



Proposal for Services | December 6, 2024

Comprehensive Zoning Code Update

for the City of Salinas





Proposal for Services | December 6, 2024

Comprehensive Zoning Code Update

for the City of Salinas

Prepared by: PlaceWorks

2040 Bancroft Way, Suite 400
Berkeley, California 94704
t 510.848.3815

ORANGE COUNTY • **BAY AREA** • SACRAMENTO • CENTRAL COAST • LOS ANGELES • INLAND EMPIRE

www.PlaceWorks.com



December 6, 2024

Jonathan Moore, Senior Planner
City of Salinas
200 Lincoln Ave
Salinas, CA 93901

Subject: Salinas Comprehensive Zoning Code Update

Dear Jon:

Please accept the attached submittal as PlaceWorks' proposal to prepare the Comprehensive Zoning Code Update for the City of Salinas.

It should be no secret by now that we really enjoy working with you and colleagues at the City, and we hope that starting up another project with you is something you will also look forward to.

In this case, we are especially excited because we think that the work we're doing and have recently completed for Salinas is the platform upon which to build an updated, modern, and user- and staff-friendly zoning code. Specifically, we believe the Place Types catalog we developed together will translate seamlessly into a compendium of form-based and hybrid zoning typologies and effective and easily understandable standards for development and permitted land uses.

Please do not hesitate to contact me if you need more information. The PlaceWorks team looks forward to working with you on this interesting and challenging project.

We look forward to your response.

Respectfully submitted,

PLACEWORKS

Charlie Knox
Principal
510.848.3815 ext. 3310

This page intentionally left blank.



TABLE OF CONTENTS

1. PROJECT TEAM	1
PlaceWorks	1
2. FIRM EXPERIENCE AND QUALIFICATIONS	5
3. SCOPE OF WORK	11
4. BUDGET ESTIMATE	21
Assumptions.....	21
Hourly Fee Schedule	23
Sample Billing Invoice.....	23
5. PROJECT SCHEDULE	29
Schedule.....	29
6. GENERAL CONTRACT REQUIREMENTS	31
Insurance.....	31
Contract	31

Appendix A: Resumes



This page intentionally left blank.



1. PROJECT TEAM

PlaceWorks has assembled a highly qualified team to complete the Salinas Comprehensive Zoning Code Update. This chapter describes the key personnel that will be assigned to the project.

Resumes for the key staff identified are included in the appendix at the end of this proposal. Additional materials are available upon request. The organization of the team is shown graphically in Figure 1.

PlaceWorks

PlaceWorks is a 100 percent employee-owned planning, design, and environmental consulting firm. The firm serves both public- and private-sector clients in the fields of comprehensive planning, urban design, landscape architecture, environmental analysis and sciences, and geographic information systems (GIS). Founded in 1975, PlaceWorks now employs a staff of approximately 140 people in six offices.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. We are also passionate about how we work with our clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place we work is distinctly different, so is our thinking.

Key Staff

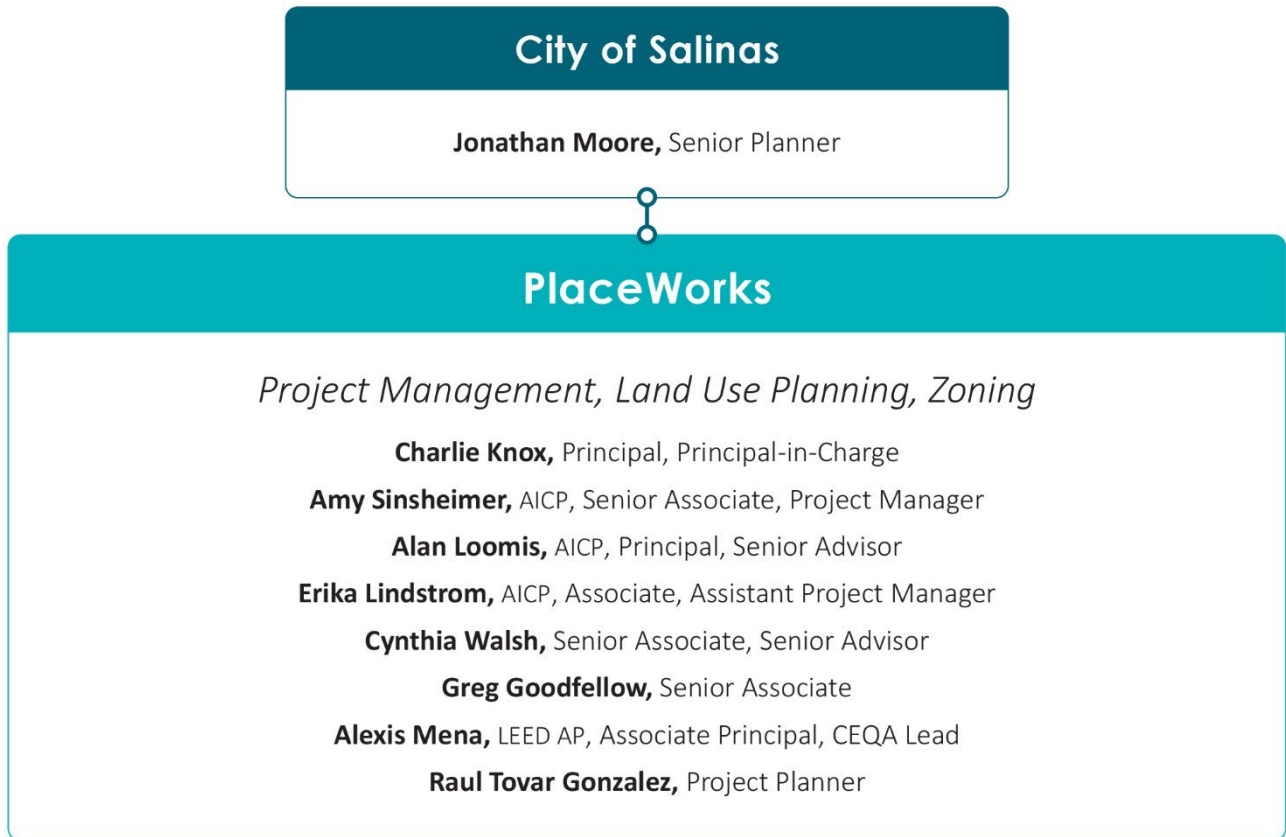
Charlie Knox, Principal, Principal-in-Charge



Charlie will serve as Principal-in-Charge and will ensure that all products are produced on-time, on-budget, and meet the highest standards of quality. Additionally, he will be available to facilitate public workshops and critical meetings throughout the process. Charlie has more than 30 years of experience in public and private sector planning and has a thorough understanding of how to manage and coordinate staff and stakeholder efforts to best serve municipal staff, local citizens, city councils, and communities.

Charlie's expertise includes shepherding high-profile projects through the entitlement process, including mixed-use developments and municipal energy-conservation projects. He specializes in long-range plans and zoning but also works on local and regional transportation and transit initiatives to help shorten commutes, reduce single-occupant vehicle travel, support Transit-Oriented Development, establish local Transportation Demand Management programs, and reduce Vehicle-Miles Traveled to meet City, regional, and State objectives. Charlie is currently serving as an advisor on the *Salinas East Area Specific Plan*.

Figure 1 Organizational Chart



Amy Sinsheimer, AICP, Senior Associate, Project Manager



Amy will serve as the Project Manager and will be responsible for the day-to-day management of the project, as well as for maintaining regular contact with City staff, facilitating workshops, and attending all project meetings. Amy has over 20 years of experience managing and preparing long-range planning and policy documents, with a specialty in housing. She has significant experience in public outreach for complex projects involving multiple agencies, stakeholders, and team members. Amy recently led the comprehensive zoning code update for Tuolumne County, is currently leading the comprehensive update for City of Pittsburg, and has also completed targeted zoning updates for Soledad and other central coast cities in recent years. She also has other comprehensive zoning code experience, including hybrid and form-base codes along with experience managing General Plan updates.

Alan Loomis, AICP, Principal, Senior Advisor



Alan will serve as an advisor on the project and provide form-based code expertise. Alan is an award-winning urban designer, planner, and educator. As Principal of Urban Design in PlaceWorks' downtown Los Angeles office, Alan is responsible for leading our regional urban design practice while playing a role in projects throughout California. A 15-year veteran of City Hall, Alan has directed a wide range of urban design-based policy projects leading multidisciplinary teams through an equally wide range of public outreach programs. As City Urban Designer for Santa Monica, California, Alan was the City's lead for Promenade 3.0, a comprehensive redesign proposal of the iconic Third Street Promenade. Before Santa Monica, Alan led the urban design program for the City of Glendale for 12 years. Starting in 2005 as the City's first on-staff urban designer, and later as deputy director of the Community Development Department, he built an award-winning planning team that managed design review, historic preservation, citywide planning, and mobility programs. From 2014 to 2020, he also served on the Pasadena Design Commission.

Erika Lindstrom, AICP, Associate, Assistant Project Manager



Erika will serve as Assistant Project Manager on the project. Erika brings a wide variety of skills through her education and nearly a decade of professional planning and housing experience in both the public and private sectors. Her passion for planning is driven by her desire to envision and create unique, enjoyable, and healthy places for all, especially community members who have historically been excluded. At PlaceWorks, Erika works on a wide range of comprehensive planning projects. She is currently working on Zoning Code updates for the City of Pittsburg, Contra Costa County, and recently completed targeted zoning updates for the City of Cupertino. Other projects include the Salinas East Area Specific Plan, General Plan updates for the Cities of Modesto and Salinas, Sacramento County's Infill Program update, and outreach campaigns.

Cynthia Walsh, Senior Associate, Senior Advisor



Cynthia will serve as an advisor on the project and provide housing expertise. Cynthia has over a decade of experience working on long-range planning documents, specializing in policy writing for Housing Element updates, Housing Element annual reports, zoning codes, General Plans, analyses of impediments to fair housing choice documents, consolidated plans, and action plans. She is experienced with State and federal grant programs, and she is an expert in federal (Davis-Bacon) and state labor standards compliance. Cynthia has significant experience in the preparation of analysis of impediments to fair housing choice documents, ensuring they are consistent with the guidelines and requirements outlined in HUD's Fair Housing Planning Guide. She has also prepared over 30 Housing Elements over the past three Housing Element cycles for cities and counties throughout California.

Greg Goodfellow, Senior Associate



Greg is a valuable analytical and outreach asset on any team. He has worked in both the public and private sectors and draws on over a decade of planning experience to tackle problems in an innovative and efficient manner. Greg has built a foundation of comprehensive planning work into expertise in equitable housing and transportation policy. His recent work on objective design standards, regional growth strategies, urban rezonings, and technical assistance for local jurisdictions has helped guide PlaceWorks' services related to evolving housing and transportation law in California. Greg has become an effective leader by managing projects at the intersection of State law, regional strategy, county management, and local policy. He has managed numerous outreach-based plans for equitable transportation and facilitated all forms of multilingual, digital, and traditional outreach.

Alexis Mena, LEED AP, Associate Principal, CEQA Lead



Alexis will serve as the California Environmental Quality Act (CEQA) lead on the project. A member of the PlaceWorks team since 2008, Alexis brings valuable experience in both the public and private sectors. As a project manager, she is organized and detail-oriented, works collaboratively with her clients, thinks strategically, and maintains a flexible and responsive work process. She is highly committed to providing high-quality graphic and written products on schedule and on budget. Alexis' work at PlaceWorks has focused on environmental review and planning for a range of land use, smart growth, transportation, and sustainability projects. Alexis is currently serving as the Principal in Charge for the Visión Salinas 2040 General Plan EIR for the City of Salinas and the General Plan Reset EIR for the City of San Carlos. She recently served as the Project Manager for the UC San Francisco College of Law LRCP Update and Golden Gate Avenue Project EIR and UC Berkeley 2021 Long Range Campus Plan Update EIR. Since joining PlaceWorks in 2008, Alexis has managed the General Plan Update Environmental Impact Reports (EIRs) for the City of San Mateo, City of Palo Alto, City of Capitola, City of San Leandro, and City of Vallejo.

Raul Tovar Gonzalez, Project Planner



Raul is a motivated planner who aims to promote the development of healthy, livable, and sustainable communities. Through his work, he hopes to support the goals and visions of the communities in which he works. At PlaceWorks, Raul enjoys working on a variety of comprehensive planning and transportation planning projects - in both the public and private sectors. He is highly resourceful and brings versatile skill sets to his projects, including strong research, project management, analytic, and graphics skills.



2. FIRM EXPERIENCE AND QUALIFICATIONS

This chapter describes examples of PlaceWorks projects similar in scope to the Salinas Comprehensive Zoning Code Update. In addition to our experience conducting zoning code updates for a variety of local jurisdictions across California, PlaceWorks has a strong working knowledge and familiarity with the City of Salinas. PlaceWorks is currently preparing an EIR and Climate Action Plan for the City's General Plan update. Additionally, PlaceWorks recently conducted CEQA review for the City's 2023-2031 Housing Element.

