures regarding coastal hazards and shoreline development for the City's LCP coastal hazards chapter in accordance with the CCC 2018 SLR Policy Guidance and based on the results of the SLR Vulnerability Assessment prepared by the City's coastal engineering consultants. Supporting City staff at local hearings and assisting with CCC certification.

**City of Calabasas Planning, California.** Serving as an extension-of-staff associate planner within the City of Calabasas Planning Division, conducting a review of projects for technical completeness and zoning code conformance, preparing notices and correspondence with project applicants, writing regulatory consistency reports for decision-making bodies, and interfacing with the public regarding planning questions.

**California Department of Transportation, North Coast Corridor Public Works Plan/Transportation and Resource Enhancement Program Implementation, San Diego County, California.** Serving as coastal planner to assist California Department of Transportation District 11 in implementing the approved Public Works Plan for rail, highway, transit, bicycle, pedestrian, and coastal resource improvements throughout northern San Diego County. Coordinating closely

with California Department of Transportation, San Diego Association of Governments, and CCC to conduct consistency analyses for individual projects and prepare and submit Notices of Impending Development (NOID) and CDP Amendments for CCC review and approval. Work is ongoing, as several NOIDs and CDP Amendments have already been approved, and several more are currently in development.

**Master Plan Update, San Mateo County Harbor District, California.** Served as coastal planner to assist the San Mateo County Harbor District in updating its Master Plan for both Pillar Point Harbor and Oyster Point Marina. Developed a custom project prioritization tool, incorporated stakeholder input, conducted regulatory analysis, and drafted plan language meant to guide development throughout both facilities. The Master Plan was adopted in April 2022.

**Coastal Hazards Response Plan, San Simeon Community Services District, San Luis Obispo County, California.** Serving as coastal planner to develop a Coastal Hazards Response Plan for the San Simeon Community Services District in fulfillment of a CCC-issued CDP condition. Working collaboratively with project engineers and biologists to determine project alternatives, incorporating District and stakeholder input, conducting regulatory analysis for potential project sites, and ensuring compliance with approved CDP special conditions. Work on the Coastal Hazards Response Plan is ongoing and will be submitted to CCC for approval in 2023.

**Oceanside Pier Bridge Replacement, City of Oceanside, California.** Serving as coastal planner for a project to rebuild the historic Oceanside pier bridge. Working closely with project engineers and architects to determine feasible project alternatives, preserving public recreational and safety uses, and planning for future sea level rise and coastal hazards. Work on the design is ongoing, and a CDP application will be assembled and submitted in 2023.

**Municipal Waterways Maintenance Plan Permitting, City of San Diego, California.** Served as coastal planner to assist the City of San Diego Transportation and Stormwater Department staff in assembling and submitting CDP application packages to the City and CCC for routine maintenance and repair of stormwater facilities throughout the City. Reviewed the comprehensive maintenance plan, analyzed environmental impacts, developed mitigation measures, conducted CCA and LCP consistency analyses, and coordinated with agency staff throughout the CDP review process. The combined CCC and City permit was approved by CCC in May 2021.

**Goleta Sanitary District Digester and Utilities Upgrades Permitting, Goleta Sanitary District, Santa Barbara County, California.** Serving as coastal planner for a project to upgrade facilities at the Goleta Water Resource Recovery Facility to approach energy neutrality. Determined coastal permitting jurisdiction and permitting pathway, and assembled and submitted a CDP application package to Santa Barbara County following the completion of CEQA analysis. The permit was approved by the Santa Barbara County Planning Commission in February 2023.

**City of Dana Point LCP Amendment, City of Dana Point, California.** Serving as coastal planner for the update of the City's LCP to address the impacts of SLR and associated coastal hazards. Drafted new policies and implementation measures regarding coastal hazards and shoreline development for the City's LCP coastal hazards chapter, as well as relevant Specific Plans, in accordance with the CCC 2018 SLR Policy Guidance and based on the results of the SLR Vulnerability Assessment prepared by the City's coastal engineering consultants. Will support City staff at local hearings and assist with preparing the LCP amendment (LCPA) submittal for CCC certification.

**Venice LCP Amendment, City of Los Angeles, California.** Serving as coastal planner for the update of the City's Area Plan LCP to address the impacts of SLR and associated coastal hazards. Drafted new policies and implementation measures regarding coastal hazards and shoreline development for the City's LCP coastal hazards chapter in accordance with the CCC 2018 SLR Policy Guidance and based on the results of the SLR Vulnerability Assessment. Will support City staff at local hearings and assist with preparing the LCPA submittal for CCC certification.



# Sarah Richmond, PG

## SENIOR COASTAL PLANNER

Sarah Richmond is a coastal planner with 14 years' experience in environmental science, planning, and regulation, with particular expertise in climate resilience. With 2 years' experience at the San Diego District of the California Coastal Commission (CCC) and 3 years' experience at the San Francisco Bay Conservation and Development Commission (BCDC) as part of the nationally recognized Adapting to Rising Tides (ART) program, Ms. Richmond is highly knowledgeable in the application of the California Coastal Act (CCA), Local Coastal Program (LCP), McAtteer-Petris Act, and Bay Plan policies to an array of coastal development and land use planning projects and integrates resilience into all her permit and planning efforts. Ms. Richmond has an in-depth understanding of the sea level rise adaptation planning process. She previously served as a geomorphologist and hydrogeologist managing restoration projects and technical investigations, and leverages this technical background to interpret vulnerability assessments and develop multidisciplinary solutions to build resilience. With her unique and broad skill set, Ms. Richmond excels in stakeholder engagement and project management.



### Education

*University of California, Berkeley*

*MS, Energy and Resources, 2009*

*University of California, Santa Barbara*

*BS, Geology, 2004*

### Certifications

*Professional Geologist (PG), CA No. 9138*

## References

**Katie Hentrich, Senior Program Manager – City of Carlsbad (former Planner, SANDAG)**

442.339.2623 / [katie.hentrich@carlsbadca.gov](mailto:katie.hentrich@carlsbadca.gov)

Regional Infrastructure Sea Level Rise Transportation Assessment and Adaptation Guidance, SANDAG

**Laura MacPherson, City Planner – City of Los Angeles**

213.978.1187 / [laura.macpherson@lacity.org](mailto:laura.macpherson@lacity.org)

Venice Sea Level Rise Vulnerability Assessment and LCP Amendment, City of Los Angeles

## Select Project Experience

**Eureka Waterfront Specific Plan, Eureka, California.** Serving as coastal planner responsible for addressing City comments and drafting policies and design guidelines related to sea level rise, coastal hazards, and shoreline development in accordance with recent CCC policy guidance and based on findings from the City's vulnerability analysis and adaptation plans. The plan serves to revitalize the commercial bayfront and involves considerable coordination with the City's effort to update its LCP.

**Venice Sea Level Rise Vulnerability Assessment and LCP Amendment, City of Los Angeles, California.** Serving as coastal planner responsible for coordinating with the City to develop new policies and implementation measures for the uncertified community of Venice that address sea level rise, coastal hazards, and shoreline development in accordance with recent CCC policy guidance and based on findings from the Venice Sea Level Rise Vulnerability Assessment. Dudek provided key support with the development of three City-led public workshops and incorporated

community feedback into the policy development process. Ultimately, Dudek will assist City staff at local and CCC hearings and in the preparation of the LCP Amendment submittal for CCC review and certification.

**Sea Level Rise Vulnerability Assessment and LCP Amendment, City of Dana Point, California.** Served as project manager responsible for coordinating with City staff to develop new policies and implementation measures that address sea level rise, coastal hazards, and shoreline development in accordance with recent CCC policy guidance and based on findings from the City's Sea Level Rise Vulnerability Assessment. The project includes updates to the General Plan Public Safety Element; relevant specific plans, such as the Dana Point Harbor Revitalization and District Regulations and the Monarch Beach Resort Specific Plan; and Zoning Code Coastal Overlay and Floodplain Overlay Districts. In addition, Dudek supported the City with public outreach, including public workshops focused on sea level rise vulnerabilities and the LCP update process, and will assist the City with the preparation of a survey to gather additional public feedback. Ultimately, Dudek will assist City staff at local and CCC hearings and in the preparation of the LCP Amendment submittal for CCC review and certification.

**LCP Amendment, City of San Clemente, California.** Served as project manager responsible for drafting policies and coordinating with City staff to develop the new Implementation Plan. Policy development included analysis of coastal hazards and visitor-serving uses for consistency with the City's Land Use Plan, which was certified by CCC in August 2018. CCC review and approval of the Implementation Plan is pending.

**Port Master Plan Update and On-Call Land Use Planning, San Diego Port District, California.** Served as coastal planner responsible for coordinating with District staff to address CCC comments on the Port Master Plan Update Discussion Draft. Prepared memos analyzing specific CCA policies on public access, lower-cost overnight accommodations, and appealable projects. Developed a strategy and revised language for the Safety and Resiliency Element related to sea level rise, coastal hazards, and shoreline development in accordance with recent CCC policy guidance and the District's Assembly Bill 691 Vulnerability Assessment; this will be the state's first Port Master Plan Element that specifically addresses sea level rise. Additionally, prepared consistency analyses based on the Chula Vista Bayfront Master Plan for Port-initiated and private projects, including Sweetwater Bicycle Path and Pedestrian Promenade and Inlet Channel Improvements and RIDA Resort Convention Center, in which CCC comments were addressed and coastal development permits (CDPs) were approved by the District and not appealed by CCC.

**Regional Infrastructure Sea Level Rise Transportation Assessment and Adaptation Guidance, SANDAG, California.** Served as project manager responsible for the development and adoption of a guidance document and management of a team of coastal engineers to (1) analyze sea level rise impacts to the region's transportation system, including roadways, bikeways and trails, and transit routes; (2) pilot a risk-assessment tool, VAST, created by the Federal Highway Administration to understand priorities; (3) document sea level rise best planning practices for the San Diego region based on interviews with project managers from local jurisdictions; and (4) present local and regional policies, funding mechanisms, and potential adaptation projects that may be considered to enhance the short- and long-term resilience of the regional transportation system. Dudek organized and facilitated three public workshops to obtain feedback on the guidance document. SANDAG Board of Directors accepted the California Department of Transportation (Caltrans) grant-funded guidance intended to inform San Diego Forward: The 2021 Regional Plan.

**Marisol Specific Plan, City of Del Mar, California.** Served as coastal planner responsible for evaluating the consistency of a plan for a multibuilding hotel resort with policies of the CCA and certified LCP, including issues related to geologic stability and coastal hazards, public access, and lower-cost overnight accommodations. Prior to CCC review of the LCP amendment and appealable CDP, local voters defeated the initiative to rezone the site.

# Ed Armstrong, PLA, QSD/QSP, CLIA

## SENIOR LANDSCAPE ARCHITECT

Ed Armstrong is a senior habitat restoration specialist and licensed landscape architect with expertise in open space/trail, park, and natural systems planning and design responsive of today's water conservation challenges. Mr. Armstrong has 24 years' experience in planning and design for regional parks, trails, and open space systems; wetland, stream, and riparian restoration projects; watershed and creek systems; and streetscapes, with a focus on enhancing public use while preserving and restoring natural habitat. Mr. Armstrong has been involved in all phases of project development, including site assessment, conceptual design, master planning, construction drawings, cost estimates, technical specifications, construction assistance, phasing, and community outreach.

Mr. Armstrong is experienced with the permitting process, including U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, and other agency permits, and he has drafted operations and management plans for preserves that contain preserved, mitigated, or restored resources. Mr. Armstrong's extensive experience in application of computer-aided design (CAD), geographic information system (GIS), and 3D modeling software allows him to employ a variety of tools to understand important site factors. With 10 years' experience in engineering for near-earth orbit and geosynchronous satellites and groundstation networks, Mr. Armstrong is able to utilize a systems approach when solving complex problems.

