

CITY OF ARROYO GRANDE COMPREHENSIVE GENERAL PLAN UPDATE

PROPOSAL FOR SERVICES

December 22, 2022

SUBMITTED TO:

City of Arroyo Grande
Community Development Department
300 E. Branch Street
Arroyo Grande, CA 93420
ATTN: Brian Pedrotti
COMMUNITY DEVELOPMENT DIRECTOR

SUBMITTED BY:

mintierharnish

Planning Tomorrow Today

1415 20TH STREET
SACRAMENTO, CA 95811

IN ASSOCIATION WITH:



TNDG





December 22, 2022

City of Arroyo Grande
Community Development Department
Attn: Brian Pedrotti, Community Development Director
300 E. Branch Street
Arroyo Grande, CA 93420

RE: Request for Proposals – City of Arroyo Grande Comprehensive General Plan Update

Dear Mr. Pedrotti:

Mintier Harnish and our team are pleased to submit this proposal to assist the City of Arroyo Grande with the comprehensive update of its General Plan, Development Code, and Environmental Impact Report. In response to your request for proposals, the City will likely receive responses from several qualified firms. As part of your review and selection of a team for this important project, we feel there are several key factors that distinguish our team as described below and reflected in our scope of work.

General Plan Experience and Innovation. Mintier Harnish is a consulting firm specializing in the preparation of general plans, development codes, and housing elements. Our mission as a firm is to help public agencies, residents, businesses, and other stakeholders plan their communities and improve their quality of life through community involvement, innovation, technical expertise, and policy leadership. Since our founding in 1985, we have successfully completed over 65 general plans, 80 housing elements, and 20 zoning code updates throughout California. As part of this work, we constantly stay abreast of the latest State laws and planning trends and have developed tools designed to help communities update existing general plans to meet current regulations and contemporary planning practice. We see each general plan update as an opportunity to innovate and improve upon the practice. When it comes to successful and implementable general plans, no other firm can match our quality or experience.

Public Outreach. A key aspect of our team is our belief in the public participation process and the vital role it serves in the successful development and implementation of a general plan. As planning practitioners, we acknowledge the importance of dismantling inequities and identifying traditionally underrepresented or marginalized groups. Through this lens, we offer a broad range of opportunities for engagement at each step in the Update process which focus on diversity, equity, and inclusion. Whether it is attending an innovative open house, community workshop, pop-up event, or submitting ideas from the comfort of home via our online engagement tools, our outreach methods strive to gain the broadest engagement possible. We engage all segments of the population and make considerations to accommodate residents with non-traditional work schedules, language barriers, and accessibility barriers to obtain feedback which represent all community members.

Experienced Project Management. I will be the *Project Advisor* for the General Plan Update. I have been a planner since 1970 and have participated in the preparation of over 20 general plans. **Brent Gibbons, AICP**, will be the *Project Director*. Brent brings over a decade of planning experience and has prepared and managed multiple general plan updates. **Michael Gibbons** will be the *Project Manager*. Michael has prepared and managed a variety of planning projects throughout California, including general plans, development codes, and design standards. He will be intimately involved in every aspect of the project.

An Excellent Team. Our teaming partners have been selected to bring the perfect mix of expertise and experience needed for this project. This team is comprised of teaming partners that we have continuously teamed with over the last 20 years. We know they are a great match for this project based on our years of experience working with each firm and their key staff members.

- 1. Rincon Consultants** will develop the EIR and assist with analysis and policy development on a range of issues, including greenhouse gas emissions and climate change adaptation. Rincon brings extensive experience preparing general plans and related environmental impact reports (e.g., Morro Bay, Pismo Beach, and Lompoc) and environmental analysis (e.g., acoustic studies, safety element analysis).
- 2. GHD** will provide all required transportation and mobility services for the project. GHD is recognized as a local, regional, and national expert in multimodal transportation planning and in addressing SB 743 implementation (vehicle miles traveled threshold). GHD has extensive knowledge of the City of Arroyo Grande having worked on a multitude of City projects, including the Systemic Safety Analysis Report, 2022 Pedestrian Crossing Improvements, and the 2022 General Plan Circulation Element Update.
- 3. The Natelson Dale Group** will provide expertise in preparing the demographic, economic, and fiscal analysis needed to support the General Plan Update, including analysis of industry, retail, and housing market trends; demographic projections and jobs/housing balance; and fiscal impact analysis of land use alternatives. TNDG is currently working on a Tax-Sharing Analysis for Arroyo Grande and other cities in San Luis Obispo County.
- 4. Verbatim Solutions** will work with our team on translation of major documents, newsletters, and public engagement materials. We have successfully teamed with them for a variety of planning projects, including general plans and housing elements.