Relevant Projects

TITLE 17 ZONING CODE COMPREHENSIVE UPDATE AND ACCESSORY DWELLING UNIT ORDINANCE (TUOLUMNE COUNTY, CA)

Reference

Quincy Yaley, Community Development Department Director, County of Tuolumne | 209.553.5961 | Qyaley@co.tuolumne.ca.us

Dates of Work

March 2020-April 2024

Following adoption of the Tuolumne County General Plan in 2019, PlaceWorks assisted the County with a comprehensive update of the Zoning Code. The Zoning Code Update focused on changes needed to implement the land use policy direction from the General Plan, including focusing growth and development into established communities, streamlining housing development, and promoting economic development in the county. The update also responded to new State law requirements, including recent legislation regarding housing production, accessory dwelling units, and other new residential requirements. Through the Zoning Code Update, PlaceWorks modernized the code and improved its user-friendliness and established a more logical and streamlined development review process. PlaceWorks worked closely with multiple committees, the Planning Commission, and Board of Supervisors to ensure the process aligned with County and Board priorities.



- [Title 17 Zoning Code Update](#)

PITTSBURG ZONING AND PLACEMAKING (PITTSBURG, CA)

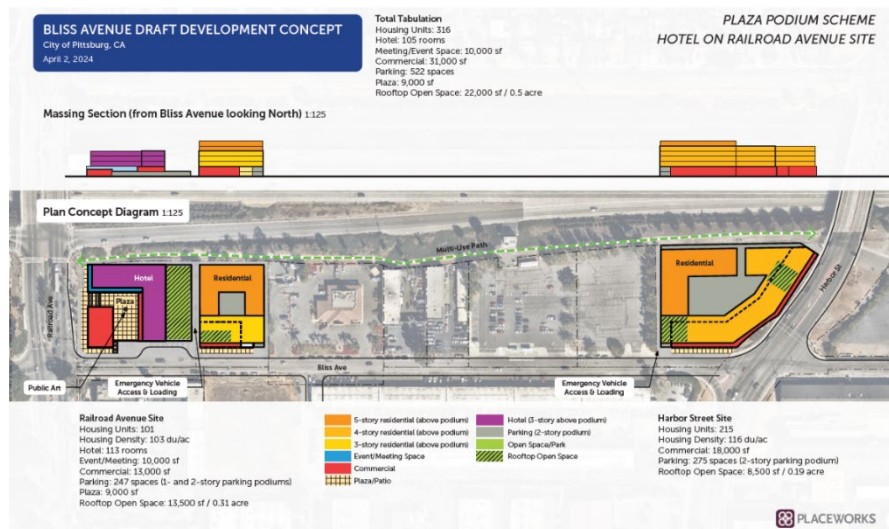
Reference

John Funderburg, Assistant
Community Development Director,
City of Pittsburg | 925.252.4043 |
JFunderburg@pittsburgca.gov

Dates of Work

December 2023-Ongoing

PlaceWorks planning and design staff have been collaborating on a series of code updates and urban design efforts to enhance the built environment from block to citywide scales. Attention to the importance of form on the key area of Bliss Avenue anticipated to transform the area around the Pittsburg e-BART station, plus the precise-plan level effort for transforming Century Plaza, has helped inform the comprehensive zoning code update now underway. At all of these levels, the focus on translating community values into feasible development standards that lead to improved sense of place has been paramount.



CONNECT MENLO GENERAL PLAN AND ZONING UPDATE (MENLO PARK, CA)

Reference

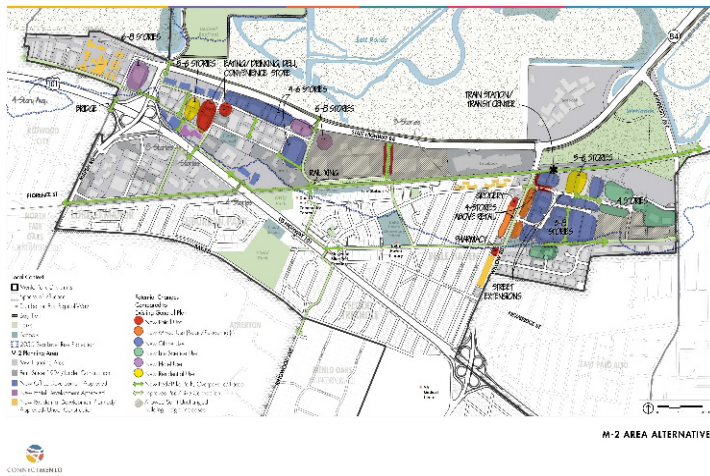
Deanna Chow, Principal Planner, City of Menlo Park | 650.330.6733 | dmchow@menlopark.org

Dates of Work

June 2014-December 2016

PlaceWorks led an update of the Land Use and Circulation Elements and drafting of new zoning regulations for the historically industrial M-2 area that has been rapidly transitioning with development of the Facebook headquarters and R&D uses. The Zoning Ordinance update included new office, life sciences, and residential mixed-use districts intended to encourage investment in a live/work/play environment that fosters sustainability and active transportation. The project included provision of

community benefits, especially for the Belle Haven neighborhood between US Highway 101 and the San Francisco Bay, with incentives to promote high-quality design for new development. The innovative suite of community outreach included double-decker bus tours, a mobile app, interactive online surveys, educational symposia, General Plan Advisory Committee, and focus groups, with a total of 65 public meetings. The zoning update also included market feasibility analysis to support development incentives and regulations.



- [ConnectMenlo Final Products](#) (see “Approved Documents”)

SOLEDAD SB 2 ZONING ORDINANCE UPDATE (SOLEDAD, CA)

Reference

Kao Nou Yang, Community and Economic Development Director, City of Soledad | 831.223.5179 | kyang@cityofsoledad.com

Dates of Work

February 2020-August 2023

The PlaceWorks Housing Team, directed by Jennifer Gastelum and managed by Amy Sinsheimer, assisted the City of Soledad with implementing their 2020-2028 Housing Element, by updating their zoning ordinance and creating an Accessory Dwelling Unit (ADU) handbook. The work was funded by a Senate Bill 2 Planning Grant. The team’s work on the update included updating the zoning code in a variety of areas to be consistent with State housing legislation. The team facilitated the adoption of the zoning amendments through the city’s public hearing process and prepared the applicable CEQA analysis pertaining to the required amendments.

- [City of Soledad Accessory Dwelling Unit Handbook \(English\)](#)
- [City of Soledad Accessory Dwelling Unit Handbook \(Spanish\)](#)
- [City of Soledad Zoning Amendments Ordinances](#)

GENERAL PLAN AND ZONING UPDATE TO IMPLEMENT THE 6TH CYCLE HOUSING ELEMENT (CUPERTINO, CA)

Reference

Piu Ghosh, Principal Planner, City of Cupertino | 408.777.3277 | PiuG@cupertino.org

Dates of Work

March 2023-Ongoing

PlaceWorks completed map and text amendments to the Cupertino Zoning Ordinance necessary to implement the City's recently adopted 2023-2031 Housing Element. Key elements of the Zoning Ordinance update included a significant increase of allowable housing densities and incentives for the production of affordable housing through streamlined processes and regulatory standards that will lead to successful projects. As part of the project, the PlaceWorks team led a

series of in-person and online focus group and public events and presentations to the Planning Commission and City Council to prepare the community for the changes in the built environment that will be necessary to meet the Regional Housing Needs Allocation and effectuate positive change in the form of higher-density housing at all income levels. PlaceWorks is also updating the City's Health and Safety and Mobility Elements and developing objective design standards (ODS) for multifamily and mixed-use development.

- [Cupertino Housing Element Rezoning](#)

INFILL PROGRAM AND OBJECTIVE DESIGN STANDARDS (SACRAMENTO COUNTY, CA)

Reference

Joelle Inman, Principal Planner, Sacramento County | 916.874.6141 | inmanj@sacounty.gov

Dates of Work

September 2022-August 2024

PlaceWorks assisted the County in updating its existing Infill Program to further encourage infill development and increase and accelerate the production of housing, especially affordable

housing throughout the unincorporated county. As part of this work, PlaceWorks inventoried and prioritized potential areas for infill, analyzed development standards and regulatory impediments to development, and developed a toolkit of incentives and strategies to maximize infill opportunities. Findings and final recommendations for the Infill Program Update were informed by community and stakeholder outreach, including with County departments, partner agencies, and advocates. PlaceWorks was also asked to assist the County by updating its mixed-use development objective design standards as an initial implementation measure of the Infill Program Update.



- [Sacramento County Infill Program Update](#)

WILDOMAR GENERAL PLAN ZONING CONSISTENCY PROGRAM (WILDOMAR, CA)

Reference

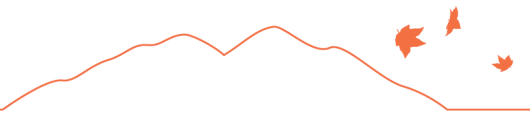
Matthew C. Bassi, Planning Director,
City of Wildomar | 951.677.7751 ext.
213 | mbassi@cityofwildomar.org

Dates of Work

November 2023-December 2024

PlaceWorks prepared a comprehensive development code update to match the new General Plan for the city. As one of the newest cities in California, Wildomar adopted the Riverside County zoning code at the time of incorporation. With the update of the General Plan, the City took the opportunity to create a bespoke development code that reflected the needs and vision of the city. The development code simplified the allowable uses, streamlined review and approval procedures, and referenced objective design standards previously adopted separately by the City. PlaceWorks prepared the development code edits in concert and coordination with the General Plan update, and both the General Plan and the development code will be adopted at the same council hearing in December 2024.

- [Wildomar Development Code Public Hearing Draft](#)



This page intentionally left blank.



3. SCOPE OF WORK

This chapter describes the scope of services to be completed by the PlaceWorks team for the Salinas Comprehensive Zoning Code Update. To facilitate your review of this proposal, we have prepared a concise scope that emphasizes key components of our approach to this project.

We are flexible regarding the proposed scope of work and will work with you to prepare a more detailed scope when we enter into a contract. We also recognize that it may be necessary to alter the scope as the project progresses and would be happy to work with you to ensure the successful completion of the project.

A summary of the work program is presented in Table 1.

Table 1 Work Program Summary

Task 1: Project Kick-off, Coordination, and Management

- | | |
|--------------------------------|--|
| 1.1 Ongoing Project Management | 1.3 Coordination and Meetings with City Staff |
| 1.2 Project Kick-off Meeting | 1.4 Background Data and Best Practice Research |

Task 2: Public Engagement

- | | |
|--|-------------------------------|
| 2.1 Public Engagement Plan | 2.3 Public Engagement Summary |
| 2.2 Public Engagement Materials and Facilitation | |

Task 3: Preparation of Bridge Zoning Code Amendments

- | | |
|---|---|
| 3.1 Draft Bridge/Interim Zoning Code Amendments | 3.2 Final Bridge/Interim Zoning Code Amendments |
|---|---|

Task 4: Complete Zoning Code Update

- | | |
|---|--|
| 4.1 Administrative Draft Zoning Code Amendments | 4.3 Revised Draft Zoning Code Amendments |
| 4.2 Public Review Draft Zoning Code Amendments | 4.4 Final Zoning Code Amendments |

Task 5: Zoning Map Amendments

- | | |
|--|--|
| 5.1 Inconsistent Parcel Identification | 5.3 Complete Zoning Map Amendments and Revisions |
| 5.2 Draft and Final Bridge/Interim Zoning Map Amendments | |

Task 6: ZCU Approval Processing and Environmental Review

- | | |
|---|-----------------------------|
| 6.1 Planning Commission and City Council Materials | 6.3 Environmental Review |
| 6.2 Planning Commission and City Council Attendance | 6.4 Notice of Determination |

Task 1. Project Kick-off, Coordination, and Management

This task will kick off the project and provide management to ensure the project stays on schedule and on budget.

1.1 Ongoing Project Management

PlaceWorks will conduct ongoing project management, including internal coordination, review of project budget, and preparation of monthly invoices and progress reports. Our project management team includes Charlie Knox, *Principal*, as Principal-in-Charge; Amy Sinsheimer, *Senior Associate*, as Project Manager; and

Erika Lindstrom, *Associate*, as Assistant Project Manager. Amy will serve as the day-to-day contact for overall project management and will oversee coordination of the regular project meetings, budget, and schedule.