## References

**Michael Scheele, District Landscape Architect - Auburn Recreation District**  
530.863.4622 / mscheele@auburnrec.com  
Marriott Meadows Park Planning & Design

**Donald Wilcox, PE, Public Works Director - City of Soledad**  
831.223.5124 / dwilcox@cityofsoledad.com  
Soledad Water Treatment Plant Wetland Feasibility Study

## Select Project Experience

**Fanita Ranch Trails Master Plan, HomeFed Fanita Rancho, Santee, California.** Developed a Trails Master Plan for trails in a new community development. Plan focused on preservation and enhancement of trails within the nature preserves and included a summary of existing conditions, recommendations for closures and realignment of existing trails, measures to preserve natural resources, maintenance practices, and design guidelines. (2020)

**Diamond Springs and El Dorado Area Mobility and Livable Community Plan, County of El Dorado, California.** Prepared the "Place Making" chapter of the mobility plan, which identifies landscape design guidelines for implementation of a Complete Streets program for the Missouri Flat Road and Pleasant Valley Road/Highway 49



### Education

*University of Oregon*  
*Master of Landscape Architecture, 1995*

*Bachelor of Landscape Architecture, 1994*

*University of California, Davis*  
*BS, Physics, 1985*

### Certifications

*CA, Landscape Architect, No. 4870*

*OR, Landscape Architect, No. 717*

*VA, Landscape Architect, No. 2236*

*QSD/QSP, No. 24900*



corridors in El Dorado County. Landscape guidelines included recommendations for signage; monuments; sidewalks; LID strategies; furnishings, such as benches and trash receptacles; lighting; landscape plantings; and creation of special public spaces for gathering. (2016)

**Citrus Heights Pedestrian Master Plan, City of Citrus Heights, California.** Developed conceptual plans for focus areas that implement Complete Streets principles to balance pedestrian, automobile, bicycle, and stormwater needs. Developed plans, cross-sections, and details illustrating multimodal concepts. Also assisted with citywide workshops. (2015-2016)

**Citrus Heights Creek Corridor Trail Study, City of Citrus Heights, California.** Assisted in development of design criteria, field investigations and opportunities, trail alignments, and constraints analysis for a feasibility study focused on identification of creek corridor segments suitable for multi-use trails. (2016–2017)

**Sacramento-Placerville Transportation Corridor Natural Trail, El Dorado County, California.** Assisted with development of the preliminary design report through refinement of trail alignment, identification of potential stream- and wetland-crossing structures, and resolution of other design issues related to the trail within the corridor. Alignment and crossing details were determined in the field based upon site conditions and recorded on Trimble GPS equipment for incorporation into the project's GIS database. (2016-2017)

**Parks and Trails Master Plan, County of El Dorado, California.** Inventoried existing County trails and assisted with facilitation of public meetings for creation of a master plan for parks and trails in El Dorado County. (2012)

**Silva Ranch Restoration, AKT Development Corporation, Galt, California.** Served as project manager and principal planner for design and implementation of restoration on a 600-acre ranch site. The comprehensive restoration plan included an existing conditions analysis; a restoration plan for vernal pools, seasonal wetlands, riparian vegetation, and stream banks; a phasing plan; and a maintenance and monitoring plan for the preserve. Thirty acres of vernal pools were constructed on the eastern 200 acres in the summer of 2006. (2005-2015)

**Dry Creek Greenway Regional Vision Master Plan, County of Placer, California.** Developed a comprehensive plan for the Dry Creek Greenway, an interconnected network of open space trail and habitat corridors. Responsibilities included reviewing existing County, city, and community plans to assess opportunities and constraints for the Greenway, defining vision statements and implementation strategies, defining Greenway recreational and habitat corridors, conducting public workshops, planning for recreation trails and staging areas for this segment of the regional 70-mile recreational trail system, and cost estimating. (2004)

**Sly Park Recreation Area Master Plan, El Dorado Irrigation District, Pollock Pines, California.** Served as assistant project manager for the development of a master plan for the Sly Park Recreation Area, an approximately 1600-acre recreation area in El Dorado County, focused upon a 650-acre reservoir. Development of the master plan included inventory of existing conditions, facilitation of a series of public workshops to identify concerns and visions for the recreation area, establishment of goals and objectives consistent with public visions, and development of recommendations for improving the recreation facilities. (2006-2007)

**Florin Road Streetscape Enhancement Master Plan, City of Sacramento, California.** Served as principal in charge for development of a streetscape master plan for a 3-mile segment of Florin Road from Stockton Boulevard to Florin Perkins Road. The master plan recommends various traffic-calming methods to enhance pedestrian use of this streetscape, which also includes commercial, residential, and rural uses. Methods included a road diet to reduce travel lanes and create medians, wide sidewalks with street trees, monumentation, lighting, and other improvements. The primary goal of the project was to revitalize this portion of Florin Road and provide identity to Old Florin Town. (2007-2008)

# John Zanzi, RLA

## SENIOR LANDSCAPE ARCHITECT

John Zanzi brings 39 years' experience in design for recreation and public access, such as park facilities and trails; ecosystem restoration and native plant revegetation, including riparian system and wetland mitigation, and water-quality improvement and biotechnical slope stabilization. His expertise includes preparing site assessments, design and construction documents (plans and specifications), and cost estimates as well as conducting field design and adaptive management, providing construction direction and oversight, and maintaining construction records, including as-built drawings. Mr. Zanzi applies his direct hands-on construction and post-construction monitoring experience to his planning and design projects. Mr. Zanzi serves as the landscape architect of record, endorsing construction documents.



## References

**Laura Garrison, Associate Biologist – Santa Clara Valley Water District**  
408.630.3026 / lgarrison@valleywater.org  
Saratoga Creek Restoration Design and Monitoring

**Allison Pedley, Executive Director – Truckee Trails Foundation**  
530.587.8214 / truckeetrailsfoundation@gmail.com  
Waddle Ranch Preserve Trail Network

## Select Project Experience

**Agua Hedionda South Shore Specific Plan, Caruso Affiliated, Carlsbad, California.** Prepared preliminary concept plans for public access, trails, interpretation and overlooks, native habitat restoration, and natural resource preservation associated with the adjacent Agua Hedionda Lagoon.

**Saratoga Creek Restoration Design and Monitoring Plan, Santa Clara Valley Water District, Saratoga, California.** Project manager and landscape architect of record for construction documents for 2 acres of riparian restoration.

**Waddle Ranch Preserve Trail Network, Truckee Trails Foundation, Truckee, California.** Led design services for 5.5 miles of natural-surface trail on a 1500-acre site, including construction documents for Nevada and Placer County and regulating agency review and approvals, and implementation.

**Marriott Meadows 24-Acre Park, Auburn Recreational Park District, Auburn, California.** Provided QA review and prepared construction cost estimates for a preferred conceptual plan, and prepared construction documents (plans, specifications, and estimates) for a small parking lot, entry road with parking, play structure, spray facility, native plant demonstration garden, shade shelters, restroom, multipurpose turf area, dog park, and walking trails.

### Education

*University of California,  
Davis  
BS, Landscape  
Architecture, 1985*

### Certifications

*Registered Landscape  
Architect (RLA), CA, No.  
2933; NV, No. 481; WA,  
No. 763; AZ No. 31365;  
CO #1628; CLARB,  
No. 5344*

**Tilden Nature Area Pond Restoration and Public Access, NCE/East Bay Regional Park District, Berkeley, California.** Led design and prepared construction documents for non-native plant treatments, native revegetation, temporary irrigation, and details for trails, a boardwalk, an observation deck, an amphitheater, habitat features, signs and site amenities. Provided construction assistance, including review of submittals, and conducted observations.

**Parks 1 and 2, Silver Sage Development, Placer County, California.** Preparing construction documents (plans, specifications, and estimates) for turf areas; a multipurpose sports court; plazas with benches and trash receptacles, drinking fountains, and a kiosk; youth and tot play areas with equipment; picnic shelters with associated amenities; fencing; paths; and associated irrigated landscaping.

**Park Planning Projects, County of Sacramento, California.** Design implementation and field-design of park facilities including park trails retrofit to meet Americans with Disabilities Act (ADA) accessibility codes, volleyball facilities, and irrigation system upgrades.

**Sutter's Landing Park, Friends of Sutter's Landing/City of Sacramento, California.** Preliminary design for a 400-acre park adjacent to the American River that included public access and trails, a small visitors' center, habitat restoration, natural area preservation, and Native American horticultural plantings.

**Explore Tahoe Visitor Center, City of South Lake Tahoe, California.** Organized, led, and documented a series of charrettes with agencies to facilitate the design process, and led preparation of landscape construction documents for the plaza redesign at the existing Heavenly Village transit facility.

**Northwest Buffer Corridor, Richland Planned Communities, Placer County, California.** Prepared preliminary design concepts for a 2-mile-long Valley oak savannah landscape buffer, integrating habitat enhancement and restoration while providing passive recreation and ecological observation and education.

**Plan Review, City of Elk Grove, California.** Provided third-party (peer) review of landscape plans for commercial and residential development within City limits prepared by other landscape architects for conformance to water efficient landscape requirements, industry standards, and public health, safety, and welfare.

**Big Canyon Nature Park Resource and Recreation Management Plan, Irvine Ranch Conservancy, Orange County, California.** Prepared a habitat restoration and mitigation chapter addressing long-term habitat management.

**Water Reclamation Facility Feasibility Report for Creation of Wetlands and Recreational Enhancements, City of Soledad, California.** Conducted a site reconnaissance, prepared preliminary construction cost estimates for two alternatives, and provided quality-assurance review for creating wetlands and recreational enhancements.

**Turtle Ridge Wetland Mitigation at Bommer/Shady Canyons, Irvine Community Development Company, California.** Prepared construction documents and conducted construction oversight for more than 10 acres of freshwater marsh, southern willow scrub, coast live oak woodland, and riparian habitat.

**Quail Hill Wetland Mitigation, Irvine Community Development Company, California.** Prepared construction documents and conducted construction oversight for approximately 7 acres of freshwater marsh and southern willow scrub habitat.



# Rose Newberry, AICP, WEDG

## CLIMATE ADAPTATION PLANNER

Rose Newberry is a senior planner and project manager with 9 years' experience specializing in climate adaptation. Ms. Newberry is an expert in helping communities meet the requirements of recent complex climate legislation. Ms. Newberry's plans include explanatory graphics and communicate complex scientific information and planning frameworks for a range of audiences. Ms. Newberry helps communities with a range of physical and political landscapes modify their daily planning practices to meet the demands of climate change. Ms. Newberry's understanding of municipal planning and climate science makes her uniquely qualified to help clients infuse justice into their plans and decision making.

## References

**Kevin Snyder, Director of Community Development– City of Indio**

760.541.4255 / ksnyder@indio.org

Transformative Climate Communities Plan

**Gaylon Norwood, Deputy Director of Planning and Building Services – Lassen County**

530.251.8269 / GNorwood@co.lassen.ca.us

Safety Element Update

## Select Project Experience

**Safety and Environmental Justice Elements, Cities of Highland, El Cajon, South El Monte, Lomita, Palos Verdes Estates, Chino Hills, and Lassen County, California.**

Ms. Newberry has completed five and is currently preparing one safety element, and has prepared four environmental justice elements. Ms. Newberry creates unique frameworks that present the background data in an easy-to-understand "what, when, where, who, and how" format that quickly communicates the scientific, socio-economic, and policy framework surrounding a natural hazard or public health concern. Ms. Newberry is adept at helping communities use the OPR guidance, CalEnviroScreen, and California Healthy Places Index data to identify disadvantaged communities and unique public health and safety concerns. Ms. Newberry works with the community and uses best practices to develop pragmatic goals, policies, and actions to address natural hazards—including the role of climate change—while navigating a range of political landscapes and community desires.

**Pismo Beach General Plan, City of Pismo Beach, California.** Ms. Newberry served as a planner in support of the development of the Land Use, Conservation Open Space, Safety, and Noise elements of the General Plan for the City of Pismo Beach. Ms. Newberry reviewed the existing general plan and worked with the City and community



### Education

*California Polytechnic State University, San Luis Obispo*  
MCRP, Environmental Planning and Sustainability

*Humboldt State University*  
BS, Environmental Management and Protection/Natural Resources Planning

### Certifications

*American Institute of Certified Planners (AICP)*  
No. 31064

*Waterfront Edge Design Guidelines (WEDG)*  
Associate

### Professional Affiliations

*American Planning Association*

*American Society of Adaptation Professionals*

leaders to determine an appropriate vision for the general plan. Ms. Newberry then collected applicable background data and consolidated it into user-friendly, graphic fact sheets to guide the elements and quickly communicate the key issues and opportunities to the public. Ms. Newberry also prepared goals, policies, and programs to create a general plan that proactively responds to state law, climate change, and the desires of the community to retain a small-town atmosphere.

**Regional Resilience Tool for the San Diego Association of Governments, San Diego County, California.** Ms. Newberry and the Dudek team recently completed a methodology that local jurisdiction planners and project managers can use to identify what climate adaptations and environmental justice strategies should be implemented and why. This methodology provides a deliberate process for understanding local vulnerabilities and values and evaluating adaptation strategies based on equity, economic, environmental, and feasibility criteria. The methodology is provided via an Excel spreadsheet Tool and an associated Implementation Toolkit. The Tool is structured around ordinal rankings and incorporates stakeholder input regarding the challenges and opportunities associated with implementing adaptation strategies locally. The Toolkit describes how local jurisdictions can choose the most relevant evaluation criteria and assign weighting, as needed, to reflect their hazard profile and vulnerable communities.

**Resilience Roadmap for the San Diego Association of Governments, San Diego County, California.** Ms. Newberry is serving as the project manager for Resilience Roadmap for the San Diego Association of Governments. This roadmap will supplement the Statewide resources in the Adaptation Planning Guide and create a local framework for creating, implementing, and monitoring resilience plans. Dudek is creating unique planning tools based on the needs and status of adaptation planning in the 18 member jurisdictions. These tools focus on measuring and addressing equity outcomes, creating locally specific metrics and triggers, and creating living strategies and flexible plans that respond and change with hazard events.

**Eureka Waterfront Specific Plan, Eureka, California.** Serving as the project manager for the City of Eureka's Waterfront Specific Plan. The plan serves to revitalize the commercial bayfront, library district, and old town to increase housing, jobs, and vitality in the area. While the area is well served by transit and parks, representing a key area of development for the city, it is also facing profound risks from sea level rise. The plan aims to work with the community to create straightforward design guidelines consistent with the General Plan and California Coastal Commission's sea level rise guidance to create a pro-development environment to encourage a live-work-play district. The plan respects the community's unique environmental setting, historic Victorian buildings, and arts community to serve the people who live and enjoy this special place.