Work Style. As part of this effort, we will be working closely with City staff, the community, Planning Commission, and City Council. To have an effective, stress free, and enjoyable process, you need a team that is great to work with. The Mintier Harnish team has a very approachable, collegial, and comfortable work style with our clients. We bring a great process experience and tailor it to the needs and personality of each community. We develop close, collaborative working relationships with each of our clients that last well beyond the completion of a project.

As owner of Mintier Harnish, I confirm if awarded the contract, Mintier Harnish assumes full responsibility for the entire contract, including payment of any and all charges resulting from the contract. I also agree to comply with the contract provisions outlined in the City's sample Agreement for Consultant Services and Insurance Requirements (Attachment 1) as stated in the Request for Proposals. Neither Mintier Harnish nor our teaming partners have any past, ongoing, or potential personal, financial, and/or organizational conflicts of interest which could impede performing the work on this project as proposed.

I am authorized to bind the firm contractually on this project. Please contact me if you have any questions or need additional information at 916-446-0522 or Jim@mintierharnish.com.

I look forward to the opportunity to present this proposal and our team to you in person.

Sincerely,



Jim Harnish, JD
Principal/Owner



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INTRODUCTION & PROJECT TEAM

INTRODUCTION

The City of Arroyo Grande is soliciting proposals from qualified consultant firms to provide professional services for the preparation of a comprehensive General Plan update, accompanying Development Code and Climate Action Plan (CAP) update, and associated Environmental Impact Report (EIR). Based on our review of the Request for Proposals (RFP) and years of experience, we believe Mintier Harnish is adequately suited to assist the city in this momentous effort. We will bring the following key qualities to the City of Arroyo Grande:

GENERAL PLAN EXPERIENCE AND INNOVATION.

Mintier Harnish, a Limited Partnership, is a small business comprised of professional planners focused on California general plan practice. As part of this work, we constantly stay abreast of the latest State laws and planning trends and have developed tools designed to help communities update existing general plans to meet current regulations, contemporary planning practice, and incorporating appropriate technologies into our plans (e.g., interactive websites, engaging public events and pop-ups, interactive planning documents).



PUBLIC OUTREACH

A key aspect of our team is our belief in a diverse, equitable, and inclusionary public participation process. We acknowledge the importance of dismantling inequities and identifying traditionally underrepresented or marginalized groups as part of all community outreach efforts. As our scope of work demonstrates, we offer a broad range of opportunities for engagement throughout each step in the Update process which focus on diversity, equity, and inclusion. Whether it is attending an innovative open house, a community popup event, community workshop, or stakeholder interview, our outreach methods strive to gain the broadest engagement possible with the least barriers as possible.

Our active, transparent, and comprehensive engagement will produce a product that provides a valuable guide to achieve the community's vision for the future.



ACCESSIBILITY

Developing a great plan is important but developing a great plan that is easy to use, easy to access, easy to maintain, and which is representative of the entire community is critical. Our approach includes tools designed to make the general plan an integral part of the community's vision for its future. Our online public engagement tools make community input and feedback seamless. Our newsletters provide quick updates on the status of the General Plan Update. Our online resources, including custom project websites and ESRI Story Maps, tell a graphic, and geographic, story about the community and its future. Our process of developing realistic and trackable implementation strategies makes implementation seamless.

It is this accessibility, from plan development through plan implementation, that makes our plans unique and successful.

AN EXCELLENT TEAM

- **Rincon Consultants** will develop the EIR and assist with analysis and policy development on a range of issues, including greenhouse gas emissions and climate change adaptation. Rincon brings extensive experience preparing general plans and related environmental impact reports (e.g., Morro Bay, Pismo Beach, Lompoc) and environmental analysis (e.g., acoustic studies, safety element analysis).
- **GHD** will provide all required transportation and mobility services for the project. GHD is recognized as a local, regional, and national expert in multimodal transportation planning and in addressing SB 743 implementation (vehicle miles traveled threshold). GHD has extensive knowledge of the City of Arroyo Grande having worked on a multitude of City projects, including the Systemic Safety Analysis Report, 2022 Pedestrian Crossing Improvements. And the 2022 General Plan circulation Element.

- **The Natelson and Dale Group (TNDG)** will provide expertise in preparing the demographic, economic, and fiscal analysis needed to support the General Plan Update, including analysis of industry, retail, and housing market trends; demographic projections and jobs/housing balance; and fiscal impact analysis of land use alternatives. TNDG is currently working on a Tax-Sharing Analysis for Arroyo Grande and other cities in San Luis Obispo County.
- **Verbatim Solutions** will work with our team on translation of major documents, newsletters, and public engagement materials. We have successfully teamed with them for a variety of planning projects, including general plans and housing elements.

We have carefully selected our teaming partners to bring the perfect mix of expertise and experience to our team. Each firm, and their staff, have worked with us successfully on many planning projects.