1.2 Project Kick-off Meeting

PlaceWorks will meet with City staff to initiate the project via a virtual kick-off meeting. We will review the scope and schedule with a focus on the intersection of outreach events and project milestones. We will review the project goals, work plan, and schedule as well as roles, communication protocols, data needs, concerns/issues, and the status of current and planned efforts that are relevant to the project. This meeting will establish project management procedures, including invoicing terms and communication protocols, and data collection approach. In advance of this meeting, the PlaceWorks team will prepare a data request document and detailed work program, including a schedule/timeline for the completion of each task, for review by the project team at the meeting. After the kick-off meeting, PlaceWorks will refine the project scope of work and schedule as needed to reflect desired project goals.

1.3 Coordination and Meetings with City Staff

The PlaceWorks project management team will participate in bi-weekly virtual status update meetings with City staff to ensure that the project remains on task and budget. Additional PlaceWorks staff will attend meetings as needed. It is assumed that the bi-weekly status meetings will be conducted virtually (e.g., Zoom, Teams, phone) and will average one hour each. PlaceWorks will prepare and share a meeting agenda prior to each meeting. PlaceWorks will also participate in periodic phone calls with the City's Project Manager (upon the initiation of either party) on an as-needed basis to address any issues that arise between project team meetings.

1.4 Background Data and Best Practice Research

PlaceWorks will review and assess the current Zoning Code against the proposed General Plan (*Visión Salinas 2040*), the adopted 2023-2031 Housing Element, and applicable State laws. We will also review staff-identified Zoning Code concerns or issues that should be addressed as part of the comprehensive update. Following the assessment of background data, PlaceWorks will conduct a review of best practices to help guide subsequent Zoning Code update tasks.

Deliverables:

- » Detailed work program (schedule and timeline)
- » Detailed budget tracking document
- » Agendas for kickoff meeting and for bi-weekly check-in calls
- » Monthly invoices and progress reports

Task 2. Public Engagement

Community involvement will be a key component of the Zoning Code Update. We will work with City staff to develop a public engagement approach that will be culturally appropriate for the Salinas community and mindful of engagement done to date by the General Plan Update team.

2.1 Public Engagement Plan

As an initial phase of this task, PlaceWorks will use input from the kick-off meeting to develop a Public Engagement Plan for the project. The Public Engagement Plan will provide goals, methods of engagement, and an anticipated schedule for outreach components. Preliminary recommendations for engagement efforts include the following:

- » Two in-person pop-ups at community events
- » Two in-person and one virtual community workshops or open house events
- » Five stakeholder group meetings
- » Coordination with relevant County, State, and local responsible agencies
- » Property owner notification
- » Two study sessions with Planning Commission (see Task 6)
- » One study session with City Council (see Task 6)

Each of these components is described in more detail in the following subtasks and may be refined or revised following the kick-off meeting.

2.2 Public Engagement Materials and Facilitation

The public engagement effort is anticipated to include the following:

Pop-ups

PlaceWorks will provide materials and facilitate two in-person pop-ups at community events. The purpose of these events is to educate residents in a more informal setting and encourage community participation in locations where community members are already gathering. Each pop-up will be structured to allow people to stop by while attending the main event. PlaceWorks will work with County staff to determine which community events would be best for outreach and attract as many segments of the community as possible. Pop ups could occur at local branch libraries, community centers, or the following event types:

- » Community Farmers' Markets
- » Arts and Crafts Fairs
- » Holiday Events (e.g., tree lighting)
- » Faith-based community events
- » Parent Teacher Association (PTA) Meetings
- » Youth sports events

PlaceWorks will provide draft and final materials for County staff review, including, but not limited to, a project flyer and factsheet, 24" x 36" activity board, and QR code to advertise upcoming events. PlaceWorks will also develop outreach materials, including, but not limited to, postcards or mailers, flyers suitable for posting, e-blasts to City subscribers, and social media postings. All materials will be prepared in English and Spanish. PlaceWorks will provide staffing by one bilingual PlaceWorks staff for each pop-up. We assume that additional staffing and interpretation will be provided by City staff.

Community Meetings

One virtual and two in-person community meetings in the form of an open house or workshop will be held at key points of the planning process to introduce the project and receive community feedback on zoning concerns as well as feedback on the Public Review Draft Zoning Code and Map Amendments. For each

community meeting, PlaceWorks will prepare draft and final materials, including a meeting agenda, sign-in sheet, presentation, open house boards and/or workshop activity, comment cards, and handouts as needed. PlaceWorks will also develop outreach materials, including, but not limited to, postcards or mailers, flyers suitable for posting, e-blasts to City subscribers, and social media postings. All materials will be prepared in English and Spanish. We assume up to three PlaceWorks staff, including one bilingual staff member, for each community meeting with additional staffing and interpretation provided by City staff.

Stakeholder Meetings

PlaceWorks will work with City staff to identify appropriate stakeholders, such as developers, real estate brokers, and property owners, to participate in the Zoning Code Update process. We propose up to five small-group meetings with invited participants to discuss existing constraints and potential opportunities. PlaceWorks will facilitate the stakeholder meetings and will provide support through the preparation of emailed invitation language, meeting agendas, and discussion questions for City review. It is anticipated that at least one stakeholder meeting will be conducted in person with the remaining stakeholder meetings held virtually. We assume that the City will be responsible for inviting stakeholders to the meetings.

Coordination with Relevant County, State, and Local Responsible Agencies

PlaceWorks will facilitate up to eight virtual meetings with relevant agencies. Meetings with agencies will be scheduled in coordination with City staff and will occur on an as-needed basis. Prior to each meeting, PlaceWorks will work with City staff to draft an agenda and meeting materials, determine the most appropriate meeting format, and identify necessary participants. We assume that City staff will be responsible for identifying and inviting key agency staff members to the meetings. Agency/department coordination meetings would be in addition to regular bi-weekly meetings with the project team.

Property Owner Notification

PlaceWorks will draft notification language for property owners in areas subject to zoning district changes. We assume that City staff will be responsible for printing and distributing notices to property owners.

2.3 Public Engagement Summary

PlaceWorks will prepare an engagement summary that outlines all engagement efforts throughout the project. The summary will also document key themes and issues that we heard from the community, identify how the project responded to community input, and include raw data from outreach events.

Deliverables:

- » Draft and Final Public Engagement Plan
- » Preparation of materials in English and Spanish for workshops and other engagement, and presenting at identified meetings, including as detailed above under each type of event or outreach activity
- » Engagement summary

Task 3. Preparation of Bridge Zoning Code Amendments

Within six months of General Plan adoption, the City will adopt Zoning Code updates that will bring the General Plan Place Types and the Zoning Code into alignment. PlaceWorks is well suited to accomplish this

task given that we are assisting City staff with the General Plan Update and previously worked with the City on the shift from land use designations to Place Types. Bridge/Interim Zoning Map Amendments will occur concurrently and are scoped for under Tasks 5.1 and 5.2.

3.1 Draft Bridge/Interim Zoning Code Amendments

PlaceWorks will prepare Draft Bridge/Interim Zoning Code Amendments for internal review and comment by City staff. The draft interim amendments are anticipated to include, but are not limited to, the following:

- » Updating density and height standards in existing zoning districts to align with adopted General Plan Place Types.
- » Establishing more flexible non-conforming use and structure regulations.
- » Implementation of Program 6 of the 2023-2031 Housing Element, including:
 - Establishing and/or updating development standards and processes to facilitate maximum densities, encourage small lot consolidation, and remove constraints to housing development (e.g., garage and covered parking requirements).
 - Removing subjective required entitlement findings (e.g., Salinas Municipal Code Section 37-60.520(b)) for housing projects and mixed-use development with a housing component
 - Establishing streamlined approval processes for applicable housing projects (e.g., supportive housing, low-barrier navigation centers) that are permitted as a by-right use in appropriate zoning districts.

Before preparing the Administrative Review Draft Bridge/Interim Zoning Code Amendments, PlaceWorks will consult with City staff to determine the appropriate file format(s) and preferred tracking procedures to ensure ease of internal use and review. It is assumed that the City will provide a single, consolidated set of comments following the review.

3.2 Final Bridge/Interim Zoning Code Amendments

Following receipt of consolidated City staff comments, PlaceWorks will prepare Final Bridge/Interim Zoning Code Amendments to be presented to the Planning Commission and City Council (see Task 6) for adoption. PlaceWorks will prepare the Final Bridge/Interim Zoning Code Amendments with all revisions in PDF or other preferred format. We assume that the City will be responsible for updating the Zoning Code website (e.g., Municode).

Deliverables:

- » Draft Bridge/Interim Zoning Code Amendments
- » Final Bridge/Interim Zoning Code Amendments

Task 4. Complete Zoning Code Update

The main task of this effort is the comprehensive update of the 2006 Zoning Code. Based on review of background information and direction from City staff, PlaceWorks will prepare Zoning Code Amendments as identified in the sub-tasks below. Zoning Map Amendments will occur concurrently and are scoped for under Task 5.3.

4.1 Administrative Review Draft Zoning Code Amendments

PlaceWorks will prepare the Administrative Review Draft Zoning Code Amendments for internal review and comment by City staff. The Administrative Draft will demonstrate consistency with *Visión Salinas 2040*, the 2023-2031 Housing Element, and applicable State laws; and will incorporate best practice findings from Task 1.4 and proposed objective design standards (ODS); and will be informed by community, stakeholder, and agency feedback (Task 2.2). Prior to submittal, proposed updates will be stress-tested with City staff, agencies, and/or stakeholders using realistic mock development applications for known potential sites. Updates to the City's zoning standards and regulations are anticipated to include, but are not limited to:

- » Reorganizing and reformatting Chapter 37 as needed to ensure that the Zoning Code is user-friendly for the public and staff.
- » Appropriately aligning zoning districts with the newly established General Plan Place Types (also see Task 3).
- » Establishing additional mixed-use districts and development standards that emphasize form and placemaking over use in the appropriate Place Types (e.g., Mixed Use, City Center).
- » Encouraging Transit-Oriented Development (TOD) near major corridors and destinations through applicable zoning designations and development standards.
- » Increasing flexibility in the Zoning Code to accommodate innovative economic development activity.
- » Thoughtfully addressing nonconforming uses and structures that do not align with the new General Plan Place Types.

Before preparing the Administrative Review Draft, PlaceWorks will consult with City staff to determine the appropriate file format(s) and preferred tracking procedures to ensure ease of internal use and review. It is assumed that the City will provide a single, consolidated set of comments following the review.

4.2 Public Review Draft Zoning Code Amendments

Following receipt of consolidated City staff comments, PlaceWorks will prepare a Public Review Draft Zoning Code that is suitable to be published on the City's website and presented to the Planning Commission and City Council (see Task 6).

4.3 Revised Draft Zoning Code Amendments

PlaceWorks will provide the Revised Draft Zoning Code Amendments to City staff for consideration for adoption. The Revised Draft Zoning Code Amendments will address any typos or errors and will incorporate a summary of edits and responses to comments on the Public Draft from staff, Planning Commission, City Council, and the public.

4.4 Final Zoning Code Amendments

Following Planning Commission and City Council adoption hearings (see Task 6), PlaceWorks will prepare the Final Zoning Code with all revisions in PDF or other preferred format. We assume that the City will be responsible for updating the Zoning Code website (e.g., Municode).

Deliverables:

- » Administrative Review Draft Zoning Code Amendments
- » Public Review Draft Zoning Code Amendments
- » Revised Draft Zoning Code Amendments
- » Final Zoning Code Amendments

Task 5. Zoning Map Amendments

This task will involve specific work from the PlaceWorks' GIS team to support Tasks 3 and 4.

5.1 Inconsistent Parcel Identification

PlaceWorks' GIS team will develop an internal webmap tool to overlay and compare General Plan Place Types with existing zoning designations at the parcel level. Using the webmap, PlaceWorks will work with City staff to identify inconsistent parcels to be updated through the subsequent Zoning Map Amendments (Task 3). Our time and budget estimates for the parcel ID task cover analysis of up to 300 inconsistent parcels. If more inconsistent parcels are discovered that require analysis, we will present options to City staff for shifting funds among tasks, as opposed to requesting a budget augment.

5.2 Draft and Final Bridge/Interim Zoning Map Amendments

Based on the findings of sub-task 5.1, PlaceWorks' GIS team will prepare draft and final maps to align existing zoning districts with the closest adopted General Plan Place Type(s) and to accompany Zoning Code text updates (Task 3). The Draft Bridge/Interim Zoning Map Amendments will be made available for internal review and comment by City staff in ArcGIS, PDF, or other City-preferred editable format. Final Bridge/Interim Zoning Map Amendments will incorporate City staff review comments and will address any map typos or errors. Before preparing the map updates, PlaceWorks will consult with City staff to determine the appropriate file format(s). This sub-task will be completed within six months of General Plan adoption.

5.3 Complete Zoning Map Amendments and Revisions

PlaceWorks' GIS team will prepare Zoning Map Amendments and revisions to accompany each version of the Zoning Code text updates (Task 4).