**Rialto Climate Adaptation Plan, City of Rialto, California.** Served as the project manager for the Rialto Climate Adaptation Plan. In this role, Ms. Newberry developed a scaled-down vulnerability assessment to analyze Rialto's specific exposure and vulnerability to air pollution, extreme heat, fire, and floods and how those specifically affect disadvantaged communities historically exposed to elevated levels of pollution. Dudek is creating specific equity and climate metrics, such as asthma rates, tree canopy cover, and low-income homes in climate-hazard areas, to track the implementation of policy. These measures will assist Rialto in evaluating if the plan meets the specific needs of disadvantaged communities in the city. Ms. Newberry also led a capability assessment, which reviewed local plans, policies, and programs to evaluate how well they were meeting the needs of disadvantaged community members, including those who depend on transit to get to work, older adults, renters, and people with limited English capabilities. Ms. Newberry managed the geographic information system (GIS) database for the city and is responsible for data collection and identifying adaptation strategies that use data for implementation and tracking. In this role, Ms. Newberry supported public outreach and designs presentations, educational posters, and maps to help quickly and simply communicate the climate-related hazards facing the city and potential adaptation projects. When designing outreach materials for local residents to vote on,

# Henry Eckold

## CITY PLANNER

Henry Eckold is an associate planner with 3 years' experience in climate action and adaptation planning, general plans, and geographic information system (GIS). Mr. Eckold specializes in environmental science and equity and the ties that bring these two topics together. He uses knowledge of environmental and land use laws to create effective planning documents. He has experience performing localized spatial analysis for the purposes of outreach and determining vulnerability. Mr. Eckold's knowledge of the natural sciences and experience with innovative outreach brings new ideas to the planning table.

## References

**Gaylon Norwood, Deputy Director of Planning and Building Services – County of Lassen**

530.251.8269 / gnorwood@co.lassen.ca.us  
Lassen County Safety Element

**Kirk Pelser; Deputy City Manager– City of Pomona**

909.620.2363 / kirk.pelser@pomona.gov  
Transformative Climate Communities Planning Grant

## Select Project Experience

**Public Health, Safety, and Environmental Justice Element, City of South El Monte, California.**

Served as a planner. Lead the drafting of the Public Health, Safety, and Environmental Justice Element. Identified the various hazards, public health, and equity concerns for the City, especially as they related to disadvantaged communities and specific vulnerable groups. This background research utilized reliable local, regional, state, and federal datasets. Evaluated current city programs and policies to determine the city's capacity for hazard resilience. Used the results of background research and community engagement to develop specific and implementable policy to improve vulnerable population's resilience to climate change and empower community members to impact progress in the city.

**Housing and Safety Elements, City of Lomita, California.** Served as a planner. Researched and reported the progress made toward the previous Housing Element's programs, a required component of the Housing Element update. Comprehensively updated the Safety Element based on all regulatory requirements. Built out the hazardous waste section of the Safety Element and added data on permitted generators, transporters, and treatment, storage, and disposal facilities. Led five (5) Safety Advisory Committee Meetings that engaged interested members of the public and stakeholders in charge of Safety Element implementation in the same focus group. This unique engagement allowed for a detailed and realistic back and forth between community members and implementors, and actively influenced policies and actions within the Safety Element.



### Education

California Polytechnic  
State University,  
San Luis Obispo  
MCRP, City and Regional  
Planning  
BS, Environmental  
Management and  
Protection

### Professional Affiliations

American Planning  
Association  
Association of  
Environmental  
Professionals



**Pismo Beach General Plan, City of Pismo Beach, California.** Served as a planner. Reviewed applicable state regulations, general plans, and Office of Planning and Research guidelines to determine the appropriate information necessary for the Land Use, Conservation and Open Space, and Safety Elements. Gathered data and wrote background reports for each of the aforementioned elements. Within these background reports, paid special attention to California Coastal Commission requirements and recommendations for the Local Coastal Programs, paving the way for the General Plan to also count as a Local Coastal Program.

**Safety Element, Lassen County, California.** Serving as Deputy Project Manager. Performed vulnerability assessments and background research on multiple unincorporated communities throughout Lassen County to develop more localized, adaptable policies. Paid attention to the rural, dispersed nature of the county as it relates to hazards, evacuations, and information dispersal.

**Housing, Public Health, Safety, and Environmental Justice Elements, City of Highland, California.** Serving as a planner. Performed equity and hazard vulnerability assessments that considered state and regional datasets of varying scales. Successfully navigated review by the California Department of Forestry and Fire Protection (CAL FIRE). For the Housing Element, performed spatial data analysis the Sites Inventory Assessment performed various additional GIS needs. Successfully completed Board of Forestry and Fire Protection review and was commended at the Resource Protection Committee hearing on how readable the element was and the level of attention paid to equity across the policies.

**Safety and Environmental Justice Elements, City of El Cajon, California.** Served as a planner. Performed localized spatial analysis using various datasets to determine city exposure to hazards with an emphasis on infrastructure, critical assets, and disadvantaged communities. Assessed the impacts of climate change on future hazard projections, especially as it related to wildfire, extreme heat, and air pollution. Worked with CAL FIRE and the City to craft wildfire-related policies that improved resilience and satisfied all parties. Received praise from the CAL FIRE Resource Protection Committee regarding the readability of the Safety Element and the attention that was paid to equity.

**Climate Adaptation Plan, City of Rialto, California.** Served as a planner. Researched and implemented a down-scaled vulnerability assessment to assess the specific spatial exposure and vulnerability of the population to air pollution, extreme heat, fire, and floods. Drafted the vulnerability assessment for three scales: the people scale, community scale, and city infrastructure scale. Assessed Rialto's capability to adapt through research and plan review. Developed a climate hazard and vulnerability database to assist with implementation and future policy development. The development of this database required communication across departments and with various regional agencies to ensure data would be accurate and easily able to update. Adapted public engagement efforts over the course of the pandemic, performing a survey, in-person and virtual workshops, and youth-led high school engagement. Included equity considerations into the proposed climate adaptation policies as a best practice and to assist the City with anticipated future environmental justice planning efforts.

**Transformative Climate Communities Planning Grant, City of Pomona, California.** Serving as Deputy Project Manager. Performing coordination planning for the City of Pomona and the community group Pomona ACTS. The purpose of these efforts is to work with local agencies, developers, and organizations to explore what is possible, build an understanding of the Transformative Climate Communities (TCC) grant, and provide the City with detailed information needed for a future implementation grant application. To this point, 18 interviews have been held with local organizations. From these interviews, 27 potential projects were discussed and assessed for grant competitiveness using a project assessment tool based on the TCC Grant Guidelines. Additional analysis was performed specifically for certain transportation projects to advance their planning efforts.



📍 Orange County, CA

✉ JTOURJE@kearnswest.com

📞 760-296-9355

## EXPERTISE

- Public Involvement
- Stakeholder Facilitation
- Urban and Environmental Planning

## EDUCATION & CERTIFICATIONS

**MURP, Urban and Regional Planning**  
University of California, Irvine, 2011

**BA, International Development**  
University of California, Irvine, 2007

**American Institute of Certified Planners (AICP)**  
American Planning Association

**Certificate, Public Participation**  
International Association of Public Participation (IAP2)

## MEMBERSHIPS

**American Planning Association, Orange County Chapter (OC-APA)**

**International Association of Public Participation (IAP2)**

## SUMMARY OF QUALIFICATIONS

Jenna Tourjé-Maldonado is a Vice President at Kearns & West with 15 years of experience in stakeholder facilitation, public involvement, and planning. She is passionate about partnering with communities on the path to creating healthy, whole and equitable places, where people love where they live and have a voice and a stake in the future. Through her experience as an outreach professional, urban planner, and educator, Jenna's unique expertise informs each one of her projects. She designs outreach processes to connect neighbor-to-neighbor and creates connections between cities and their communities. Her focus includes community planning in coastal communities, including community planning, open space and parks, resiliency, housing, and transportation. Jenna has teamed with Dudek on multiple projects, from general and specific plan updates to open space and wetlands restoration.

Jenna led engagement efforts for the Newport Beach General Plan Listen & Learn. Engagement began as a broad listening effort and evolved first to address RHNA and State housing mandates, transitioning from in-person to fully virtual to meet Covid requirements, and finally focusing specifically on updates to the Housing and Circulation Element. Throughout this process, Jenna worked closely with staff to implement strategies to engage community members through changing conditions.

As an Orange County native, Jenna is knowledgeable about what it takes to engage with residents in Newport Beach. She has facilitated community engagement for cities in Orange County and Southern California, including outreach for the City of Irvine General Plan Update, projects throughout Laguna Beach, Mission Viejo, and coastal cities like Malibu. Jenna is certified by the International Association of Public Participation (IAP2) and co-instructed the Graduate Planning Practicum for the Masters of Urban Planning and Public Policy department at UC Irvine.

## COMMUNITY PLANNING

**City of Newport Beach — Listen & Learn for the General Plan Update**  
Project Manager & Lead Facilitator | 2019 to 2022

Jenna led the community engagement for the Listen & Learn process for Newport Beach, and helped the City transition to fully virtual meetings to meet Covid restrictions. As the City moved to respond to State requirements to address RHNA numbers, Jenna's team transitioned to support public engagement for the Housing and Circulation elements. Throughout the project, Jenna's team facilitated a community-partner launch event, Council District Workshops, digital engagement, and virtual meetings for both the Housing and Circulation Elements.

**City of Mission Viejo — Oso Creek Golf Course and Open Space Vision Plan**  
Lead Facilitator | 2020 to 2021

Jenna led the public involvement program the golf course and open space vision plan. Working alongside Dudek, Kearns & West's approach includes engagement with current and future users of the course, neighbors who have a vested interest in the success of the course and availability of open space, and residents who live in Mission Viejo. The multi-pronged approach includes stakeholder listening sessions, a community-wide workshop, and an online survey tool.

### **City of Concord – Housing Element Update**

The City of Concord is engaging community members to update the Housing Element of the City's General Plan. Jenna's team is leading engagement alongside the Dudek team. Early engagement included listening sessions with local community-based organizations and housing-interested stakeholders to inform the engagement strategy. Outreach has included paired virtual and in-person Town Halls, listening sessions with community members, surveys, newsletters, and CBO engagement.

### **City of San Marcos – San Marcos General Plan Update**

Project Manager & Lead Facilitator | 2019 to Present

The City of San Marcos began a General Plan Update with an emphasis on economic development and infill strategies alongside a Housing Element Update. Jenna leads community and stakeholder outreach for the General Plan Update, including facilitating the General Plan Advisory Community (GPAC), in-person workshops and open house events, surveys, and digital engagement.

### **City of Santa Clarita – Old Town Newhall Specific Plan Update**

Community Engagement Director | 2021 to 2022

Kearns & West worked alongside Dudek to support the City of Santa Clarita by providing community outreach and engagement to gather input for an update of the successful Old Town Newhall Specific Plan. Jenna provided strategy and direction for engaging stakeholders and the community to update the Specific Plan, including facilitating focus groups and a socially distanced walking tour of Old Town Newhall. Engagement included pop-up events in Old Town Newhall.

### **City of Malibu – Multiple City Projects Including Malibu Bluffs Parkland Master Plan and EIR and Malibu Coastal Vulnerability Assessment**

Public Outreach Lead | 2016 to Present

Jenna has led outreach and engagement for multiple projects for the City of Malibu, including the Malibu Bluffs Park Master Plan. Outreach for the project included interactive online engagement, a youth design charrette, visual preference surveys, and community meetings, engaging over 1000 residents in the park design. The project helped the City explore the potential of the Parkland to provide new recreational opportunities for the Malibu community to meet the city's current and future recreation needs. The City initiated a Coastal Vulnerability Assessment to address potential effects of sea level rise. Jenna drafted the community engagement memo and will help facilitate workshops and stakeholder meetings with the public to determine the potential fiscal impacts to the City and its residents and summarize applicable adaptation strategies that address the City's vulnerabilities.

### **City of Rancho Santa Margarita – Comprehensive General Plan Update & EIR\***

Public Outreach Specialist | 2017 to 2018

Jenna's team led the outreach team for the Rancho Santa Margarita General Plan Update that engaged over 1000 residents. Residents were engaged through focus groups, roadshows, pop-up workshops, digital communication, and website design. The focus of the update is to "refresh" the Land Use, Economic Development, Conservation/Open Space, Safety, and Noise elements to address the continued vision for the city. Additionally, updates ensured that all elements are consistent with new state requirements for general plans.

### **Project References:**

#### **City of Newport Beach "Listen & Learn" and Circulation and Housing Element Update - Community and Stakeholder Engagement**

**Project Contact:** Seimone Jurjis, Deputy Director of Community Development City of Newport Beach  
(949) 644-3210 | [sjurjis@newportbeachca.gov](mailto:sjurjis@newportbeachca.gov)

#### **City of San Marcos – General Plan Update**

**Project Contact:** Beth Herzog, Administrative Services Manager at City of San Marcos  
(760) 744-1050 x3280 | [bherzog@san-marcos.net](mailto:bherzog@san-marcos.net)

#### **City of Santa Clarita – Old Town Newhall Specific Plan Update**

**Project Contact:** Hai Nguyen, Associate Planner at City of Santa Clarita  
(661) 255-4365 | [Hnguyen@santa-clarita.com](mailto:Hnguyen@santa-clarita.com)



# CHRISTIAN MENDEZ

## Director – Digital Engagement

KEARNS & WEST



✉ CMendez@kearnswest.com

☎ 760.699.3160

### EXPERTISE

- Public Involvement
- Stakeholder Engagement
- Participatory Process Design
- Urban and Regional Planning
- Rural Community Engagement
- Graphic Design
- Spanish Public Speaking

### EDUCATION & CERTIFICATIONS

#### BSW, Social Work

La Sierra University | Riverside, CA

#### MURP, Urban and Regional Planning

University of California Los Angeles |  
Los Angeles, CA

### MEMBERSHIPS

American Planning Association –  
Inland Empire

### SUMMARY OF QUALIFICATIONS

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Christian Mendez is a Director and Facilitator at Kearns & West. He brings 10 years of experience in community engagement across California. His insights and practical ideas to achieve inclusive engagement of historically marginalized communities make him a valuable team member. When completing a Master of Urban and Regional Planning from the University of California, Los Angeles, he focused on community engagement in design and development. Christian also has firsthand experience with community planning and organizing including participatory planning processes and resident capacity building. His efforts have always focused on centering community residents and working alongside residents to identify community-based solutions to planning challenges.