Deliverables:

- » Internal GIS Webmap for use by PlaceWorks and City staff
- » Draft Bridge/Interim Zoning Map Amendments
- » Final Bridge/Interim Zoning Map Amendments
- » Administrative Review Draft Zoning Map Amendments
- » Public Review Draft Zoning Map Amendments
- » Revised Draft Zoning Map Amendments
- » Final Zoning Map Amendments with all revisions, in ArcGIS, PDF, or other City-preferred editable format

Task 6. ZCU Approval Processing and Environmental Review

6.1 Planning Commission and City Council Materials

PlaceWorks will support City staff with packaging and processing the Bridge/Interim and Complete Zoning Code and Map Amendments. PlaceWorks will prepare necessary materials for the Planning Commission and City Council, including draft hearing notices, draft staff reports, resolutions, ordinances, presentations, and attachments as needed.

6.2 Planning Commission and City Council Attendance

The PlaceWorks team will attend up to three in-person study sessions and/or public hearings each with the Planning Commission and City Council. Additional study sessions or hearings may be added to the scope and reflected in any necessary budget augments at the request of City staff. This scope of work assumes that meetings with approval bodies will correspond with project milestones, such as adoption of the Bridge/Interim Updates, informational study session(s) for the Complete Zoning Code Update Administrative Draft or Public Review Draft, and adoption of the Final Zoning Code and Map Amendments. This scope of work does not include the attendance of any CEQA team members at any public hearings.

6.3 Environmental Review

PlaceWorks will prepare an addendum to the Visión Salinas 2040 General Plan EIR, herein referred to as the “General Plan EIR,” to evaluate the Zoning Code update. This proposed approach to prepare an addendum to the certified General Plan EIR is based on the presumption that the proposed Zoning Code update will be within the scope of and consistent with the Place Types to be adopted as part of the Visión Salinas 2040 General Plan and would therefore not create any new or worsened impacts than those identified in the General Plan EIR. PlaceWorks recommends an addendum, rather than a tiered mitigated negative declaration, because an addendum is a more legally defensible CEQA document.

Initiate CEQA Process

PlaceWorks’ CEQA Lead, Alexis Mena, and CEQA Project Manager, Madeline Miller, will participate in a virtual meeting with PlaceWorks’ zoning team and City staff to kick off the CEQA phase of the project. The meeting focus will be to familiarize the CEQA team with the contents of the Zoning Code update, and to discuss next steps and timelines for preparing the addendum.

Project Description

Following the kick-off meeting, PlaceWorks will prepare a draft project description of the proposed Zoning Code update. PlaceWorks will provide a revised project description based on City comments on the draft project description as part of the Administrative Draft Addendum described below.

Administrative Draft Addendum

PlaceWorks will prepare an addendum to the certified General Plan EIR. The addendum will include qualitative discussions for each of the CEQA-required topical areas, referencing the conclusions in the General Plan EIR, wherever possible, for the conclusions in the addendum. A contract modification would be required for any new modeling or major quantitative analysis. PlaceWorks will submit the Administrative Draft Addendum electronically (in Word) for City review and comment.

Screencheck Draft Addendum

Using one set of consolidated comments from City staff on the Administrative Draft Addendum, PlaceWorks will prepare a Screencheck Draft Addendum.

Final Addendum

Using one set of consolidated comments from the City on the Screencheck Draft Addendum, PlaceWorks will prepare the Final Addendum. This task assumes that comments received on the Screencheck Draft Addendum will be minimal and require minor textual edits or revision. This scope of work also assumes that the Final Addendum will be posted online for public review but that a response to comments process will not be required. Therefore, this scope of work does not include any responses to comments that the City may receive on the addendum. However, we are available to prepare responses to comments and addendum revisions, if requested, for an additional cost.

Status Meetings

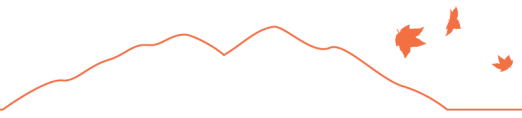
Over the course of the project, PlaceWorks' CEQA staff will participate in up to four virtual meetings with City staff. This scope of work assumes one-hour meeting durations.

6.4 Notice of Determination

Following the approval of the addendum and within five days of approval of the Zoning Code update, PlaceWorks will prepare a Notice of Determination (NOD) for submittal to the County Clerk. PlaceWorks will submit the NOD to the Governor's Office of Land Use and Climate Innovation's State Clearinghouse. City staff will submit the NOD to the County Clerk and pay all applicable filing fees at the time of posting. The budget does not include payment of any filing fees.

Deliverables:

- » Draft staff reports, resolutions, ordinances, and PowerPoint presentations for up to three Planning Commission and three City Council meetings
- » Draft notices for the public and for government agencies as needed
- » Attendance at up to three in-person Planning Commission meetings and three in-person City Council meetings
- » Draft project description (Word)
- » Administrative Draft Addendum (Word)
- » Screencheck Draft Addendum (Word and PDF)
- » Final Addendum (PDF)
- » Notice of Determination (PDF)



This page intentionally left blank.



4. BUDGET ESTIMATE

As shown in Table 2, the estimated cost to complete the scope of work described in this proposal is \$830,257.

PlaceWorks recommends planning for a 10 percent contingency fund to cover any unforeseen out-of-scope work that might be necessary for the project.

We are flexible regarding project costs and hope that you will not eliminate us from consideration based on cost alone.

The billing rates for each team member are included in Table 2.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

Assumptions

This scope of work and cost estimate assumes that:

- The City will provide PlaceWorks with the following:
 - » Background information and copies of relevant reports, plans and data;
 - » Staff participation in the review and comment of project draft documents, including engagement documents and translation review;
 - » Staff attendance at public meetings and stakeholder meetings;
 - » Staff assistance in publicizing community meetings and events;
 - » Final approval of staff reports and resolutions;
 - » Responses to and collaboration with other City departments involved as well in the review and comment of draft documents; and
 - » A designated City Project Manager will coordinate the internal review process upon delivery of draft documents by the Consultant.
- PlaceWorks will not prepare responses to comments that the City may receive on the addendum.
- City staff will be responsible for any CEQA filing fees.
- City staff will be responsible for meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.

Table 2 Cost Estimate

The PlaceWorks Team																		
Salinas Comprehensive Zoning Code Update																		
COST PROPOSAL																		
		PLACEWORKS												Place- Works Hours	Place- Works 2% Office Expenses	PLACE- WORKS TOTAL	TOTAL TASK BUDGET	
		Knox	Loomis	Sinsheimer	Lindstrom	Walsh	Goodfellow	Mena	Tovar	Planners/ Designers/ CEQA Staff	Mazur	GIS Staff	Graphics/ Editing					
		Principal- in-charge	Form Based Code Adviser	Project Manager	Assistant PM	Housing Adviser	Objective Design Adviser	CEQA Leader	Outreach Specialist		GIS Director							
	Hourly Rate:	\$290	\$280	\$235	\$195	\$230	\$235	\$275	\$140	\$175	\$250	\$150	\$150					
TASK 1. Project Kick-off, Coordination, and Management																		
1.1	Ongoing Project Management	16		68	34									118	\$545	\$27,795	\$27,795	
1.2	Project Kick-off Meeting	8	4	8	12	4	4	8	4		4			56	\$266	\$13,546	\$13,546	
1.3	Coordination and Meetings with Staff	66	16	100	100	16	16	16	16					346	\$1,614	\$82,314	\$82,314	
1.4	Background Data and Best Practice Research	16	8	32	48	12	12			64				192	\$811	\$41,351	\$41,351	
	Task 1. Subtotal	106	28	208	194	32	32	24	20	64	4			712	\$3,236	\$165,006	\$165,006	
TASK 2. Public Engagement																		
2.1	Public Engagement Plan	4		8	8				24					44	\$159	\$8,119	\$8,119	
2.2	Public Engagement Materials and Facilitation	50		62	100				88			18	52	370	\$1,428	\$72,818	\$72,818	
2.3	Public Engagement Summary	2		2	8				24					36	\$119	\$6,089	\$6,089	
	Task 2. Subtotal	56	0	72	116	0	0	0	136	0	0	18	52	450	\$1,706	\$87,026	\$87,026	
TASK 3. Preparation of Bridge Zoning Code Amendments																		
3.1	Draft Bridge/Interim Zoning Code Amendments	12	8	48	56	8	12			32			24	200	\$836	\$42,616	\$42,616	
3.2	Final Bridge/Interim Zoning Code Amendments	8	8	24	32	8	12			24			24	140	\$578	\$29,478	\$29,478	
	Task 3. Subtotal	20	16	72	88	16	24			56			48	340	\$1,414	\$72,094	\$72,094	
TASK 4. Complete Zoning Code Updates																		
4.1	Administrative Draft Zoning Code Amendments	32	24	64	80	24	40			56			48	368	\$1,571	\$80,131	\$80,131	
4.2	Public Review Draft Zoning Code Amendments	24	12	56	64	12	16			48			32	264	\$1,114	\$56,794	\$56,794	
4.3	Revised Draft Zoning Code Amendments	12	8	48	56	8	8			32			24	196	\$817	\$41,657	\$41,657	
4.4	Final Zoning Code Amendments	8	8	24	32	8	8			24			24	136	\$559	\$28,519	\$28,519	
	Task 4. Subtotal	76	52	192	232	52	72			160			128	964	\$4,061	\$207,101	\$207,101	
TASK 5. Zoning Map Amendments																		
5.1	Inconsistent Parcel Identification	16	8	24	32	8	8			24	32	80		232	\$934	\$47,614	\$47,614	
5.2	Draft and Final Bridge/Interim Zoning Map Amendments	12	8	16	24	8	8			16	20	56		168	\$682	\$34,762	\$34,762	
5.3	Complete Zoning Map Amendments and Revisions	12	8	16	24	8	8			24	20	56		176	\$710	\$36,190	\$36,190	
	Task 5. Subtotal	40	24	56	80	24	24			64	72	192		576	\$2,326	\$118,566	\$118,566	
TASK 6. ZCU Approval Processing and Environmental Review																		
6.1	Planning Commission and City Council Materials	24	12	32	56	12	12				8	12		168	\$763	\$38,903	\$38,903	
6.2	Planning Commission (3) and City Council (3) Attendance	48		48										96	\$504	\$25,704	\$25,704	
6.3	Environmental Review	5	3	5	3	0	3	40		86		8	8	161	\$664	\$33,869	\$33,869	
6.4	Notice of Determination	1						2		4				7	\$31	\$1,571	\$1,571	
	Task 6. Subtotal	78	15	85	59	12	15	42	0	90	8	20	8	432	\$1,962	\$100,047	\$100,047	
	Labor Hours Total	376	135	685	769	136	167	66	156	434	84	230	236	3474				
	Labor Dollars Total	\$109,040	\$37,800	\$160,975	\$149,955	\$31,280	\$39,245	\$18,150	\$21,840	\$75,950	\$21,000	\$34,500	\$35,400	3474	\$14,705	\$749,840	\$749,840	
REIMBURSABLE EXPENSES																		
PlaceWorks Reimbursable Expenses																	\$5,433	
10% Contingency																	\$74,984	
	EXPENSE AND CONTINGENCY TOTAL																\$80,417	
GRAND TOTAL																		\$830,257



Hourly Fee Schedule

PlaceWorks' hourly rate sheet is shown below. Our rates increase by a small percentage each year, and if selected, PlaceWorks can provide rates for subsequent years. We bill on a monthly time-and-materials compensation schedule.

PlaceWorks 2025 Fee Schedule

STAFF LEVEL	HOURLY BILL RATE
Principal	\$210–\$345
Associate Principal	\$195–\$285
Senior Associate II	\$170–\$270
Senior Associate I	\$160–\$230
Associate II	\$135–\$200
Associate I	\$125–\$185
Project Planner	\$105–\$175
Planner	\$90–\$155
Graphics Specialist	\$90–\$165
Administrator	\$145–\$245
Clerical/Word Processing/Technical Editor	\$45–\$165
Intern	\$80–\$125

Subconsultants are billed at cost plus 10%. Mileage reimbursement rate is the standard IRS-approved rate. Possible Yearly Increase of 5% on bill rates.

2025_PRELIMStdFeeSch_10-30-24

Sample Billing Invoice

A sample of our typical billing invoice is provided on the following pages.

MEMORANDUM

DATE October 7, 2024
TO Jonathan Moore, Project Manager
FROM Alexis Mena, Project Manager
RE **City of Salinas General Plan Update Environmental Impact Report and Climate Action Plan**

Please see the budget tracking table on the following pages. As shown, we have \$616,312.55, or 54 percent, remaining in our budget.

Budget Remaining

	Total Budget				Percent	
	Budget	Billed	Current Invoice	Remaining	Billed + Current Invoice	Remaining
Task Number: 0 Contingency	14,140.00			14,140.00	0%	100%
Task Number: 1 Project Initiation, Management, and Communications						
Sub-Task Number: 1.1 Kick-off Meeting	4,903.00	2,952.40		1,950.60	60%	40%
Sub-Task Number: 1.2 Bi-Weekly Status Meetings	64,096.00	31,463.25	367.20	32,265.55	50%	50%
Sub-Task Number: 1.3 EIR Project Management	50,497.00	45,425.79	1,054.43	4,016.79	92%	8%
Sub-Task Number: 1.4 Commission Meetings	10,486.00			10,486.00	0%	100%
Sub-Task Number: 1.5 General Plan Staff Assistance	223,340.00	200,732.24	2,178.98	20,428.79	91%	9%
Total for 1	353,322.00	280,573.68	3,600.60	69,147.72	80%	20%
Task Number: 2 EIR Scoping						
Sub-Task Number: 2.1 Notice of Preparation	6,741.00	6,740.94		.06	100%	0%
Sub-Task Number: 2.2 Scoping Meeting	4,014.00	4,013.70		.30	100%	0%
Total for 2	10,755.00	10,754.64		.36	100%	0%
Task Number: 3 Engineering and Mapping Analysis						
Sub-Task Number: 3.1A Data Collection	8,323.00	8,555.27		-232.27	103%	-3%
Sub-Task Number: 3.1B Existing Conditions Analysis	16,034.00	15,956.65		77.35	100%	0%
Sub-Task Number: 3.1C Evaluation of Growth Impacts on Utilities	12,260.00	9,707.87		2,552.13	79%	21%
Sub-Task Number: 3.2 Natural Resources Inventory Maps and Rep	3,733.00	3,717.91		15.09	100%	0%
Sub-Task Number: 3.3 Environmental Hazards Maps and Reports	5,728.00	5,624.04		103.96	98%	2%
Sub-Task Number: 3.4 Climate Change Vulnerability Assessment	14,933.00	11,959.52		2,973.48	80%	20%
Total for 3	61,011.00	55,521.26		5,489.74	91%	9%

	Total Budget				Percent	
	Budget	Billed	Current Invoice	Remaining	Billed + Current Invoice	Remaining
Task Number: 4 Administrative Draft EIR						
Sub-Task Number: 4.1 Buildout Projections	33,582.00	33,765.84		-183.84	101%	-1%
Sub-Task Number: 4.2 Project Description	14,861.00	11,487.76		3,373.24	77%	23%
Sub-Task Number: 4.3 Environmental Analysis	150,330.00	48,183.59	357.00	101,789.41	32%	68%
Sub-Task Number: 4.3.1 GHG/AQ/Energy	36,032.00	6,839.11		29,192.89	19%	81%
Sub-Task Number: 4.3.2 Noise	22,710.00	3,380.03		19,329.97	15%	85%
Sub-Task Number: 4.4 Cumulative Analysis	12,464.00			12,464.00	0%	100%
Sub-Task Number: 4.5 Alternative Analysis	29,888.00			29,888.00	0%	100%
Sub-Task Number: 4.6 Administrative Draft EIR	55,200.00	23,845.94		31,354.06	43%	57%
Total for 4	355,067.00	127,502.27	357.00	227,207.73	36%	64%
Task Number: 5 Draft EIR & Public Review						
Sub-Task Number: 5.1 Screencheck Draft EIR	35,313.00			35,313.00	0%	100%
Sub-Task Number: 5.2 Public Review Draft EIR	21,909.00	332.78		21,576.22	2%	98%
Sub-Task Number: 5.3 Public Review	7,691.00			7,691.00	0%	100%
Total for 5	64,913.00	332.78		64,580.22	1%	99%
Task Number: 6 Final EIR						
Sub-Task Number: 6.1 Administrative Final EIR	52,947.00			52,947.00	0%	100%
Sub-Task Number: 6.2 Final EIR	30,856.00			30,856.00	0%	100%
Sub-Task Number: 6.3 MMRP	2,938.00			2,938.00	0%	100%
Total for 6	86,741.00			86,741.00	0%	100%

	Total Budget				Percent	
	Budget	Billed	Current Invoice	Remaining	Billed + Current Invoice	Remaining
Task Number: 7 Certification						
Sub-Task Number: 7.1 Findings	6,814.00			6,814.00	0%	100%
Sub-Task Number: 7.2 Certification Hearings	12,158.00			12,158.00	0%	100%
Sub-Task Number: 7.3 Notice of Determination	1,805.00			1,805.00	0%	100%
Total for 7	20,777.00			20,777.00	0%	100%
Task Number: 8 CAP Project Management						
Sub-Task Number: 8.1 CAP Kick-off Meeting and Review of Exist	2,693.00	2,400.83		292.17	89%	11%
Sub-Task Number: 8.2 CAP Project Management and Check-in Meet	14,688.00	10,256.11	1,301.78	3,130.12	79%	21%
Sub-Task Number: 8.3 General Plan Update and EIR Coordination	4,855.00	1,275.00		3,580.00	26%	74%
Total for 8	22,236.00	13,931.94	1,301.78	7,002.29	69%	31%
Task Number: 9 Community Engagement Assistance						
Sub-Task Number: 9.1 Support to City staff for Community Outreach	10,373.00	5,224.95		5,148.05	50%	50%
Sub-Task Number: 9.2 Attend Community Workshops and/or Meeting	15,320.00	2,138.18		13,181.82	14%	86%
Sub-Task Number: 9.3 Lead Community Climate Action Planning	5,304.00	4,006.05		1,297.95	76%	24%
Sub-Task Number: 9.4 Support City staff with English to Spani	3,784.00	678.30		3,105.70	18%	82%
Total for 9	34,781.00	12,047.48		22,733.52	35%	65%
Task Number: 10 Additional Data Collection and Forecasting						
Sub-Task Number: 10.1 Review and Update GHG Inventory and Fore	8,823.00	5,917.28	1,081.20	1,824.52	79%	21%
Sub-Task Number: 10.2 Identify and Quantify GHG Reduction Targ	4,545.00	280.50		4,264.50	6%	94%
Sub-Task Number: 10.3 Identify and Quantify Existing and Planning	5,707.00	413.10		5,293.90	7%	93%
Sub-Task Number: 10.4 Draft GHG Reduction Strategies	15,422.00	13,094.26		2,327.74	85%	15%
Sub-Task Number: 10.5 Quantify GHG Reduction Strategies	24,031.00			24,031.00	0%	100%

	Total Budget				Percent	
	Budget	Billed	Current Invoice	Remaining	Billed + Current Invoice	Remaining
Sub-Task Number: 10.6 Support Climate Adaptation Strategies	6,773.00	44.63		6,728.37	1%	99%
Total for 10	65,301.00	19,749.77	1,081.20	44,470.03	32%	68%
Task Number: 11 Draft Climate Action Plan						
Sub-Task Number: 11.1 Prepare Administrative Draft CAP	27,194.00	3,803.33		23,390.67	14%	86%
Sub-Task Number: 11.2 Prepare Public Review Draft CAP	10,486.00			10,486.00	0%	100%
Sub-Task Number: 11.3 Public Review Draft CAP in Adobe InDesign	4,060.00			4,060.00	0%	100%
Total for 11	41,740.00	3,803.33		37,936.67	9%	91%
Task Number: 12 Final Climate Action Plan						
Sub-Task Number: 12.1 Prepare Final CAP	5,396.00			5,396.00	0%	100%
Total for 12	5,396.00			5,396.00	0%	100%
Task Number: X Expenses	12,201.00	1,510.73		10,690.27	12%	88%
Total	1,148,381.00	525,727.88	6,340.58	616,312.55	46%	54%



5. PROJECT SCHEDULE

This chapter describes the products associated with PlaceWorks' work scope and the schedule by which each of these products will be completed. It also summarizes the meetings that PlaceWorks will attend for the project.

Schedule

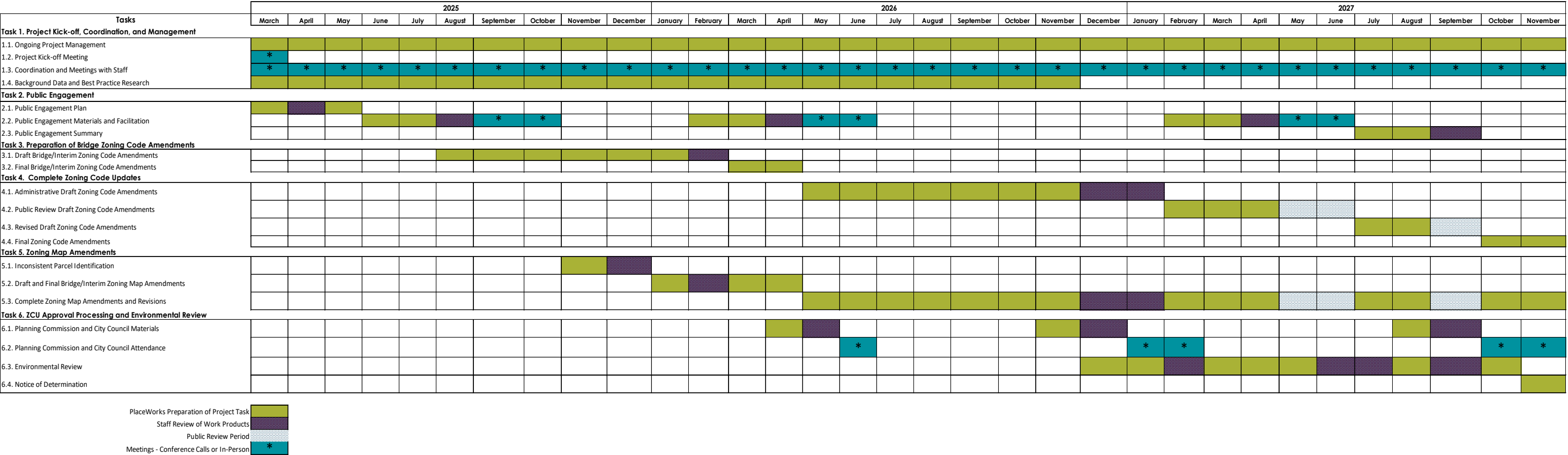
PlaceWorks' proposed schedule for completion of the Salinas Comprehensive Zoning Code Update is shown in Figure 2. As shown in the schedule, we anticipate that the project can be completed within 33 months after project kick-off. We believe this schedule is in keeping with your needs, but we are happy to revise this schedule if necessary.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with its clients. Over years of managing projects similar to the Salinas Comprehensive Zoning Code Update, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and our subconsultants and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff and subconsultants with adequate time for editing and formatting into finished reports.
- We limit subconsultants' payments to specific milestones to ensure that progress on the project is commensurate with billings.



Figure 2 Schedule





6. GENERAL CONTRACT REQUIREMENTS

Insurance

PlaceWorks is able to meet the insurance requirements set forth in the City's sample contract. A copy of our insurance certificate is provided on the following page.

Contract

PlaceWorks is proposing the following changes to the City's sample contract:

10. Indemnification and Hold Harmless

Consultant shall defend, indemnify, and hold harmless the City and its officers, officials, employees, volunteers, and agents from and against any and all liability, loss, damage, expense, costs (including without limitation costs and fees of litigation) of every nature **to the extent** arising out of or in connection with Consultant's **negligent** performance of work hereunder, including the **negligent** performance of work of any of Consultant's subcontractors or agents, or Consultant's failure to comply with any of its obligations contained in the agreement, except such loss or damage which was caused by the sole negligence or willful misconduct of the City.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/01/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh Risk & Insurance Services 17901 Von Karman Avenue, Suite 1100 (949) 399-5800; License #0437153 Irvine, CA 92614 Attn: NewportBeach.CertRequest@marsh.com/F: 212-948-4323 CN115158923--01-24-25	CONTACT NAME: PHONE (A/C, No. Ext): FAX (A/C, No): E-MAIL ADDRESS:														
INSURED PlaceWorks, Inc 3 MacArthur Place, Suite 1100 Santa Ana, CA 92707	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A : Crum & Forster Specialty Insurance Co</td><td>44520</td></tr><tr><td>INSURER B : Travelers Property Casualty Co. of America</td><td>25674</td></tr><tr><td>INSURER C : N/A</td><td>N/A</td></tr><tr><td>INSURER D :</td><td></td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Crum & Forster Specialty Insurance Co	44520	INSURER B : Travelers Property Casualty Co. of America	25674	INSURER C : N/A	N/A	INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Crum & Forster Specialty Insurance Co	44520														
INSURER B : Travelers Property Casualty Co. of America	25674														
INSURER C : N/A	N/A														
INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES**CERTIFICATE NUMBER:**

LOS-002544985-09

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> BI & PD Ded. \$5,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			EPK148300	07/01/2024	07/01/2025	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 Contractors Pollution \$ 5,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			BA-1N96406A-24-43-G	07/01/2024	07/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Deductibles \$ 1,000
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB-7K728676-24-43-G	07/01/2024	07/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Errors & Omissions-Claims Made Retro Dates: See 2nd Page			EPK148300	07/01/2024	07/01/2025	Each Claim/Aggregate 1,000,000

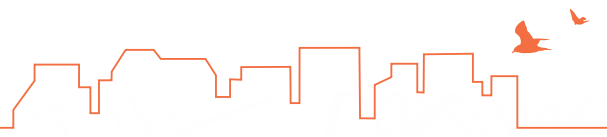
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The City of Salinas, its officers, officials, employees, and volunteers are included as additional insured where required by written contract with respect to general liability. This insurance is primary and non-contributory over any existing insurance and limited to liability arising out of the operations of the named insured subject to policy terms and conditions with respect to General Liability. Waiver of subrogation is applicable where required by written contract and subject to policy terms and conditions.