Christian has also led multiple digital engagement strategies, supporting the design and implementation of strategies that help integrate projects into digital platforms. His experience includes serving as the lead designer for project websites and digital tools built to ensure an equitable and nimble pivot from in-person to the virtual world.

His current assignments are community planning, energy, housing, and climate resiliency across urban Southern California. Christian's relevant project experience includes spearheading community planning projects, leading digital engagement for the Newport Beach Listen & Learn, and serving as the project manager for the City of Irvine General Plan Update. Christian is also a co-leader of the Kearns & West Equitable and Inclusive Engagement practice team. He also brings accomplished graphic design, experience working with community-based organizations, and bilingual facilitation expertise.

### RELEVANT EXPERIENCE

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#### City of Newport Beach Listen & Learn for Future General Plan Update Project Engagement Specialist | 2019 to 2021

Christian provided design and virtual engagement support in this multi-pronged engagement project for the 2021 housing element update and associated circulation and land use element updates. His role included supporting the development of graphics and virtual tools and assets for the engagement process. Christian also supported the rollout of engagement activities in the listen & phase of the project which included providing support with facilitation.

#### City of Irvine General Plan Update Project Manager | 2022 to Present

The City of Irvine is currently working on updating its General Plan. As part of the process, the Kearns & West team is working to identify creative ways to integrate community members in the update process. Kearns & West is utilizing a multi-pronged approach to purposefully engage each group through community-wide workshops, focus groups, and pop-up events. Christian serves as the project manager for the project and leads engagement efforts in this project.

### **City of San Marcos General Plan Update**

Project Engagement Specialist | 2020 to 2022

The City of San Marcos went through the process of completing a general plan update. Christian supported the management of the community engagement phase of this project. The engagement phase included several workshops and pop-ups throughout the City aimed at both providing information and creating engagement opportunities for all residents. This project provided residents with interactive engagement opportunities throughout the City of San Marcos. Christian also supported the creation of graphic materials and the facilitation of workshops.

### **Indian Wells General Plan Update**

Project Manager | 2020 to 2022

The City of Indian Wells underwent a process with community members to identify a shared vision for the City's future. Through the General Plan Update process, the City worked on the community's long-term goals and priorities, ensuring that day-to-day decisions brought the process and update closer to a shared vision for the future of Indian Wells. Christian managed community engagement efforts and worked alongside City staff to identify creative and engaging tools to improve public participation.

### **California Coastal Conservancy and California Department of Fish and Wildlife – Tribal Connection to Ballona Wetlands Restoration**

Project Manager/Facilitator | 2022 to Present

The Ballona Wetland Ecological Reserve is the largest coastal wetland complex in Los Angeles County. The Ballona Wetlands Ecological Reserve restoration will enhance and establish native coastal wetlands and upland habitat on 566 of the Reserve's 577 acres. The project's objectives focus on restoring wetlands and other ecological functions within the Ballona Wetlands, maintaining existing levels of flood risk management provided by the Ballona Creek channel and levee system, and restoring and improving public access for compatible recreational and educational opportunities within the Reserve. Kearns & West is leading the facilitation of a Tribal Advisory Committee and will support broader tribal engagement as part of this project. Christian serves as the project manager and provides additional support as a facilitator and lead in engagement design.

### **City of Los Angeles Department of Water and Power (LADWP) – LA100 Equity Strategies Role: Project Manager |**

Project Manager / Environmental Justice Community Engagement | 2021 – Present

Equity Strategies is a continuation of the City of Los Angeles, 100% Renewable Energy Study project, where the focus is identifying implementation strategies to achieve community-driven, prioritized equity outcomes in LA's clean energy transition. Christian supports the implementation of community engagement efforts, coordination of an advisory committee and steering committee, and coordination with community-based organizations and key stakeholders.

### **City of Oxnard Sustainable Transportation Plan**

Project Manager | 2021 - Present

City of Oxnard is preparing a Sustainable Transportation Plan (STP), which will pair prior multi-modal transportation planning efforts with extensive community engagement to form an implementation plan towards a sustainable mobility future for Oxnard. As part of the project, the STP engaged with people who live, work, and spend time in Oxnard to identify places where sustainable transportation improvements can be implemented. The project team worked with the community to identify needs, neighborhood locations and main corridors and develop a project list, conceptual designs, and potential funding sources. This will help the City to apply for grant opportunities that can help fund improvements that are included in the STP. Kearns & West is supported outreach activities and the facilitation of working groups as part of this effort. Christian provided strategy for the overall community engagement process, building on Kearns & West's track record of successful engagement in Oxnard with community-based groups and priority communities.

### **Project References:**

#### **City of Newport Beach "Listen & Learn" and Circulation and Housing Element Update - Community and Stakeholder Engagement**

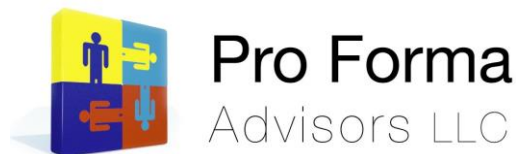
**Project Contact:** Seimone Jurjis, Deputy Director of Community Development City of Newport Beach  
(949) 644-3210 | [sjurjis@newportbeachca.gov](mailto:sjurjis@newportbeachca.gov)

#### **City of San Marcos – General Plan Update**

**Project Contact:** Beth Herzog, Administrative Services Manager at City of San Marcos  
(760) 744-1050 x3280 | [bherzog@san-marcos.net](mailto:bherzog@san-marcos.net)

#### **City of Santa Clarita – Old Town Newhall Specific Plan Update**

**Project Contact:** Hai Nguyen, Associate Planner at City of Santa Clarita  
(661) 255-4365 | [Hnguyen@santa-clarita.com](mailto:Hnguyen@santa-clarita.com)



## **Lance Harris, Partner**

With over 15 years of experience in land use economics, Mr. Harris provides clients with market demand and feasibility studies, mixed-use programming recommendations, financial analysis, economic and fiscal impact assessments, and economic development strategies. Integral to Mr. Harris's work is the premium placed on developing analysis techniques to gather data at the micro level for market analysis. Using a combination of public data sources, private secondary data sources, first person interviews, GIS data, and on-the-ground site inspection, he is able to construct various models of analysis to effectively determine a development's market area, capture rate, and absorption, which determine overall demand and feasibility.

His broad range of experience working with cities, counties, redevelopment agencies, land planning/urban design firms, and real estate development interests allows him to effectively evaluate projects from both the private and public perspective.

### **References**

David Sosnowski, Director  
City of Montebello – Recreation and Community Services  
Grant Rea Park Sportsplex Market Study  
(323) 887-4540, dsosnowski@cityofmontebello.com

Greg Gubman, Community Development Director  
City of Diamond Bar  
General Plan Update  
(909) 839-7030, GGubman@DiamondBarCA.Gov

### **Market/Financial Analysis**

Mr. Harris' work in market analysis has included analysis of variety of land uses including residential, industrial, retail, office, hotel, recreational, and mixed-use development. Illustrative projects for private developers and municipal clients include the following:

- ▶ Grantville Redevelopment Area Community Plan Economics (San Diego, California)
- ▶ Transit Village Specific Plan Economics (El Monte, California)

- ▶ Fresno High Speed Rail TOD Plan Economics (Fresno, California)
- ▶ Economic Futures Analysis of Nodes & Corridors (Los Angeles, California)
- ▶ The Shoppes Phase II Compass Blueprint Project (Chino Hills, California)
- ▶ Feasibility of Alternative TOD Concepts (Los Angeles, California)
- ▶ Bob Hope Master Plan Mixed-Use TOD Analysis (Burbank, California)
- ▶ TOD Financial Analysis (Santa Monica, California)
- ▶ SunCal's Proposed Waterfront Mixed-Use Project (Redondo Beach, California)
- ▶ San Diego Incentive Zoning Economics (San Diego, California)
- ▶ Sunroad Enterprises Confidential Market Analysis (San Diego, California)
- ▶ The Howard Hughes Development Corporation Confidential Market Analysis (Dallas, Texas)
- ▶ Forest City Confidential Market Analysis (Los Angeles, California)

### **Impact Analysis**

Mr. Harris' work in economic impact analysis has included analysis of variety of land uses including real estate development, gaming, themed attractions, sporting venues, and special events. Illustrative projects are included below.

- ▶ NIKE, Inc.'s Corporate Headquarter Operations (Beaverton, Oregon)
- ▶ Proposed Los Angeles Football Stadium at Grand Crossing (City of Industry, California)
- ▶ Coachella Music Festival (Indio, California)
- ▶ AMGEN Tour of California (Santa Clarita, California)

### **Previous Experience**

Prior to joining Pro Forma Advisors, Mr. Harris was an Associate Director of Economics at AECOM. He was also a Senior Associate at Economics Research Associates (ERA) prior to the company's acquisition.





# Pro Forma

## Advisors LLC

### **Education**

Lance received an M.A. in Urban Planning from the USC Price School of Public Policy specializing in real estate and economic development. He also has a B.A. degree in Political Science from the Trinity College in Hartford, Connecticut.

### **Professional Affiliations**

Mr. Harris represents Pro Forma Advisors in the American Planning Association. He is the former Chair of the APA's Economic Development Division.

# Ryan Allen

## URBAN FORESTER

Ryan Allen is an urban forester with 13 years' experience providing strategic environmental planning to organizational programs. Mr. Allen's work deepens the positive impact on the communities he serves and increases organizational capacity. Mr. Allen has experience working with elected officials and staff and building and maintaining strategic partnerships.

## References

### Stacy Fox, Maintenance Superintendent – City of Temecula

951.308.6306 / stacy.fox@temeculaca.gov

Temecula UFMP and Inventory

### Hilary Ego, Environmental Program Manager – City of La Mesa

619.667.1326 / HEgo@cityoflamesa.us

La Mesa UFMP

### Rachel O'Leary, Program and Policy Manager – City Plants

626.360.5989 / rachel.oleary@lacity.org

Los Angeles UFMP Preliminary Planning and Roadmap

## Select Project Experience

### Urban Forest Management Planning

Mr. Allen is the practice lead for Dudek's Urban Forest Management Planning team, which has a goal to create a "healthy urban forest for our future." Since 2018, Mr. Allen has led the development of the projects below:

- County of Los Angeles, Urban Forest Management Plan, April 2024
- City of Fresno, Urban Forest Management Plan, Dec. 2023
- City of Rancho Cucamonga, Urban Forest Management Plan, Oct. 2023
- County of San Mateo, Tree Protection Ordinance Update, Sept. 2023
- City of Alameda, Urban Forest Plan, Aug. 2023
- Town of Mount Pleasant, Community Forest Management Plan, July 2023
- City of Santa Maria, Urban Forest Management Plan, April 2023
- City of Salinas, Urban Forest Management Plan, Mar. 2023
- City of Temecula, Urban Forest Management and Street Tree Master Plan, Oct. 2022
- Town of Hillsborough, Tree Ordinance Update, Oct. 2022
- City of Chico, Urban Forest Management Plan, Oct. 2022
- City of Willits, Urban Forest Management Plan, Aug. 2022



### Education

Pepperdine University  
BA, Communications  
(Creative Writing  
emphasis), 2002

### Certifications

Certified Arborist,  
No. WE 10316A

Tree Risk Assessment  
Qualified

Municipal Specialist

### Professional Affiliations

Oversite Executive Board  
Member, Los Angeles  
Center for Urban Natural  
Resources Sustainability

- City of Portland, Urban Forest Analysis, Aug. 2022
- City of Beverly Hills, Urban Forest Management Plan, July 2022
- City Plants, City of Los Angeles Urban Forest Finance Study, June 2022
- City of La Mesa, Urban Forest Management Plan, May 2022
- City of Rancho Cordova, Urban Forest Management Plan, Mar. 2022
- City of San Jose, Community Forest Management Plan, Feb. 2022
- City of Oxnard, Citywide Tree Program Review, Nov. 2021
- City of Downey, Urban Forest Management and Street Tree Master Plan, Feb. 2021
- Sacramento Tree Foundation, GreenPrint Neighborhood Program, Dec. 2019
- City Plants, First Step to an Urban Forest Management Plan, Dec. 2018

**UFMP Preliminary Planning and Roadmap, City of Los Angeles, California.** Prepared a comprehensive report on the current conditions of the City of Los Angeles urban forest and its management as the beginning phase of the city's preparation to begin an urban forest management plan (UFMP). Developing the report was a 10-month long process that included monthly working group meetings with over 40 urban forest stakeholders, extensive departmental interviews, a public survey with 2,600 responses, and the comparison of Los Angeles urban forest activities with three other municipal urban forest programs. The report analyzes current funding levels and City of Los Angeles planning documents, ordinances, policies, governance structure, and management practices against urban forest sustainability standards. The result of the analysis delivered key findings on the status of the urban forest and made recommendations on the steps the city needs to take to move toward the completion of a UFMP and implementing sustainable practices.