CERTIFICATE HOLDER**CANCELLATION**

City of Salinas 65 W. Alisal Street, Suite 201 Salinas, CA 93901	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Marsh Risk & Insurance Services</i>
--	---

© 1988-2016 ACORD CORPORATION. All rights reserved.



RESUMES







CHARLIE KNOX AICP

Principal



Charlie has more than 35 years of experience in public and private sector land use planning. He has a thorough understanding of how to manage and coordinate staff and consultant efforts to best serve municipal staff, citizens, City Council, and commissions. Charlie's expertise includes shepherding high-profile projects from inception through approval.

Charlie has completed a number of general plans, all of which have been well received and have led effectively to communities realizing their visions. He has conducted the entire comprehensive planning process from background reporting to plan alternatives to commission and council review and environmental documentation. His editing and organizing of the Marin Countywide Plan is particularly regarded as one of the most successful examples of both representing a complex community with one voice and leading to real, measurable environmental improvement.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning and Zoning

- Sacramento County Infill Program Update | Sacramento County CA
- Tuolumne County Zoning Code Update | Tuolumne County CA
- Santa Rosa Forward General Plan Update | Santa Rosa CA
- Soledad General Plan Update | Soledad CA
- Pittsburg Zoning Code Update | Pittsburg CA
- East Area Specific Plan | Salinas CA
- Coyote Valley Development Standards | San Jose CA
- General Plan Place Types | Salinas CA
- Connect Menlo General Plan and Zoning Update | Menlo Park CA
- Stockton Neighborhood Action Plans | Stockton, CA
- Stockton Zoning Consistency | Stockton CA
- Envision Stockton General Plan Update | Stockton CA
- Oroville Sustainable Code Update and Climate Action Plan | Oroville CA
- Marinship Specific Plan Assessment and Evaluation | Sausalito CA
- Benicia Downtown Mixed Use Master Plan | Benicia CA
- Cotati Downtown Specific Plan | Cotati CA
- Morros Area Specific Plan | San Luis Obispo County CA
- Propel Vallejo General Plan Update | Vallejo CA
- Housing Element Implementation | Livermore CA
- Marin Countywide Plan | Marin County CA
- Ventura General Plan | San Buenaventura CA
- Pleasant Hill General Plan | Pleasant Hill CA
- Morgan Hill General Plan | Morgan Hill CA

EDUCATION

- MA, Communications, University of Washington, Seattle WA
- BA, English, Whitman College, Walla Walla WA

CERTIFICATIONS

- American Institute of Certified Planners

AFFILIATIONS

- American Planning Association
- Bay Area Planning Directors Association

Team member since 2013



CHARLIE KNOX

Principal

cknox@placeworks.com

- Citrus Heights General Plan | Citrus Heights CA
- Cotati General Plan Background Report | Cotati CA
- Sonoma General Plan and EIR | Sonoma CA

Entitlements

- Century Plaza Redesign | Pittsburg CA
- Bliss Avenue Plan | Pittsburg CA
- Fourth and University Project | Berkeley CA
- Bayside Village Project | Hercules CA
- Mountain Village Subdivision (Now Incorporated) | Telluride CO
- Aldasoro Ranch Subdivision | Telluride CO
- Lawson Hill Mixed-Use and Affordable Housing Subdivision | Telluride CO
- Telluride Ski Area Expansion | Telluride CO

Sustainability Initiatives

- Sustainable Communities Strategy | Butte County CA
- Sustainable Communities Strategy Base-Case Scenario and Implementation Project | Monterey Bay Area CA
- Vulnerability Assessment and Adaptation Plan | Benicia CA
- Renewable Energy and Conservation Project | Benicia CA
- Electric Vehicle Fast Charger and Solar Battery Backup Project | Benicia CA
- Valero Benicia Refinery Flue Gas Scrubber | Benicia CA
- Valero/Good Neighbor Steering Committee Settlement Agreement | Benicia CA
- Benicia Boatyard Marine Debris Cleanup | Benicia CA

SPEAKING ENGAGEMENTS

- Panelist, “The Future of Smart Cities,” Redefining Mobility Summit, San Ramon, CA 2017
- “Planning 2.0: The Drivers of Regional and Global Change and Land Use Innovation,” Plenary Lunch, 2015 APA California Annual Conference, Oakland CA
- “Company Town 2.0: How Facebook and Google are Rethinking the Corporate Campus,” Mobile Workshop, 2015 APA California Annual Conference, Oakland CA

LEADERSHIP & COMMUNITY

- Bay Area Planning Director’s Association, Steering Committee Member, 2006 to Present
- Association of Bay Area Governments, Regional Planning Commissioner, 2009 to 2011

AWARDS

- 2019 APA CA Statewide and Sacramento Valley Section, Comprehensive Planning Award: Large Jurisdiction, Envision Stockton 2040 General Plan
- 2018 APA CA Northern Section, Comprehensive Planning Award: Large Jurisdiction, Propel Vallejo General Plan 2040
- 2013 Green California Leadership, Benicia Renewable Energy Project
- 2011 California Preservation Foundation, Benicia Historic Context Statement
- 2010 California State Legislature Transportation Safety Project, Rose Drive Bridge
- 2008 APA National Planning Excellence Award for Implementation, Marin Countywide Plan



AMY SINSHEIMER AICP

Senior Associate

Amy has over 20 years of experience managing and preparing long-range planning and policy documents, with a specialty in housing. She has significant experience in public outreach for complex projects involving multiple agencies, stakeholders, and team members. Amy prepared housing elements during the 3rd, 4th, 5th, and 6th cycles and has worked closely with staff at the California Department of Housing and Community Development to achieve certification for her clients. Amy has also prepared housing element program implementation documents. She also has comprehensive zoning code and General Plan Update experience.

HIGHLIGHTS OF EXPERIENCE

Housing Elements

- » Amador County
- » City of Auburn
- » City of Benicia
- » City of Biggs
- » City of Compton
- » Contra Costa County
- » City of Crescent City
- » City of Dixon
- » Town of Fairfax
- » City of Grover Beach (5th and 6th)
- » City of Lone
- » City of Jackson
- » Kern County
- » City of Kingsburg
- » Lassen County
- » City of Livermore
- » City of Lodi
- » City of Marysville
- » City of Morro Bay (5th and 6th)
- » City of Orland
- » City of Oxnard (5th and 6th)
- » Town of Paradise
- » City of Pismo Beach
- » City of Plymouth
- » City of Red Bluff
- » City of Reedley
- » City of Ridgecrest
- » City of Riverside
- » Riverside County
- » Solano County
- » City of South Lake Tahoe (5th and 6th)
- » Stanislaus County
- » City of Stockton
- » City of Sutter Creek
- » City of Temecula
- » Trinity County
- » Tuolumne County
- » City of Vacaville
- » City of Wasco
- » City of Yreka
- » City of Yuba City
- » Yuba County (5th and 6th)
- » Town of Mammoth Lakes
- » City of Soledad
- » San Luis Obispo County
- » City of Arroyo Grande
- » City of Needles
- » Town of Yucca Valley

Housing Implementation

- » City of Holtville
- » City of Marysville
- » City of Monterey
- » City of Morro Bay
- » City of Oxnard
- » City of Riverside
- » City of Soledad including ADU Handbook
- » City of Rohnert Park ADU Handbook
- » City of Morro Bay
- » Mobile Home Analysis
- » San Luis Obispo County ADU Analysis

EDUCATION

- MA, City and Regional Planning, Cal Poly San Luis Obispo
- BS, Conservation and Resource Studies, University of California, Berkeley

CERTIFICATIONS

- American Institute of Certified Planners

AFFILIATIONS

- American Planning Association
- California Native Plant Society

Team member since 2018



AMY SINSHEIMER

Senior Associate

asinsheimer@placeworks.com

Zoning Ordinance Amedments

- Title 17 Zoning Code Comprehensive Update and Accessory Dwelling Unit Ordinance | Tuolumne County CA
- Stockton Zoning and Land Use Map Updates | Stockton CA

Additional Projects

- Soledad General Plan Update | Soledad CA
- Central Coast Regional Liaison for State of California Senate Bill 2 and LEAP/REAP Implementation | Statewide CA
- Kern County Consolidated Plan and Analysis of Impediments to Fair Housing | Kern County CA
- Stanislaus County Consolidated Plan and Analysis of Impediments to Fair Housing | Stanislaus County CA
- Monterey Short-Term Rental Analysis | Monterey CA
- South Lake Tahoe Vacation Home Rentals Socioeconomic Impact Study | South Lake Tahoe CA
- Morro Bay General Plan and Local Coastal Program | Morro Bay CA
- Lancaster Community Homelessness Plan | Lancaster CA
- Beverly Hills Affordable Housing Assistance and Program Guidelines | Beverly Hills CA
- San Luis Obispo Downtown Concept Plan | San Luis Obispo CA

AWARDS

- 2011 Best Public Participation/Education Program Award, APA AZ, Flagstaff Zoning Ordinance Update
- 2011 Driehaus Award for Excellence in Writing and Implementation of Form-Based Codes, Form-Based Codes Institute, Livermore Development Code Update



ALAN LOOMIS AICP

Principal, Urban Design

Alan Loomis is an award-winning urban designer, planner and educator. As Principal of Urban Design in PlaceWorks' downtown LA office, Alan is responsible for leading our regional urban design practice while playing a role in projects throughout California.

A 15-year veteran of City Hall, Alan has directed a wide range of urban design-based policy projects leading multi-disciplinary teams through an equally wide range of public outreach programs. As City Urban Designer for Santa Monica Alan was the City's lead for Promenade 3.0, a comprehensive redesign proposal of the iconic Third Street Promenade. Before Santa Monica, Alan led the urban design program for the City of Glendale for 12 years. Starting in 2005 as the City's first on-staff urban designer, and later as deputy director of the Community Development Department, he built an award-winning planning team that managed design review, historic preservation, citywide planning, and mobility programs.

Alan is a frequent speaker and tour guide on Los Angeles history and urbanism. He has participated in ULI TAP panels, sat on juries for APA Awards and the City of Los Angeles "LA Lights the Way" design competition, and served on interview panels to select new planners, urban designers and architects for the cities of Los Angeles, Pasadena, Santa Monica, and Santa Ana, among others. From 2014 to 2020 he also served on the Pasadena Design Commission.