**UFMP, City of Downey, California.** Lead writer and developer of the City of Downey's 30-year planning document to expand canopy cover, implement efficient management practices, and increase public awareness of the urban forest. This process has included analyzing the current tree inventory and canopy cover, calculating the ecological benefits of the urban forest using the i-Tree Eco suite, and determining the current value of the city's trees. Reviewed current policies and ordinances against urban forest sustainability standards and will update these documents and create new policies as appropriate. Assessed the governance structure, interdepartmental protocols, and management practices of the City of Downey through departmental interviews with all staff who affect trees.

**UFMP, City of Beverly Hills, California.** Leading the development of the City of Beverly Hills' 30-year planning document to implement sustainable management practices to create a healthy urban forest canopy. Dudek also analyzed the city-managed tree population, completed a wildfire hazard assessment for an area designated a Very High Fire Hazard Severity Zone, and provided recommendations to manage a more fire safe community that will be included as a chapter of the UFMP.

**UFMP, City of La Mesa, California.** Leading the development of the city's UFMP document that includes a thorough analysis of all management practices, a LiDAR canopy cover analysis, facilitation of a stakeholder-working group, interviews with all relevant city staff who affect trees, and analysis of the status of the urban forest. The goal of the UFMP is to help the City of La Mesa reach canopy cover and greenhouse gas emission reduction goals of their Climate Action Plan. California Department of Forestry and Fire Protection (CAL FIRE) provides funding for the project, and project objectives will help the city achieve the outcomes of the grant.



# Michael Huff, RCA

## WILDFIRE LEAD

Michael Huff is founder and manager of Dudek's Urban Forestry/Fire Protection Planning team with 30 years' experience as a forester and fire protection planner. Mr. Huff specializes in management of community-wide and project-specific fire protection plans (FPPs), wildland-urban interface (WUI) fire management plans, wildfire hazard reduction projects, California Environmental Quality Act (CEQA) supporting technical documents, Oak Woodland impact and mitigation plans, urban and community forest management plans, forest and tree inventories, impact analysis studies, and tree hazard evaluations. Mr. Huff possesses considerable project issue resolution experience and focuses on working within the regulations to provide creative, cost-saving solutions to his clients. He routinely participates in public hearings, strategy sessions, and provides public presentations.

## References

**Jeff O'Connor, Vice President of Community Development – HomeFed Corporation**

760.918.8200 / joconnor@hfc-ca.com

Fanita Ranch Master Planned Community Project FPP and Evacuation Plans

**Jeff Chine, Partner – Allen Matkins**

619.233.1155 / jchine@allenmatkins.com

Junipers Residential Project FPP and Evacuation Plans

## Select Project Experience

**FPP for the MRCA Public Access Enhancement Plan, Malibu, California.** Served as Project Manager and technical expert, and drafted portions of the FPP, which served as a component of the project EIR. The project involved development of facilities to enhance public access to open space within the Santa Monica Mountains, including parking areas, campsites, and trails. The FPP analyzed fire risk components associated with increased public access into wildland areas and developed measures to mitigate risk. Technical analysis of risk included assessment of fire history, fire behavior modeling, access constraints, and proximity to firefighting resources. Fire behavior modeling involved the use of both tabular (BehavePlus) and GIS-based (FlamMap) fire behavior modeling software packages and was an integral component of the fire-planning process. The FPP served as a component of the project final EIR, which was approved by the MRCA board and the California Coastal Commission.

**Sky Ridge Community Fuel Modification Zone Inspections, D.R. Horton, San Bernardino, California.**

Provided oversight and managed this project that included inspection of existing fuel modification zones in a very high fire hazard severity zone. Dudek's fire protection specialists inspected the perimeter fuel modification zones and documented issues. A report indicating where issues were noted and how they could be mitigated was prepared.



### Education

Northern Arizona University  
BS, Forest Management, 1992

### Certifications

Registered Consulting Arborist (RCA)

Certified Arborist, No. WE-4276A

San Diego County Department of Planning and Land Use-Approved Fire Protection Planner

Laguna Beach Fire Department-Approved Fire Protection Planner  
Certified Wildland Fire Ecologist

### Professional Affiliations

American Society of Consulting Arborists

National Fire Protection Association – International

California Fire Chief's Association – Fire Prevention Officers

**FMPs, County of San Diego Department of Parks and Recreation, San Diego County, California.** Served as Project Manager and prepared the fire management components for the Lusardi Creek Preserve and Simon Preserve vegetation management plans (VMPs) in San Diego County, California. The fire management component of the VMPs identifies fire risk to sensitive resources, identifies appropriate mitigation/fuel reduction goals and recommendations, and outlines procedures for fire management before, during, and after a fire. Analysis involves extensive mapping and fire behavior modeling using GIS-based software applications (FlamMap). Currently preparing fire management plans for three other open-space preserves for the County of San Diego Department of Parks and Recreation.

**Point Molate Mixed Use Development, Argent Development, Richmond, California.** Managed, wrote, reviewed, and coordinate the preparation of two emergency planning documents to satisfy project conditions of approval for the Point Molate project in Richmond, California. A Wildfire Emergency Response Plan that evaluated the potential wildfire risk for the proposed Point Molate mixed use community was prepared and made recommendations for addressing risk and providing for resident and fire department response. A second document, the Multi-Hazard Emergency Response Plan, was prepared to address the most likely natural- or human-caused disasters and the project's planned actions in response. This plan includes responses to earthquakes, tsunamis, flooding, and other disasters and provides a framework for how the project would respond. Presented at several public hearings to answer questions regarding the site's overall safety.

**Wildland Fire Management Plan, Nature Reserve of Orange County, California.** Managed and was primary author of a wildland fire management plan for the 36,000-acre preserve located on the Irvine Ranch from Laguna Beach and extending to Anaheim Hills. The project included extensive stakeholder outreach and coordination of the 38 stakeholder agencies. Goals of the plan were to minimize fire ignitions, protect natural resources, protect private property assets neighboring the Reserve, and prepare a guidance document that was implementable and included realistic measures for reducing fire frequency and impacts.

**Fanita Ranch Master Planned Community Project FPP and Evacuation Plan, HomeFed Corp., Santee, California.** Managed the preparation of this comprehensive FPP and Wildland Fire Evacuation Plan. The project is a 2,638-unit development with a village core, fire station, school, agriculture, parks, trails, and related infrastructure. The FPP is a robust document that identifies the potential wildfire risk at the site and then defines and provides specifications for addressing the risk to acceptable levels. The project's evacuation plan provides future residents with a toolkit for preparedness and awareness so they are familiar with the potential evacuation declarations and actions they may need to take along with a comprehensive evacuation time and potential impact analysis.

**Harmony Grove Village South Fire Protection and Evacuation Plan, Harmony Grove Village South Partners, LLC., San Diego County, California.** Project manager, lead fire protection planner, and primary author of this comprehensive FPP for a 554-unit project. The project required a modification for dead-end road length, and a package of 27 features was developed for justifying the modification as meeting the intent of the code. Worked with County fire planners, Rancho Santa Fe Fire Protection District fire prevention officers, and third-party fire operations experts to gain confirmation that the project would be safe and meets the code intent. The project can be considered a shelter in place community due to its robust wildfire hardening and improved evacuation capabilities.

**Murrieta Hills FPP, Pulte Homes, Murrieta, California.** Managed and guided analysis, wrote the FPP, and coordinated with local fire personnel on this 750-unit residential master plan. The project required a code modification regarding dead-end road length with justifying measures to meet the intent of the code. Dudek performed a comprehensive analysis of the fire environment and prescribed a redundant system of protections to provide safe vehicle evacuation through the community to available evacuation routes while enabling emergency ingress. The project is within a very high fire hazard severity zone, and the site's wildfire risk was evaluated and addressed through site-specific design features.

# Kathryn Haley, MA

## HISTORIC BUILT ENVIRONMENT LEAD

Kathryn Haley is a historic built environment resource specialist/architectural historian with 18 years' professional experience in historic/cultural resource management. Ms. Haley has worked on a wide variety of projects involving historic research, field inventory, and site assessment conducted for compliance with Section 106 of the National Historic Preservation Act (NHPA), National Environmental Policy Act (NEPA), and California Environmental Quality Act (CEQA). Ms. Haley specializes in the California Register of Historical Resources (CRHR); the National Register of Historic Places (NRHP); and evaluations of built environment resources, including water management structures (levees, canals, dams, and ditches), buildings (residential, industrial, and commercial), and linear resources (railroad alignments, roads, and bridges). She specializes in managing large-scale surveys of built environment resources, including historic district evaluations. She has prepared numerous Historic Resources Evaluation Reports (HREs) and Historic Property Survey Reports (HPSRs) for the California Department of Transportation (Caltrans). Ms. Haley also worked on the San Jose to Merced section and Central Valley Wye section of the California High-Speed Rail Project, where she led the built environment survey, conducted property-specific research, prepared the Draft Historic Architectural Survey Report (HASR) and co-authored the environmental section for cultural resources.

She meets the Secretary of the Interior's Professional Qualification Standards for historian and architectural historian. Ms. Haley has also assisted in preparation of Historic Properties Inspection Reports (condition assessments) under the direction of the Naval Facilities Engineering Command (NAVFAC) in accordance with Section 106 and Section 110 of the NHPA. Moreover, Ms. Haley has served as project manager, coordinator, historian, and researcher for a wide variety of projects. She is also experienced in the preparation of Historic American Building Survey (HABS), Historic American Engineering Record (HAER), and Historic American Landscape Survey (HALS) documents, as well as the preparation for National Register nominations.

## References

**David Lemon, Associate Environmental Planner – Caltrans District 3/North Region**  
530.821.8334 / david.lemon@dot.ca.gov

**BranDee Bruce, Architectural Historian – Interior Region 10 California-Great Basin**  
916.978.5039 / BBruce@usbr.gov

## Select Project Experience

**Globemaster Corridor Specific Plan, City of Long Beach, Los Angeles County, California.** The project proposed to implement the Globemaster Corridor Specific Plan (GCSP), a planning and regulatory framework for redevelopment of an area adjacent to the Long Beach Airport and the surrounding residential and business



### Education

*California State University, Sacramento MA, Public History, 2004*

*California State University, Sacramento BA, History, 2001*

### Professional Affiliations

*California Council for the Promotion of History (former Treasurer)*

*California Preservation Foundation*



community, which includes rezoning portions of the GCSP area, and a mobility plan that implements new streets and pedestrian connectors. Since the GCSP does not directly propose changes to the buildings or structures in the Plan area, the cultural resources report takes a programmatic overview and offers potential impacts analysis and mitigation measures for future development. Provided QA/QC for the Draft EIR/Environmental Impact Statement (EIS) Cultural Resources Chapter for the GCSP project. (2018)

**East Bay Greenway (Lake Merritt Bay Area Rapid Transit to South Hayward Bay Area Rapid Transit), HNTB Engineering, Alameda County Transportation Commission, Oakland, San Leandro, Hayward, and Alameda County, California.** Served as technical lead for architectural history. Prepared an HRER for Caltrans as part of the CEQA/NEPA documentation for a visionary 16-mile, multimodal trail facility (rail to trail/rail with trail) connecting seven Bay Area Rapid Transit stations adjacent to the Union Pacific Railroad Oakland Subdivision from Oakland to Hayward. The project objectives include improvement of bicycle and pedestrian network connectivity; access to schools, downtown destinations, and activity centers; and development of a multimodal transportation system. Prepared an FOE document in support of a No Adverse Effect Finding to historically significant properties identified in the HRER. (2017–2018)

**Historic Initiative Inventory and Conservation, Port of Los Angeles, California.** Assisted the Port of Los Angeles with establishing an archival repository to house historic documents by advising the Port on all aspects of the proposed archival facility. As project manager and lead archivist, conducted a records inventory, facilitated immediate preservation and conservation of historic materials, and helped establish policy and procedures for the archives. (2006–2007)

**Architectural Survey and Evaluation of Signal Street Properties, Port of Los Angeles, California.** Prepared an inventory and evaluation report for six historic-era properties located in an area that Los Angeles Harbor Department was planning on redeveloping. The purpose of the report was to evaluate the properties under NHPR, CRHR, and the criteria set forth in the City of Los Angeles Heritage Ordinance to see if they were eligible for listing. Completed this work during the planning phase of the redevelopment project. Five of the six buildings were found eligible for listing in the NRHP, CRHR, and as Los Angeles Historic Cultural Monuments. (2007)

**Feather River CEQA/NEPA Compliance, Sutter Butte Flood Control Agency, Butte and Sutter Counties, California.** The purpose of this project was to assist the Sutter Butte Flood Control Agency (SBFCA) through the Section 106 compliance and permitting process with ACOE to help facilitate construction improvements along a 40-mile segment of the Feather River Levee in Sutter and Butte Counties. Led the effort to record, evaluate, and document historic built environment resources located in the project APE in consultation with ACOE and SHPO in compliance with the Programmatic Agreement (PA) for this specific project. The survey work resulted in the identification of 99 historic-era resources within the APE, which required evaluation under NRHP Criteria. Of the resources inventoried, 17 resources were found to be eligible for the NRHP. Two of these resources are linear water conveyance/flood control structures; the Feather River Levee and the Sutter-Butte Canal. Worked extensively with ACOE in the process of documenting the historic-era built environment resources located in the APE as well as preparing FOE analysis for significant built environment resources. Helped establish efficient and appropriate mitigation measures for properties adversely affected by the project. (2012–2016)

**Southport Early Implementation Project Environmental Interim Preliminary Planning, West Sacramento Flood Control Agency/HDR Engineering, Yolo County, California.** Served as lead architectural historian for the Southport Levee project in the City of West Sacramento. Conducted an intensive-level architectural/built environment survey of the project area. Prepared an inventory and evaluation report of resources identified as requiring evaluation under NRHP Criteria. (2014–2016)

# Fallin E. Steffen, MPS

## ARCHITECTURAL HISTORIAN

Fallin Steffen is an Architectural Historian with 8 years' experience in historic preservation, architectural conservation, and cultural resource management in California. Ms. Steffen's professional experience encompasses a variety of projects for local agencies, private developers, and homeowners in both highly urbanized and rural areas, including reconnaissance- and intensive-level surveys, preparation of resource-appropriate and city-wide historic contexts, and historical significance evaluations in consideration of the National Register of Historic Places (NRHP), California Register of Historic Resources (CRHR), and local designation criteria. Additionally, Ms. Steffen was appointed as a Commissioner to the Santa Cruz City Historic Preservation Commission assisting Santa Cruz City Staff with design review and conformance with the Secretary of the Interior Standards for proposed residential, commercial, and municipal projects involving historic properties. Ms. Steffen meets the Secretary of the Interior's Professional Qualification Standards for Architectural History. She is experienced with interdisciplinary projects spanning private and public development, transportation, and water infrastructure, and maintains experience forming educational sessions about the identification of and best practices for the preservation of historic resources.



### Education

*Tulane University,  
New Orleans, LA  
Masters of Preservation  
Studies, 2015*

*University of California,  
Santa Cruz, CA  
B.A. History of Art & Visual  
Culture, 2010*

## References

### **Tad Stearn, Practice-Development Services Builder - Kimley-Horn**

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500 San Benito Street, City of Hollister, California

### **Ryan Bane, Senior Planner – City of Santa Cruz Department of Planning and Community Development**

831.420.5141 / RBane@cityofsantacruz.com  
637 High Street, Santa Cruz, California

## Select Project Experience

**Former Navy Property Restoration Project, CEQA Compliance, The Port of Hueneme, Oxnard, California** Served as architectural historian and co-authored the Built Environment Resources Inventory and Evaluation Report for the Former Navy Property Restoration Project. The purpose of the proposed project was to demolish existing buildings within the Port of Hueneme that would then be graded and paved for use in ongoing Port operations. The report concluded that one historical resource, the Port Hueneme Lighthouse, is located within the built environment study area was previously determined individually eligible for the NRHP and the CRHR. While the Port Hueneme Lighthouse is a CEQA historical resource, none of the previous documentation provided an evaluation of the associated historic age buildings on the property, collectively referred to as the Port Hueneme Light Station, that were to be demolished in conjunction with the project. The report concluded that the Port Hueneme Light Station as a multi-component site does not appear eligible under any NRHP or CRHR designation criteria and is therefore not considered a historical resource for the purposes of CEQA. Dudek defined sufficient historical significance

parameters for the Port Hueneme Lighthouse and prepared a detailed impacts analysis. The finding for built environment CEQA historical resources under CEQA is less than significant and no mitigation was required. (August 2022)

**500 San Benito Street, City of Hollister, California.** Served as project manager and architectural historian for the project, provided consultation for the rehabilitation design, and authored the memorandum providing an analysis of how the project conforms with the Secretary of the Interior Standards. The purpose of the project was to rehabilitate the National Register of Historic Places Downtown Hollister Historic District contributing building located at 500 San Benito Street in the City of Hollister, California, for use as condominiums. The City of Hollister required a qualified architectural historian assess the proposed project, which involved the replacement of the original windows for conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties, specifically, the Standards for Rehabilitation. The results of the assessment found that the project conforms with the Standards for Rehabilitation. (September 2021)

**The 12021 Woodruff Avenue Project, City of Downey, California.** Served as architectural historian and co-author of the Historical Resources Evaluation Report. Dudek was retained by the City of Downey Community Planning Department to complete a cultural resources technical report for the 12021 Woodruff Avenue Project in the City of Downey, California. The project included the demolition of an existing, 74,662-square-foot industrial building and construction of an approximately 44,162-square-foot tilt-up industrial building for truck terminal use. The study included a pedestrian survey of the subject properties for buildings and structures over 45 years of age; building development and archival research for the identified properties located within the project site; recordation and evaluation of cultural resources identified within the study area for the NRHP, CRHR, and local eligibility criteria and integrity requirements; and an assessment of potential impacts to historical resources in conformance with CEQA and all applicable local municipal code and planning documents. As a result of the significance evaluation, no cultural resources were identified within the project site. (September 2020)

**As Needed Historic Research Consulting Services, City of Coronado, California.** Served as architectural historian and co-author of the Historical Resources Evaluation Report. Dudek was retained by the City of Coronado to provide as-needed historic consulting services for projects in Coronado. Each evaluation involved the creation of an occupancy timeline, supplemental research on occupants, architect/builder, property, building development research, a pedestrian survey of the project area, a description of the surveyed resource, and completion of a historical significance evaluation report in consideration of designation criteria and integrity requirements. Acting as architectural historian, Ms. Steffen co-authored the historical resource evaluation report for a property located at 121 G Avenue. (June 2020)

**Gilroy Citywide Historic Resource Inventory, City of Gilroy, California.** In 2020, Dudek completed a citywide historic context statement and historic resources inventory update of the outdated 1986 City of Gilroy historic resource inventory. As part of this effort, Dudek successfully completed reconnaissance-level survey of over 3,000 properties on time and within budget, as well as completed a draft citywide historic context statement. Dudek also prepared a Public Guide to Preservation that provides an overview of the City of Gilroy's existing policies; what it means to live in a designated property/district-contributor; answers to commonly asked questions concerning restrictions on alterations and clarification of common misconceptions about property owner requirements. Ms. Steffen served as architectural historian and co-author for the citywide historic context statement prepared for the City of Gilroy. Preparation of the historical context statement involved extensive archival research, coordination with the City of Gilroy and archival repositories, chronological period and theme identification, and developing the historical narrative for the City. As assistant field manager, Ms. Steffen also participated in the citywide architectural survey of over 3,400 buildings in Gilroy as part of the update the existing 1986 Historic Resources Inventory. (August 2018 - September 2020)



# Eric Schniewind

## GEOLOGIST, HYDROLOGIST, HAZARDOUS MATERIALS SPECIALIST

Eric Schniewind has 26 years' experience as a geologist, hydrogeologist, hydrologist, and hazardous materials specialist in environmental consulting, with the last 17 years focusing on California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) environmental review. His technical background includes geotechnical engineering, soil and groundwater contamination investigations, environmental remediation planning and implementation, and Phase I environmental site assessments. In addition, Eric has been involved in fault trace identification and landslide hazard studies. His general responsibilities have included providing geological, geotechnical, hydrogeological, and hazardous materials technical support for CEQA/NEPA documents such as Environmental Impact Reports (EIRs), Environmental Impact Statements (EISs), and Environmental Assessments (EAs).



### Education

*University of California,  
Santa Barbara  
BA, Geological Sciences*

Mr. Schniewind has contributed CEQA analysis for a wide range of projects located throughout California, including water infrastructure, wastewater treatment plants, groundwater water supply programs, commercial developments, large-scale residential developments, shoreline projects involving sea-level rise issues, solar and wind energy developments, petroleum refineries, electric grid transmission projects, sports and entertainment arenas, General Plan updates, high-rise developments, military base redevelopments, port redevelopments, transportation improvements, hospital expansions and redevelopments, airports, rocket engine testing, research and development facilities involving radioactive materials, large scale hazardous materials remediation projects, and landfill expansions and redevelopments (also including joint CEQA/NEPA projects). His NEPA experience has included projects for or including the California Coastal Commission, U.S. Navy, U.S. Department of Energy, U.S. Bureau of Reclamation, U.S. Department of Housing and Urban Development, and U.S. Veterans Affairs throughout the western United States.

## References

**Peter Hudson, PG, CEG, Principal Geologist – Sutro Sciences**

415.717.6469 / phudson@sutroscience.com

Brisbane Baylands, Treasure Island, and Emeryville General Plan

**Curtis Loeb, PE, Water Resources Engineer, Principal ; Wolf Water Resources**

503.207.6688 / cloeb@wolfwaterresources.com

Steigerwald Restoration, Willamette Falls Stormwater

## Select Project Experience

**City of Sacramento 2040 General Plan, Master EIR, City of Sacramento, California.** Provided the analysis for the geology, hydrology, and utilities sections of the Master EIR, which addresses environmental impacts associated with the implementation of the updated 2040 General Plan. The analysis considered development across the City and all the inherent hazards that are present within the City with the new General Plan policies constructed to mitigate impacts.

**Comprehensive Parnassus Heights Plan Joint EIS/EIR, University of California, San Francisco.** The Comprehensive Parnassus Heights Plan will substantially modify the long-term plans of the Parnassus Heights Campus and hospital that were previously analyzed in the 2014 Long Range Development Plan. The plan provides the long-term development framework for the revitalization of the campus and included analysis of geology and soils, hydrology, and hazards and hazardous materials. Issue areas included seismic safety, slope stability, drainage control changes, legacy contaminants associated with underground fuel storage tanks, hazardous building materials, and fire hazards associated with an adjacent wooded open space area.

**Inglewood Basketball and Entertainment Center EIR, City of Inglewood, California.** Responsible for conducting the analysis and drafting EIR sections for the geology and hazardous materials sections of this controversial large-scale sports and entertainment arena. The 18,000-seat sports and entertainment arena will serve as the home court for the NBA Los Angeles Clippers, as well as provide a venue for a multitude of events, including concerts, family and other traveling shows, civic events, and major conferences and conventions. The EIR comprehensively addressed environmental issues including legacy contaminants from past industrial and commercial land uses, seismic hazards related to relatively close active faults, and close proximity to two different airports.

**Brisbane Baylands Specific Plan EIR, City of Brisbane, California.** Prepared the geology, hydrology and hazardous materials sections of the EIR for a Specific Plan for an approximately 600-acre planning area in the City of Brisbane. The brownfield site was formerly occupied by a landfill and a railroad yard. The Specific Plan presented for evaluation included a variety of mixed land uses. Upon completion, the proposed project would include more than 7 million square feet of non-residential development and approximately 5 million square feet (4,500 units) of medium to high density residential. Major issues included settlement of non-engineered fill and waste materials, hydrology, hazards/hazardous wastes, geology and ground settlement/stability, and sea level rise.

**Treasure Island Naval Base and Yerba Buena Island Redevelopment Plan EIR, City of San Francisco, California.** Hazardous materials specialist and geologist for the EIR on the redevelopment of the former naval base that had a long history of hazardous materials use. The base was divided into separate areas determined by historical releases of a wide range of contaminants. The proposed project included development of wetland for treatment of stormwater runoff. Geotechnical hazards at the Treasure Island site include the placement of un-engineered fills that are comprised primarily of dredged sediment, the presence of soft Bay Mud deposits, a perimeter berm that is founded on hydraulically placed dredged sediments, liquefaction, settlement, and lateral spreading.

**Emeryville General Plan EIR, City of Emeryville, California.** Provided the geology, hydrology, and hazardous materials sections of this General Plan EIR for the City of Emeryville. Issues included legacy contaminants from former industrial land uses, stormwater runoff, hazardous building materials emissions from demolition activities, development on soft Bay Mud, and seismic hazards.

**General Plan Update, City of Castro Valley, California.** Provided technical data on geology, hydrology, and hazardous materials-related hazards for the City of Castro Valley General Plan Update. Phase 1 comprised the preparation of mapping for an Existing Conditions Report and subsequently an EIR for the Castro Valley Area portion of the Alameda County General Plan. Phase 2 consisted of preparation of recommended biological policies and alternatives for the General Plan.

**Bay Point Waterfront Strategic Plan EIR, San Francisco, California.** Evaluated geologic and hydrologic impacts for the EIR for the proposed Bay Point Waterfront Strategic Plan. The redevelopment agency proposed to revitalize the Bay Point waterfront area by developing a full-scale marina with related commercial/support uses, medium-density housing, interconnected open space and pedestrian walkways, and natural open space. A majority of the Plan Area is located within the jurisdiction of the San Francisco Bay Conservation and Development Commission.

# Greg Ripperger, PE

## PROJECT MANAGER, WATER INFRASTRUCTURE

Greg Ripperger is a project manager with 12 years' professional experience as a water engineer specializing in master planning, water system design, construction management, and hydraulic modeling.

Mr. Ripperger has worked as a project manager for Civiltec Engineering and as a project engineer for the U.S. Army Corps of Engineers. Mr. Ripperger works with clients to quickly understand and solve their water/wastewater issues throughout a wide range of projects. He thrives in managing complex projects with unique solutions.