HIGHLIGHTS OF EXPERIENCE

- Glendora Station Area Plan | Glendora CA
- Downtown Shoreline Specific Plan and EIR | Long Beach CA
- Artesia Downtown Specific Plan and EIR | Artesia CA
- Glendora Meda Avenue Plaza Urban Design | Glendora CA
- San Bernardino Downtown Specific Plan, as part of the City's General Plan Update | San Bernardino CA
- Hesperia General Plan Update Objective Design Standards | Hesperia CA
- Los Alamitos Town Center Strategic Plan | Los Alamitos CA
- Temecula Old Town Parklets | Temecula CA
- Objective Design Standards for:
 - » Western Riverside Council of Governments
 - » Orange County Council of Governments
 - » Anaheim CA
 - » Glendora CA
 - » Temecula CA
 - » Meniffee CA
 - » Murrieta CA
 - » Norco CA
- On-Call Design Services for:
 - » Rancho Cucamonga (Urban Design)
 - » Santa Clarita (Urban Design and Architecture)
 - » Wildomar (Architecture)
- Community Design for:
 - » The Ontario Plan | Ontario CA
 - » Eastvale 2040 General Plan Update | Eastvale CA
 - » Fountain Valley 2040 General Plan Update | Fountain Valley CA



EDUCATION

- MA, Architecture, Southern California Institute of Architecture
- BA, Religious Studies / Theology, University of Detroit, Mercy

AFFILIATIONS

- American Planning Association
- Los Angeles Forum for Architecture and Urban Design

LEADERSHIP & COMMUNITY

- Facilities and Technology Committee, Mayfield Junior School, Pasadena CA, 2024-present
- Board of Advisors, Woodbury University School of Architecture, 2019–2023
- Juror, "LA Lights the Way" Design Competition | City of Los Angeles, 2020
- Juror, APA California Awards, 2020
- Member, Pasadena Design Review Commission, 2014–2020
- Member, Glendale Arts Master Plan Task Force, 2017–2018
- Member, Pasadena Civic Center Task Force, 2017–2018
- Commission Chair, Pasadena Design Review Commission, 2016–2017

Team member since 2020





ALAN LOOMIS
Principal, Urban Design
aloomis@placeworks.com

PRIOR EXPERIENCE

- Promenade 3.0, Vision Plan | Santa Monica CA
- South Glendale Community Plan, Comprehensive General Plan Policies and Design Guidelines | Glendale CA
- North Glendale Community Plan, Comprehensive General Plan Policies and Design Guidelines | Glendale CA
- Glendale Downtown Mobility Study, Comprehensive Transit, Parking, and Transportation Plan | Glendale CA
- Glendale Downtown Specific Plan, Urban Design Plan, Guidelines, and Zoning Standards | Glendale CA
- Downtown Newhall Specific Plan, Transit-Oriented District | Santa Clarita CA

PUBLICATIONS

- "The Americana at Brand," in SAH Archipedia, University of Virginia Press, 2018
- "Panel: Dingbat as an Urban Typology," in *Dingbat 2.0: The Iconic Los Angeles Apartment as Projection of a Metropolis*, Doppelhouse Press, 2016
- "Glendale's Downtown Specific Plan," in *Planning Los Angeles*, Planners Press, 2012
- "Streetscapes," Form & Landscape, online "Pacific Standard Time" exhibit at pstp.edison.com, May 2013
- "The Once and Future Mall," *Forum Annual 2004*, LA Forum for Architecture & Urban Design, 2004
- "Down by the River," arcCA 4.03, Winter 2003/04

SPEAKING ENGAGEMENTS

- "Crafting Residential Objective Development Standards" panel | AP-OC and Planning Directors' Association of Orange County, Tustin CA, March 16, 2023
- "Al Fresco 2.0: Long-Term Solutions" online panel | ULI-LA, October 18, 2022
- "Objective Design: A New Oxymoron?" panel | APA-OC, May 2021
- Podcast: "Human City," December 17, 2020
- Radio: "Promenade 3.0" appearance on DnA: Design and Architecture, KCRW 89.9 fm, September 3, 2019
- Podcast: "Archinect Next Up: Arroyo Seco Weekend," June 24, 2017
- "City of Gardens" panel | 2016 APA-CA Conference, Pasadena CA
- "Beyond the Freeway" panel | 2016 APA-CA Conference, Pasadena CA
- "Laboratory for Modernity, Los Angeles, 1940-1990" | Pacific Standard Time Presents, Pasadena CA, 2013
- "New Urbanism and the Comprehensive Plan" panel | 2008 APA National Conference, Las Vegas NV
- "Creating Form-Based Comprehensive Plans" panel | 2008 16th Congress for New Urbanism, Austin TX
- "Implementing Form-Based Codes" panel | 2007 15th Congress for New Urbanism, Philadelphia PA
- Radio: "A park on top of a freeway?" appearance on *Take Two*, KPCC 89.3 fm, March 15, 2016
- Podcast: "Curating the City: Urban Designer Alan Loomis on Archinect Sessions One-to-One #12," February 22, 2016
- Video: "UNIQLO LA: Urban Designer Alan Loomis" interview | UNIQLO, July 7, 2014

AWARDS

- 2018 LA Conservancy Preservation Award | Glendale Central Library Renovation
- 2016 ASLA Southern California Merit Award | Space 134 Vision Plan (Fwy Cap Park)
- 2015 Implementation Award of Excellence, Large Jurisdiction | APA CA | Glendale Downtown Specific Plan / Mobility Study



CYNTHIA WALSH

Senior Associate

Cynthia has over a decade of experience working on long-range planning documents, specializing in policy writing for housing element updates, housing element annual reports, zoning codes, general plans, analyses of impediments to fair housing choice documents, consolidated plans, and action plans. She is experienced with State and federal grant programs, and she is an expert in federal (Davis-Bacon) and state labor standards compliance.

Cynthia has significant experience in the preparation of analysis of impediments to fair housing choice documents, ensuring they are consistent with the guidelines and requirements outlined in HUD's Fair Housing Planning Guide. She has also prepared over 30 housing elements over the past three housing element cycles for cities and counties throughout California.

HIGHLIGHTS OF EXPERIENCE

- Arcata Housing Element Update | Arcata CA
- Auburn Housing Element and Safety Element Update | Auburn CA
- Calaveras County Housing Element Update 2019- 2027 | Calaveras County CA
- El Dorado County Housing Element 2021-2029 | El Dorado County CA
- Elk Grove Housing Element Update | Elk Grove CA
- Fortuna Housing Element Assistance | Fortuna CA
- Lincoln Housing Element Update | Lincoln CA
- Placer County Housing Element Update | Placer County CA
- Riverside County Housing Assistance | Riverside County CA
- SB 2 Grant Application Assistance | Statewide CA
- Wildomar Housing Assistance | Wildomar CA
- Willits Housing Element | Willits CA

PRIOR EXPERIENCE

Housing Elements

- 2008–2013 Housing Elements, Riverside County; cities of Alameda, Fortuna, Oxnard, Rancho Cordova, Willits CA
- 2009–2014 Housing Elements, Solano County; cities of Arcata, Biggs, Chico, Cloverdale, Crescent City, Dixon, Eastvale, Hughson, Imperial, Lone, Los Altos, Montague, Monterey, Plymouth, Rancho Cordova, Sand City, Tulelake, Vallejo, Wildomar, Willits, Willows, and Yountville CA
- 2013–2021 Housing Elements, Imperial County; Butte County; Riverside County; cities of Auburn, Calimesa, Eastvale, Holtville, Marysville, Ontario, Roseville, Temecula, West Sacramento, Wildomar, Willits CA

Community Development Block Grant Programs

- Analysis of Impediments (AI) to Fair Housing Choice, Contra Costa Consortium; cities of Fairfield, Hanford, Lodi, Monterey, Rancho Cordova, Rocklin CA

EDUCATION

- BA, Urban Studies and Planning San Francisco State University
- Section 3 HUD Training
- Davis-Bacon Labor "Prevailing Wage Law" Course

Team member since 2018



CYNTHIA WALSH

Senior Associate

cwalsh@placeworks.com

- Consolidated Plans and Action Plans, Contra Costa Consortium; cities of Lancaster, Monterey, Redwood City, Santa Monica CA; State of Arizona; State of Nevada

Other Housing

- Housing Condition Surveys, Imperial County; cities of Grass Valley, Fairfield, Fort Bragg, Vallejo CA
- Income Surveys for Unincorporated Areas of Calexico, Holtville, Heber, Imperial County CA
- Redevelopment Blight Assessment | Plymouth CA
- Kern Council of Governments Regional Housing Needs Plan and Data Report | Kern County CA



GREG GOODFELLOW

Senior Associate

Greg is a valuable analytical and outreach asset on any team. As an engineering industry editor and author of non-fiction before joining PlaceWorks, Greg brings effective research and communications skills to the planning process. He has worked in both the public and private sectors, has contributed to industry journals and white papers, and enjoys volunteering in youth education programs. He draws on over a decade of planning experience to tackle problems in an innovative and efficient manner.

Greg has built a foundation of comprehensive planning work into expertise in equitable housing and transportation policy. His recent work on objective design standards, regional growth strategies, urban rezonings and technical assistance for local jurisdictions has helped guide PlaceWorks' services related to evolving housing and transportation law in California. Greg has become an effective leader by managing projects at the intersection of state law, regional strategy, county management and local policy. He has managed numerous outreach-based plans for equitable transportation and facilitated all forms of multi-lingual, digital and traditional outreach. Greg enjoys the professional training process, having managed the Smart Parking Training Program for MTC and lead county-wide digital workshops for VMT ordinance adoption.

Greg continues to hone his speaking and leadership skills on volunteer planning and community projects. He has instructed students as part of the Urban Land Institute's (ULI) UrbanPlan high school teaching program. He is currently a team planner for ConnectOakland, a group advocating for the transformation of Interstate 980 in Oakland into a multi-modal thoroughfare.

HIGHLIGHTS OF EXPERIENCE

Housing and Infill Policy

- Creation of Objective Design Standards for Housing Development | Sunnyvale, CA
- Single Family Objective Design Standards | Antioch, CA
- Multifamily and Mixed-Use Design Standards | Contra Costa County, CA
- Objective Design and Development Standards | Pacifica, CA
- Inclusionary Housing Ordinance | Hollister, CA
- 2021 PDA Investment and Growth Strategy | Contra Costa, CA
- Senate Bill 2 Grant Application and Technical Assistance | State of California
- SANDAG Smart Growth Design Guidelines | San Diego, CA
- Housing Implementation Strategy | Tracy, CA



EDUCATION

- Master of Urban Planning, University of California, Los Angeles
- BA, Archaeology, University of California, Berkeley

AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals
- Urban Land Institute

Team member since 2008



GREG GOODFELLOW

Senior Associate

ggoodfellow@placeworks.com

- Dumbarton Rail Phase 2 Study | Bay Area, CA
- Walnut Creek BART Transit Village Plan | Walnut Creek, CA

Equitable Transportation Planning

- Richmond Area Community-Based Transportation Plan | Richmond, CA
- Pittsburg/Bay Point Community-Based Transportation Plan | Contra Costa, CA
- Daly City Community-Based Transportation Plan | Daly City, CA
- Southeast San Mateo County Community-Based Transportation Plan | San Mateo, CA
- MTC VMT Policy Adoption Technical Assistance & Training Program | Bay Area, CA
- Dumbarton Rail Phase 2 Study | Bay Area, CA

Comprehensive Planning

- City of Oakland General Plan Update Vision and Technical Framework | Oakland, CA
- Downtown Oakland Specific Plan Rezoning and General Plan Amendments | Oakland, CA
- City of Palo Alto General Plan Update | Palo Alto, CA
- Town of Los Gatos General Plan Update & EIR | Los Gatos, CA
- Eden Area General Plan and EIR | Alameda County, CA
- City of Capitola General Plan Update and EIR | Capitola, CA
- Dupont Bridgehead Road Specific Plan | Oakley, CA
- Novato General Plan Update and EIR | Novato, CA
- Main Street Specific Plan | City of Alameda, CA

Community Outreach

- I-80/Gilman Street Intersection Improvement Project | Berkeley, CA
- MTC Smart Parking Training Program | Bay Area, CA
- Los Lagos Golf Course Reuse Outreach and Alternatives Report | San Jose, CA
- Northeast Livermore Public Facilities and Programs Planning | Livermore, CA
- BART to Livermore Extension Outreach Program | Livermore, CA

PUBLICATIONS

- 2021: "CEQA: California's Living Environmental Law CEQA's Role in Housing, Environmental Justice, & Climate Change." Co-Author, Rose Foundation for Communities and the Environment.
- "Density and Parking Flexibility Improve Infill Feasibility," Vol. 22, No. 3, California Planning & Development Report.
- "South Bay Mixed-Use Centers Provide Infill Lessons," Vol. 22, No. 1, California Planning & Development Report.
- "The World Trade Center Report," Parsons Brinckerhoff global report on 9/11 rebuild efforts.



ERIKA LINDSTROM AICP

Associate

Erika brings a wide variety of skills through her education and nearly ten years of professional planning and housing experience in both the public and private sectors. Her passion for planning is driven by her desire to envision and create unique, enjoyable, and healthy places for all, especially community members who have historically been excluded.

At PlaceWorks, Erika manages and assists with a wide range of comprehensive planning projects, including zoning code updates, general plan updates, housing element implementation, and community engagement campaigns. She is currently working on Zoning Code updates for the City of Pittsburg and Contra Costa County, General Plan updates for the Cities of Modesto and Salinas, development of a Specific Plan for the City of Salinas, and entitlement review for the Cities of San Carlos and Benicia. She also recently managed and completed an update to Sacramento County's Infill Program and targeted zoning updates for the City of Cupertino.