## References

### Joe Lomeli, Water Operations Manager – Ramona MWD

760.789.1330 / jlomeli@rmwd.org  
2020 Urban Water Mangement Plan

### Derek Kawali, Director of Engineering – Western Municipal Water District

951.571.7230 / dkawali@mwmd.com  
2020 Riverside Facilities Master Plan

## Select Project Experience

**2020 Urban Water Management Plan, Ramona Municipal Water District, Ramona, California.** Served as project manager. The project addressed the Department of Water Resources' regulations to ensure the District has sufficient future water supplies. The project also reviewed the District's water conservation requirements and their regulations in place to reduce demand during droughts. This includes a comprehensive review of their water supplies, including their availability, reliability, and resiliency, and their future demands. Water supply and demand projections were developed for the next 20 years. In addition to projections, the District's supplies were assessed for their reliability during drought conditions. The report also conducted a Drought Risk Assessment, assessing the District's ability to meet their demands during extended drought conditions. The report was presented to the public and other stakeholders for review and comment. A public hearing was held where all questions were addressed and the report was adopted by the Board. The report was finalized and submitted to the State in June 2020.

**2020 Riverside Facilities Master Plan, Western Municipal Water District, Riverside, California.** Water Systems Task Lead. Dudek is providing Western Municipal Water District with its 2020 Riverside Facilities Master Plan. The goal of the project is to develop a clear and usable document that addresses the short- and long-term needs associated with the district's potable water, sewer, and recycled water systems within their Riverside Service Area. The project includes review and validation of the district's water and recycled water hydraulic models, construction and calibration of a sewer hydraulic model, and review and evaluation of the capacity of the district's treatment facilities. Potable water, recycled water, and wastewater collection system Capital Improvement



### Education

Oklahoma State University  
BS, Civil Engineering, 2008  
Cum Laude, Honors

### Certifications

Professional Engineer, CA No. 79499; AZ No. 67991  
Water Audit Validator, American Water Works Association

### Professional Affiliations

American Water Works Association  
Southern California Water Utilities Association



Program (CIP) projects will be integrated, and their timing will be based on growth projections. Dudek is developing a browser-based tool to track the CIP and evaluate project triggers to forecast and update project timing. The project also includes development of a program environmental impact report and financial strategy to update connection and capacity charges.

**2020 Water Master Plan and Rate Study, City of Covina, California.** Served as project manager. Completed a full review of the City of Covina's water system, including a full asset condition assessment, system analysis, water model update, and water rate study (conducted in coordination with Raftelis). Compiled and prioritized the projects identified to establish a 5-year capital improvement plan. Presented the recommendations of the Water Master Plan and Rate Study to the Covina City Council for adoption. The Water Master Plan was finalized in July 2020, and the Rate Study was finalized and implemented in February 2021.

**2020 Water Master Plan Update, City of Brea, California.** Served as project manager. Completed a thorough update of the City of Brea's 2009 Water Master Plan, which included updating supply and demand projections, reviewing buildout projections, and re-analyzing all the system's assets. Worked with Psomas to rebuild the City's geographic information system database and water model based on existing as-builts. Compiled a detailed capital improvement plan based on analyses performed, evaluation of operational issues, and review of previous Master Plan capital improvement programs. Prioritized projects, created cost estimates, and developed individual project descriptions for the capital improvement plan. The draft report was completed in December 2020.

**2017 Water Master Plan, San Antonio Water Company, Upland, California.** Served as project manager. Performed analysis on the San Antonio Water Company's two separate distribution systems: retail potable water to San Antonio Heights and wholesale irrigation water. The irrigation system is a complex system that sells water to other water agencies through direct connections and groundwater basin recharge. The purpose of the Water Master Plan was to analyze both systems to identify necessary infrastructure improvements. It also included facilitating and implementing a strategic plan within the organization to provide a company-wide vision for the future. The Company is a stakeholder-owned water mutual company that includes the City of Upland, Inland Empire Utilities Agency, several water agencies, and the residential and commercial customers on the retail side. The Water Master Plan was published in December 2017.

**Infrastructure Pilot Toolkit, San Bernardino County Transportation Authority, San Bernardino County.** Served as project manager. The project seeks to provide a guideline, or toolkit, to provide clarity for how unincorporated areas of the County will be served water, sewer and other infrastructure in order to support anticipated long-term growth. The project included compiling utility information for water and sewer districts that serve unincorporated areas, comparing the current infrastructure to areas of potential development. The project included analysis of water, sewer, solid waste, electrical, gas, and telecommunication. The long-term growth capacity of each area was then used to identify the combination of both population increasing and the physical feasibility of servicing that population growth.

# Kristin Starbird

## SENIOR PROJECT MANAGER

Kristin Starbird is a senior project manager with 20 years' experience in the management and preparation of environmental documents pursuant to the California Environmental Quality Act/National Environmental Policy Act (CEQA/NEPA). Ms. Starbird is responsible for managing the environmental documentation and review process, conducting research, preparing and coordinating schedules, and managing budgets for a wide variety of controversial and complex public- and private-sector projects, including general, area, and specific plans; utility infrastructure, flood control, and water infrastructure projects; recreational and park projects; residential tract map developments; infill and urban development projects; and institutional facilities. Her years of experience managing environmental impact reports (EIRs), mitigated negative declarations (MNDs), environmental assessments (EAs)/Findings of No Significant Impact (FONSIs), and Categorical Exemptions/Exclusions for high-profile projects would regularly involve regulatory/resource agency involvement and permitting requirements. She confidently represents her clients in public meetings and hearings, and applies her commitment to exceptional client service and strategic consultation on all projects.



### Education

University of Texas, Austin  
MA, Public Affairs, 2000  
BA, Social Work, 1995

### Professional Affiliations

Chair of Membership –  
Los Angeles Chapter:  
Association of  
Environmental  
Professionals  
American Planning  
Association

## References

### Lisa Flores, Deputy Development Services Director – City of Arcadia

626.574.5445 / lflores@arcadiaca.gov

Arcadia General Plan Update Program EIR, Addendum to the 2010 Arcadia General Plan Update EIR and 2016 Development Code Update MND, The Derby Project EIR

### Paul Samaras, AICP, Principal Planner – City of El Segundo

310.524.2340 / psamaras@elsegundo.org

Pacific Coast Commons Specific Plan EIR

## Select Project Experience

**Gateway Planning Area Rezoning Program Addendum to the Certified Housing Element Update Program EIR, Los Angeles County, California.** Currently serving as senior project manager/principal for the preparation of an Addendum to assess any environmental impact differences between the proposed Gateway Planning Area Rezoning Program ("Project") and the County's 2021-2029 Revised Housing Element, adopted in May 2022. This Project addresses the shortfall of existing sites in unincorporated County to accommodate the RHNA obligation and the rezoning effort that would be undertaken to meet the RHNA shortfall. The Gateway Planning Area Rezoning Program includes the sites in the Gateway Planning Area that are anticipated to be rezoned by 2023.

**The Derby Project EIR, Arcadia, California.** Currently serving as senior project manager/principal for preparation of an EIR for a mixed-use development. The Project would construct The Derby as a larger, two-story restaurant that would be connected to a new, six-story mixed-use development consisting of a restaurant, cafe, and multifamily residential uses. The existing buildings and surface parking lots on the Project site would be demolished to accommodate the Project. The Project would construct 205 market rate units and 9 affordable units (totaling 214 for-rent dwelling units), a 3,300 square foot complementary restaurant space, and a 1,400 square foot café space. The project proposes to construct a seven-story multifamily residential building containing 319 dwelling units adjacent to an on-site eight-story office tower, including amenity uses, exterior pedestrian/paseo improvements, and subterranean parking.

**Metro Area Plan Program EIR, Los Angeles County, California.** Currently serving as senior project manager/principal for the preparation of a Program EIR for the Metro Area Plan, which, in accordance with the Planning Areas Framework Program of the General Plan, is intended to guide regional-level growth and development within the unincorporated communities of the Metro Planning Area. The Project would implement the land use and zoning changes set forth in the recently adopted Housing Element, which required upzoning to accommodate additional dwelling units beyond the existing residential development capacity of the Planning Area. The Project would allow for the development of accessory commercial units (ACUs) on lots in residentially zoned areas as an accessory use to a primary residence to encourage local-serving retail and services. The Project would also create two new County-wide zones: Artisan Production and Custom Manufacturing (M-0.5) and Life Science Park (LSP) and would implement these zones within areas that are currently zoned for industrial uses.

**Pacific Coast Commons Specific Plan EIR, El Segundo, California.** Served as project manager/principal for preparation of an EIR for the Specific Plan, which includes approximately 6.33 acres of land located in the City of El Segundo adjacent to the Pacific Coast Highway. The project would redevelop the existing surface parking lots of the Fairfield Inn & Suites and Aloft Hotel properties, as well as the commercial properties, through the adoption of a Specific Plan that allows for the development of 263 new housing units and 11,252 square feet of commercial/retail uses. The north portion proposes a six-story residential building with commercial on the ground floor that faces the Pacific Coast Highway, a six-story parking garage in the central portion of property, a new fire/access road, and apartment/townhome units. The project requires a General Plan amendment, zone change, site plan review, vesting tentative tract map, and a development agreement.

**City of Arcadia General Plan Update Program EIR, City of Arcadia, California.** While at another firm, Ms. Starbird served as project manager for the Program EIR for the City's General Plan update, which consisted of the following Elements: Land Use and Community Design; Economic Development; Circulation and Infrastructure; Housing; Resource Sustainability; Parks, Recreation, and Community Resources; Safety; Noise; and Implementation Plan. A number of changes to the development density/intensity of the land use designations were changed, including residential densities and new floor area ratio for commercial, mixed-use, and public facilities land uses.

**Addendum to the 2010 General Plan Update EIR and 2016 Development Code Update MND, City of Arcadia.** While at another firm, Ms. Starbird served as project manager/principal for the Addendum to the 2010 General Plan Update EIR, which involved an increase in the maximum height and density of development within the Downtown Mixed Use and Central Business District zones, as well as a zone change to eliminate the Downtown Overlay, and Development Code text amendments. Minor changes to the General Plan Land Use and Community Design Element were required to clearly define the Central Business District and provide consistency with the Development Code, and a text amendment to allow an in-lieu parking fee as a parking option in the Downtown area and the approval of a new City Center Design Plan, which would provide additional design guidelines for new development in the Downtown.



# Daria Sarraf

## ENVIRONMENTAL PLANNER AND AIR QUALITY/GREENHOUSE GAS SPECIALIST

Daria Sarraf is a project manager with 9 years' professional experience as an environmental planner and air quality/greenhouse gas (GHG) specialist preparing California Environmental Quality Act/National Environmental Policy Act (CEQA/NEPA) documents in public and private sectors. She has experience working on a variety of project types, including large land development, parks and open spaces, mixed-use, infill, rehabilitation facilities, transit-oriented development, and utility and infrastructure improvement projects. As an air quality/GHG specialist, she has experience using the California Emissions Estimator Model (CalEEMod), Roadway Construction Emissions Model, and Emissions FACTors (EMFAC) model.

## References

**Erica Gutierrez Aguirre, AICP, Principal Planner, Subdivisions – Los Angeles County Department of Regional Planning**  
213.974.6433 / egutierrez@planning.lacounty.gov  
Trails at Lyons Canyon Project Environmental Impact Report (EIR)

**Jonathan Frankel, Principal Project Manager – Atlantis Group Land Use Consultants**  
925.708.3638 / jfrankel@atlantissd.com  
Trails at Lyons Canyon Project EIR

## Select Project Experience

### **Los Angeles County Metro Area Plan PEIR, County of Los Angeles, California.**

Currently serving as an environmental planner for the program EIR (PEIR) for the Los Angeles County Metro Area Plan, which is a planning document intended to guide regional-level growth and development within the 21.34 square-mile Metro Planning Area. The Metro Planning Area consists of seven urban unincorporated-County communities near Downtown Los Angeles, which together have a population of over 300,000. The Metro Area Plan proposes to implement land use and zone changes to facilitate development of over 30,000 dwelling units, over 1,000,000 square feet of clean-industrial building area, and over 100 instances of neighborhood-scale commercial uses within residentially zoned parcels referred to as "accessory commercial uses." The PEIR provides the County of Los Angeles with the opportunity to consider broad policy alternatives and program-wide mitigation measures and provides flexibility to address project-specific and cumulative environmental impacts on a comprehensive basis.

**Trails at Lyons Canyon Project EIR, Los Angeles County Department of Regional Planning, Stevenson Ranch, California.** Currently serving as a project manager for the EIR for a new residential community on approximately 233 acres in unincorporated Los Angeles County. This project would include 504 dwelling units (including market-



### **Education**

*University of Southern California  
MA, Environmental Studies, 2014*

*University of Southern California  
BM, Harp Performance (minor of Environmental Studies), 2013*

### **Certifications**

*Dust Control Supervisor,  
South Coast Air Quality Management District,  
SC2102-010332-10352*

### **Professional Affiliations**

*Association of Environmental Professionals*

*American Planning Association*

rate and affordable senior housing), an on-site trail system and recreational amenities, and a fire station. The project would also preserve 148 acres of open space on site.

## Relevant Previous Experience

**Ritz-Carlton Residences Project Addendum to the City of Newport Beach General Plan Update PEIR, City of Newport Beach, California.** Served as environmental planner for preparation of an Addendum to the city's General Plan Update PEIR. The project proposed the conversion of up to 30 percent of the existing 532-room hotel at the VEA Newport Beach, a Marriot Resort and Spa into hotel-branded residences, pursuant to City Council Policy K-4. The proposed 22-story building would include up to 159 dwelling units. A new, 5-level, 408-space subterranean parking structure was proposed benefit the new residential buildings. A new, 6-level, 400-space parking structure would replace the existing hotel's parking structure. The Addendum was approved in May 2022.