In her previous roles in local government, Erika worked closely with the public and served as project manager for residential and commercial planning entitlements. Through this work, Erika gained valuable experience in zoning and policy implementation and understands the value of clear, implementable content in policies, ordinances, development standards, and processes.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning

- East Area Specific Plan | Salinas CA
- Modesto General Plan Update | Modesto CA
- Salinas General Plan Update | Salinas CA

Comprehensive Zoning Code Updates

- Contra Costa County Zoning Code Update | Contra Costa County, CA
- Pittsburg Zoning Code Update | Pittsburg CA

Housing Element Implementation

- Cupertino Housing Element Update | Cupertino CA
- Sacramento County Infill Program Update | Sacramento County CA
- Targeted Zoning Code Updates | Santa Rosa CA

Entitlement Review

- 2127 Dwight Way Housing Project | Berkeley CA
- Rose Estates Mixed-Use Project | Benicia CA
- Vista Del Grande Housing Project | San Carlos CA

EDUCATION

- Master of Geography, San Francisco State University
- Bachelor of Environmental Studies, San Diego State University

CERTIFICATIONS

- American Institute of Certified Planners

AFFILIATIONS

- American Planning Association

Team member since 2022



ERIKA LINDSTROM

Associate

elindstrom@placeworks.com

Transportation

- Santa Clara VTA Transit Pass Policy | Santa Clara County CA

Public Outreach

- Neighborhood Connections Transportation Plan | Sacramento CA
- East Santa Clara Affordable Housing Project | San Jose CA
- BCAG 2024 Sustainable Communities Strategy | Butte County CA

ACTIVITIES

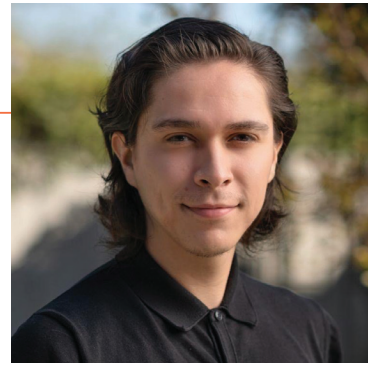
APA 2016-Present

- California APA Conference, 2017-2020
- National APA Conference, 2023

PREVIOUS EXPERIENCE

City of Cupertino | Associate Planner | 2016 - 2022

- Project manager for residential and commercial planning entitlements: efficiently managed project review timelines for multiple departments, agencies, and consultants; organized and approved project reports; regularly corresponded with applicants
- Project manager for the City's Rotating Safe Car Park partnership. Conducted program research and evaluation; Coordinated with service providers, legal counsel, and City Manager's Office; Presented recommendations to decision makers; Reviewed and processed applications
- Project manager for the Heart of the City Specific Plan update: prepared and submitted grant funding application; prepared project scope of work; coordinated with regional agencies, City staff, and project consultant; prepared staff reports and presentations
- Assisted with 6th Cycle Housing Element update: assisted with consultant search and contract coordination; prepared staff reports and presentations; Attended staff and consultant meetings; assisted with sites inventory
- Prepared staff reports and presented to elected and appointed bodies, including City Council, Planning Commission, and Housing Commission at regular meetings and study sessions
- Prepared written materials such as RFQs, RFPs, and grant applications for City funding



RAUL TOVAR GONZALES

Project Planner

Raul is a motivated planner who aims to promote the development of healthy, livable, and sustainable communities. Through his work, he hopes to support the goals and visions of the communities in which he works. At PlaceWorks, Raul enjoys working on a variety of comprehensive planning and transportation planning projects - in both the public and private sectors. He is highly resourceful and brings versatile skill sets to his projects, including strong research, project management, analytic, and graphics skills.

EDUCATION

- BS, Sustainable Environmental Design, University of California, Davis, CA

Team member since 2022

HIGHLIGHTS OF EXPERIENCE

- Contra Costa Transportation Authority Ongoing Planning Services | Contra Costa County CA
- San Mateo County Community Based Transportation Plan Updates | San Mateo County CA
- Solano County Housing, Safety, and Environmental Justice Elements | Solano County CA

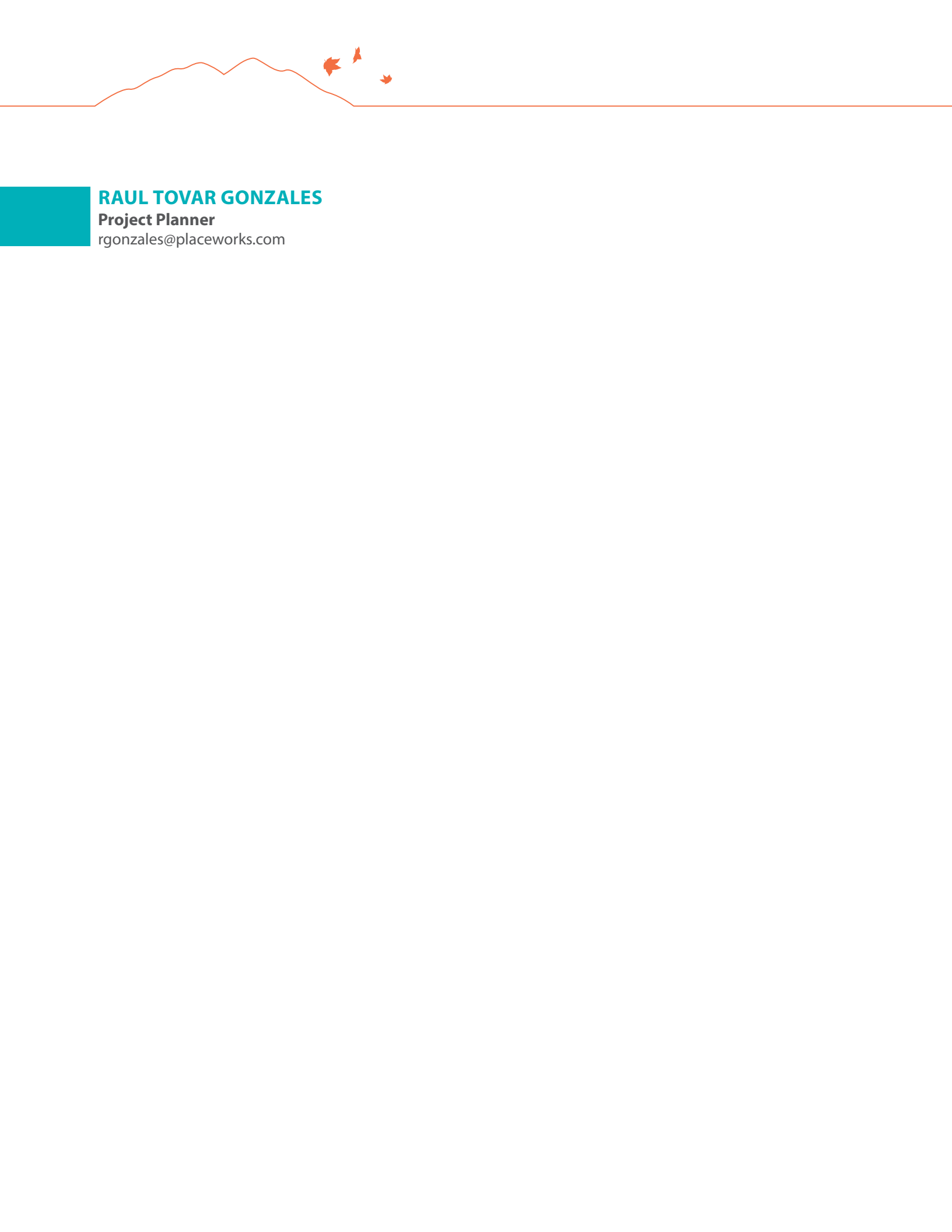
PRIOR EXPERIENCE

Mintier Harnish | Assistant Planner | 2019 - 2022

- Responsible for contributing to the production of materials, reports and other deliverables relating to land use, zoning and housing. Participated in public outreach and field analyses to gather data for project development.

Alta Planning + Design | Intern | 2019

- Participated in public outreach and field studies to gather data for project development. Assisted in the development of reports and other materials used in active transportation planning.



RAUL TOVAR GONZALES

Project Planner

rgonzales@placeworks.com



ALEXIS MENA LEED AP

Associate Principal



A team member of PlaceWorks team since 2008, Alexis brings valuable experience in both the public and private sectors. As a project manager, she is organized and detail-oriented, works collaboratively with her clients, thinks strategically, and maintains a flexible and responsive work process. She is highly committed to providing high-quality graphic and written products on schedule and on budget.

Alexis' work at PlaceWorks has focused on environmental review and planning for a range of land use, smart growth, transportation, and sustainability projects. She is currently serving as the Assistant Project Manager for the Long Range Campus Plan Update and Golden Gate Avenue Project EIR for the UC San Francisco College of Law, and as the Project Manager for the General Plan Update EIR for the City of Salinas, the General Plan Update EIR for the City of San Mateo, the Stanford University Belmont Conceptual Development Plan and Development Agreement EIR for the City of Belmont, the General Plan Reset EIR for the City of San Carlos, and the Bancroft Garage IS/MND for UC Berkeley.

HIGHLIGHTS OF EXPERIENCE

Environmental Review

- Stanford University Belmont Conceptual Development Plan and Development Agreement EIR | Belmont CA
- General Plan Reset EIR | San Carlos CA
- General Plan Update EIR | Salinas CA
- Housing Element Update Addendum | Salinas CA
- General Plan Update EIR | San Mateo CA
- Long Range Campus Plan Update and Golden Gate Avenue Project EIR | San Francisco CA
- UC Berkeley 2021 Long Range Development Plan Update EIR | Berkeley CA
- UC Berkeley 2021 LRDP Update EIR Addendum for the Gateway New Academic Building Project | Berkeley CA
- UC Berkeley 2021 LRDP Update EIR Addendum for the Academic Replacement Building Project | Berkeley CA
- Bancroft Garage IS/MND | Berkeley CA
- Comprehensive Plan Update EIR | Palo Alto CA
- General Plan Update EIR | Capitola CA
- General Plan Update EIR | Vallejo CA
- General Plan Update EIR | San Leandro CA
- CHSRA Merced Station Relocation Preliminary Engineering and Environmental Reexamination | Merced CA
- Concord Hills Regional Park Land Use Plan EIR | Concord CA
- 808 Alameda de las Pulgas Project EIR | San Carlos CA

EDUCATION

- Master of City and Regional Planning, University of California, Berkeley
- Bachelor of Arts, Vassar College

CERTIFICATIONS

- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

AFFILIATIONS

- Association of Environmental Professionals

Team member since 2008



ALEXIS MENA

Associate Principal

amena@placeworks.com

- 501 Industrial Road Project EIR | San Carlos CA
- In-N-Out Burger Project EIR | Campbell CA
- 1700 Dell Avenue Office Development Project EIR | Campbell CA
- Terra Vi Lodge Project EIR | Tuolumne County CA
- Broadway Plaza Draft EIR | Redwood City CA
- Marina Plaza Project Initial Study/Mitigated Negative Declaration | Cupertino CA
- 975-1075 Main Street Retail Project IS/MND | Watsonville CA
- General Plan 2020 EIR Addendum for the Affordable Housing Overlay Zone | Los Gatos CA
- Alviso Park Master Plan Update IS/MND | San Jose CA
- Housing Element Assistance, General Plan Update, and Environmental Review | Menlo Park CA
- Cordes Ranch Specific Plan Review and EIR | Tracy CA
- Downtown Lafayette Specific Plan EIR | Lafayette CA
- The Terraces of Lafayette EIR | Lafayette CA
- Martial Cottle Park State Park General Plan/County Park Master Plan EIR | Santa Clara County CA
- Napa Pipe Site EIR | Napa County CA
- Tracy General Plan and EIR | Tracy CA
- Tracy Sustainability Action Plan | Tracy CA
- Napa Housing Element Update and EIR | Napa County CA

Land Use and Transportation Planning

- Merced Station Relocation Preliminary Engineering and Environmental Reexamination | California High Speed Rail Authority
- Land Use Analysis for Assembly Bill 2923 Transit-Oriented Development Zoning Standards | BART
- Dumbarton Rail Corridor Project | SamTrans/Caltrain/Peninsula Corridor Joint Powers Board
- Alameda Community-Based Transportation Plan | Alameda County Congestion Management Agency

AWARDS

- 2024 California Association of Environmental Planners Outstanding Environmental Analysis Document Merit Award | 808 Alameda de las Pulgas Townhome Development Project Environmental Impact Report
- 2014 California Association of Environmental Planners Merit Award | Cordes Ranch Specific Plan Environmental Impact Report
- 2011 American Planning Association California Chapter Innovation in Green Community Planning Award | Martial Cottle Park Master Plan, Santa Clara County CA
- 2011 American Planning Association Northern California Chapter Innovation in Green Community Planning Award | Martial Cottle Park Master Plan, Santa Clara County CA
- 2007 American Planning Association Honorable Mention, Information Technology Division Student Paper Competition | "Urban Development and Infrastructure For The High-Tech: The Plan for a Wireless Silicon Valley"
- Department and General Honors | Vassar College | 2005





2040 Bancroft Way, Suite 400
Berkeley, California 94704
t 510.848.3815

www.PlaceWorks.com

ORANGE COUNTY • BAY AREA • SACRAMENTO • CENTRAL COAST • LOS ANGELES • INLAND EMPIRE