**Centennial Specific Plan Project EIR, Los Angeles County Department of Regional Planning, Tejon Ranch, California.** Served as environmental planner and air quality/GHG specialist for the EIR for a new community that would consist of residential, commercial, business park, and cultural and civic/institutional uses on a project site encompassing approximately 12,323 acres. The project would incorporate open space areas, parks, and infrastructure to support the proposed land uses and a future population of approximately 57,150 residents. The proposed project would allow for the development of approximately 19,333 dwelling units, 10 million square feet of employment-generating uses, and an internal roadway network. The undeveloped site included numerous biological resources and jurisdictional drainages, as well as tribal cultural resources requiring preservation. The primary entitlement actions included the adoption of a Specific Plan, zone change, General Plan amendment, development agreement, tentative parcel map, and conditional use permits. Project buildout would be implemented in phases based on future market conditions over an approximate 20-year period through a series of future tract and parcel maps. The EIR was approved in April 2019.

**Magnolia Tank Farm Specific Plan PEIR, City of Huntington Beach Community Development Department, City of Huntington Beach, California.** Served as environmental planner and air quality/GHG specialist for the redevelopment of a 29-acre site (within the coastal zone) with a mixed-use development consisting of a 230,000-square foot lodge that includes a maximum of 175 guest rooms and guesthouse-style, budget-oriented, family/group overnight accommodations with 40 beds, and ancillary resident- and visitor-serving retail and dining; an up to 250-unit for-sale residential village; 2.8 acres of coastal conservation area adjacent to Magnolia Marsh; and 2.6 acres of park. This open space area contains a pedestrian trail that will link the project's visitor-serving and residential uses to a future pedestrian trail within the open space conservation area adjacent to the Huntington Beach Channel and the Magnolia Marsh. The PEIR was approved in February 2021.

**West Alton Parcel Development Plan EIR, County of Orange, Irvine, California.** Served as environmental planner and air quality/GHG specialist for the West Alton Parcel Development Plan Project located in unincorporated Orange County. The project proposed development of 803 multifamily residential units across two planning areas, separated by the West Alton Wildlife Movement Corridor, with an average density of 30 dwelling units per acre. The project required approvals by the County of Orange, as the CEQA lead agency, as well as a General Plan amendment and zone change through the City of Irvine. The EIR was approved in June 2018.

**2018 Educational and Facilities Master Plan EIR, Mt. San Antonio Community College (Mt. SAC), Walnut, California.** Served as environmental planner and air quality/GHG specialist for the project. The project consists of implementation of the 2018 Educational and Facilities Master Plan, which serves as Mt. SAC's long-range development plan, over a 10-year horizon period. The plan was evaluated in the EIR at a program level with the expectation that additional analyses may be required as specific projects are proposed. The EIR was approved in June 2019.

# Raoul Rañoa

## VISUAL STORYTELLING LEAD

Raoul Rañoa leads Dudek's Visual Storytelling practice. His 25-year career in data visualization includes roles as Senior Artist and Assistant Art Director at the Los Angeles Times where he honed his expertise in breaking down complex data and processes into visual stories suitable for both expert and general audiences.

He currently creates visualizations for the Jet Propulsion Lab/NASA where he works with world-renowned experts to convert complex data on planetary and environmental research (Mars Helicopter, Sea Level Rise, Planetary Protection) to easy-to-follow visual stories.

Mr. Rañoa has prepared visuals covering every facet of the environmental consulting industry, including general plan updates, hydrological research, and urban forestry management. He is knowledgeable in print and digital graphics production, including GIS; social media; motion graphics, and has university-level teaching experience.

His presentation at the 2021 Western Groundwater Congress "Rocket Science Visuals – Conveying Technical Information to Decision Makers and the Public" outlined his process of converting complex data on topics such as North Korean Missile technology and groundwater into compelling visuals for the everyday reader. His work is also nationally recognized, having been featured in the Best American Infographics book series 2 years in a row.



### Education

*California Polytechnic  
State University, Pomona  
BA, Communications  
(Journalism focus)*

## References

**Betsy McCullough, FAICP, Retired City of San Diego Deputy Planning Director – City of San Diego**

619 405 2605 / betsy92106@gmail.com

National Planning Conference Storymap, American Planning Association

**Jeffrey Ryan, Senior Planner – City of San Diego Planning Department**

619.235.5221 / JTRyan@sandiego.gov

Housing Inventory Annual Report on Homes, City of San Diego

**Susie Kirschner, Conservation Programs Manager – IERCD**

909.307.4934 / skirschner@iercd.org

San Bernardino Regional Priority Plan

## Select Project Experience

**Housing Inventory Annual Report on Homes, City of San Diego, California.** Developed reports, infographics, and data visualizations for a public outreach brochure.



**San Bernardino Housing Trust Fund, City of San Diego, California.** Developed infographics outlining the strategic plan for establishing a regional housing trust fund.

**National Planning Conference Storymap, American Planning Association.** Developed Storymap highlighting key locations in San Diego County.

**California Wildfire Protection Plan, County of Monterey.** Responsible for coordination, creation, and execution of social media, public outreach materials, and Storymap/digital presentation.

**Invasive Shothole Borer Regional Priority Plan, Inland Empire Resource Conservation District.** Responsible for coordination, creation, and execution of social media, public outreach visuals, and Storymap/digital presentation.

**San Bernardino Regional Priority Plan, IERCD.** Lead responsible for coordination, creation, and execution of social media, public outreach materials, and Storymap/digital presentation.

**GSP Preparation for the San Jacinto Groundwater Basin. Eastern Municipal Water District, Riverside County, California.** Prepared Hydrogeologic Conceptual Model 3D diagram showing subsurface flow and soil composition.

**Technical Assistance Program, Department of Water Resources, State of California.** Served as lead artist responsible for the coordination, creation, and execution of visuals to be used for a K-12 lesson plan and public outreach.

**Native Peoples Trade and Historic Hangar Interpretive Display, Port of Portland, Oregon.** Designer and researcher for public wall display incorporating Native American and aviation history.

**San Pasqual Valley Resource Management Plan, City of San Diego, California.** Created visuals outlining best management practices for multiple land uses, hydrological processes, and the topographical makeup of the San Pasqual Groundwater Basin.

## Relevant Previous Experience

**California Institute of Technology.** Responsible for infographics and data visualization for Mars missions. Interviewed staff scientists and researchers and visualized the best way to present complex data and concepts. (2020)

**Jet Propulsion Laboratory, Pasadena, California.** Responsible for infographics and data visualization. Interviewed scientists and researchers and visualized the best way to present complex data and concepts. (2018–Present)

**Los Angeles Times, California.** Served as senior artist for data visualization. Researched, reported, wrote, designed, and illustrated infographics, animated videos, 3D diagrams, cutaways, charts, and maps. (1997–2018)

**University of California, Los Angeles.** Served as visual journalism instructor. Taught courses covering infographics, illustration, graphics reporting, interactive graphics, interactive media, and software. (2007–2011)

## Conference Presentations

- Speaker for JPL's Storytelling Community of Practice 2022: Discuss how approaches to storytelling compare between the media and NASA.
- Speaker at American Planning Association 2022: Visual Storytelling for Tribal Governments and Underrepresented Communities

# Christopher Starbird

## GIS ANALYST

Christopher Starbird is a geographic information systems (GIS) analyst with 17 years' experience in environmental projects for municipal, regional, and federal public agencies and non-profit organizations. Mr. Starbird uses the latest in mapping software from the Environmental Systems Research Institute (ESRI). His skills include database design, spatial analyses, three-dimensional (3D) modeling with shade and shadow analysis, glint and glare analysis, interactive web development and design, web-based mapping, and high-quality cartographic design. Mr. Starbird has completed course work in the areas of computer programming, GIS, cartography, and field techniques in geographic research, web-based interactive map presentation, and digital graphics design.



### Education

*University of California,  
Santa Barbara  
BA, Geography*

## References

**Russell Hansen, City Arborist– City of San Jose**

408.623.2413 / Russell.Hansen@sanjoseca.gov

City of San Jose Community Forest Management Plan Website

**Stacy Fox, Maintenance Superintendent– City of Temecula**

(951) 308-6306 / Stacy.Fox@TemeculaCA.gov

City of Temecula Urban Forest Management Plan Website

## Select Project Experience

**Newport Banning Ranch EIR, Newport Beach.** While at another firm, served as primary GIS specialist for this EIR. The Newport Banning Ranch project would allow for the development of 1,375 residential dwelling units; 75,000 square feet of commercial uses; a 75-room resort inn; and approximately 51 acres of public parks on a 401-acre oilfield site. Coordinated and performed the GIS mapping and analysis of the project site, and developed and consolidated GIS, AutoCAD, and other data from numerous public and private agencies for use in the analysis and cartographic products.

**Indio Transformative Climate Communities Plan Public Outreach Website, City of Indio, California.** Worked with the graphic design team to design and developed a mobile-friendly website to guide the general public through the many goals of this climate plan. The site includes an interactive map of the plan boundary, webinar registration information, Spanish translation, and mailing list registration forms. The site theme was custom-designed for the client on the WordPress platform to allow for easy transfer of ownership upon project completion (<https://indiotccplan.com>).

**Beverly Hills Creative Office Project Environmental Impact Report, City of Beverly Hills, California.** Serving as lead GIS analyst in the preparation of the project's Environmental Impact Report (EIR) aesthetics assessment for the development of up to 11 new office buildings on a vacant, linear site in the City of Beverly Hills. The proposed four- to five-story office buildings would be designed in a range of architectural styles. Buildings at each end of the site would have traditional facades with columns and cornices, and buildings toward the center of the site would have more

modern architectural treatments, such as glass screen walls and steel frames. Key issues include obstruction of views to the iconic City Hall tower and compatibility of bulk and scale with the surrounding development.

**Pacific Coast Commons Specific Plan EIR, El Segundo, California.** Serving as lead GIS analyst for preparation of an EIR for the Specific Plan. The project would involve redevelopment of the existing surface parking lots of the Fairfield Inn & Suites and Aloft Hotel properties, as well as the commercial properties, through the adoption of a Specific Plan that allows for the development of 263 new housing units and 11,252 square feet of commercial/retail uses on approximately 6.33 acres of land located in the City of El Segundo adjacent to Pacific Coast Highway. The Pacific Coast Commons-South portion proposes a six-story residential building with commercial/retail on the ground floor and an eight-level parking garage. The Pacific Coast Commons-Fairfield Parking portion of the project proposes a four-story parking garage with commercial/retail on the ground floor. The project requires a General Plan amendment, zone change, site plan review, vesting tentative tract map, and a development agreement.

**Tesoro del Valle Supplemental EIR, GIS Services, Los Angeles County.** While at another firm, served as GIS specialist for this EIR for the proposed construction of 710 single-family residential dwelling units, a fire station site, parks and recreational amenities (i.e., clubhouse, pool, trails), and supporting roadway and utility infrastructure within Phases B and C of the Tesoro del Valle project in Los Angeles County. Coordinated and performed the GIS mapping and analysis of the project site, and developed and consolidated GIS, AutoCAD, and other data from numerous public and private agencies for use in analysis and cartographic products.

**8850 Sunset Boulevard Project EIR, City of West Hollywood, California.** Serving as GIS analyst in the preparation of the project EIR aesthetics analysis for a new 15-story building that would include 115 hotel guestrooms, a new nightclub space (replacing the existing Viper Room building), 31 market-rate condominiums, 10 income-restricted units, and static and digital signage. Developed a state-of-the-art shade/shadow analysis technique that used existing LiDAR (light detection and ranging) to compare the proposed structure's shadows with the shadows of existing structures and vegetation.

**San Jose Community Forest Management Plan, Stakeholder Outreach Website, City of San Jose, California.** Served as the lead web developer/designer for the City of San Jose's Community Forest Management Plan. The website's intended purpose was to inform and motivate the community to get involved in the planning process. In addition to developing the look and feel of the site, worked closely with Dudek's Urban Forestry Team to create engaging interactive elements to the site, including a game where visitors can plant trees around a virtual property to see the positive impact an urban forest has on the environment (<https://sanjosecfmp.com/>).

**California Wildlife Damage Management EIR/EIS, Project Website, California Department of Food and Agriculture.** Served as the lead web developer/designer for the project website, which was designed to provide detailed information about the project's goals and to engage stakeholders. The website was built from the ground up to meet the state's strict requirements for accessibility and readability (WCAG 2.0). Worked with the project team to create a web presence on the WordPress platform that could be easily edited by non-technical staff and increase the ease of transfer of ownership of the site upon project completion (<https://californiawdm.org/>).

**City of Santa Barbara Community Wildfire Protection Plan, Stakeholder Outreach Website, City of Santa Barbara, California.** Worked closely with Dudek's graphic design and visual communications team and City of Santa Barbara staff to create an engaging web presence for the City of Santa Barbara's Community Wildfire Protection Plan (CWPP). Because the website was hosted and maintained on City of Santa Barbara-operated infrastructure, Mr. Starbird had to coordinate with City of Santa Barbara IT staff to develop and deploy the web resource (<https://cwpp.santabarbaraca.gov/>).



# DUDEK

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