LOCAL KNOWLEDGE AND EXPERIENCE

The Mintier Harnish team comes ready to start this project, bringing an understanding of the area from our experience in working on planning programs for communities in the region (Lompoc, Morro Bay, Pismo Beach, San Luis Obispo, Santa Maria, San Miguel, and Solvang) as well as San Luis Obispo and Santa Barbara Counties. Through this local experience, we learned a great deal about growth and development trends that will influence the city's future.

Our knowledge and experience in the area will help us to hit the ground running.

EFFECTIVE WORK STYLE

As part of this Update effort, we will be working closely with City staff, the community, Planning Commission, and City Council. To have an effective, stress free, and enjoyable process, you need a team that is great to work with. The Mintier Harnish team has a very approachable, collegial, and comfortable work style with our clients. We bring a great process experience and tailor it to the needs and personality of each community.

We develop close, collaborative working relationships with each of our clients that often lasts well beyond the completion of a project. We strongly urge you to confirm this with our references.

STRONG PROJECT MANAGEMENT

Mintier Harnish will lead the Update effort and will be responsible for overall project management and coordination:

- **Jim Harnish, JD**, Principal and Owner of Mintier Harnish, will be the *Project Advisor* for the City of Arroyo Grande General Plan Update. Jim has been a planner since 1970 and has participated in the preparation of over 20 general plans.
- **Brent Gibbons, AICP**, Principal Planner with Mintier Harnish, will be the *Project Director*. Brent brings over a decade of planning experience and has prepared and managed multiple general plan updates.
- **Michael Gibbons**, Project Manager with Mintier Harnish, will be the day-to-day *Project Manager* for the General Plan update. Michael has prepared and managed a variety of planning projects throughout California, including general plans, development codes, and design guidelines. He will be intimately involved in every aspect of the project.

PROJECT TEAM

At Mintier Harnish, we assemble our project teams based on staff expertise, relevant experience, and the unique needs of each project. We have assembled a highly experienced team of planners, designers, practitioners, technical specialists for the City of Arroyo Grande General Plan, Development Code and CAP update, and Environmental Impact Report. We have had the pleasure of working with these firms on a number of recent General Plan updates, and are confident this team will provide the excellence and performance that the City needs to complete this project on time, on budget, and with results that will surpass the City's expectations.

MINTIER HARNISH

Role: General Plan preparation, public outreach, Development Code update, and project management

Mintier Harnish, is a Sacramento-based planning consulting firm specializing in the preparation of general plans, housing elements, development codes, and community engagement. Our mission as a firm is to help public agencies, residents, businesses, and other stakeholders plan their communities and improve their quality of life through solid research, community involvement, innovation, and policy leadership. Since our founding in 1985, we have prepared over 65 general plans, 80 housing elements, and 20 zoning codes across California. We take pride in having provided a broad range of planning services to more than 150 public agencies, law firms, and other organizations.

We are a leader in preparing implementable plans for the future that solve community policy issues. Our staff includes planning experts, each with their own unique mixture of education, training, and experience. We are all dedicated to providing the highest quality service to our clients. As one of California's foremost planning experts, we pride ourselves on preparing plans that exceed the requirements of State law and serve as a practical guide for day-to-day decision-making. Mintier Harnish draws on its broad experience in preparing general plans for diverse communities across California and the Central Coast. We apply innovative policy solutions and practical experience to all the communities we have the pleasure of working with.

Local and Central Coast Experience

Mintier Harnish is highly familiar with land use conditions in the Central Coast region, having completed previous projects and/or are currently working on projects in the Counties of Monterey, San Luis Obispo, Santa Barbara, and Ventura. This work has included general plans, housing elements, zoning and subdivision ordinances, specific plans, and special planning studies.



RINCON CONSULTANTS

Role: Environmental Assessment, policy development, and CAP update

Rincon Consultants, founded in 1994, is a multi-disciplinary environmental science, planning, and engineering consulting firm that provides quality professional services. Rincon Consultants is experienced in urban, land use, and environmental planning; regulatory compliance; biological resource evaluation and habitat enhancement; identification, evaluation, and management of cultural resources; soil evaluation and remediation; and related studies including problem-solving services in geology, hydrology, and waste management.

Rincon has successfully completed General Plans and Environmental Impact Reports for similar General Plan efforts throughout California and has the local expertise in the region to provide exceptional services related to planning, policy development, and preparation of the EIR for the City of Arroyo Grande General Plan.



Local and Central Coast Experience

Rincon Consultants has extensive experience working for and coordinating with Central Coast communities. With three Central Coast offices, Rincon Consultants has recently prepared EIRs for Morro Bay and Pismo Beach, and worked with Santa Barbara County to develop environmental programs to address GHG emissions and Coastal Zone issues.



GHD

Role: Transportation and Circulation Assessment

Established in 1928, GHD Inc. is an employee-owned international engineering firm. GHD offers decades of knowledge, as well as a deep understanding of the challenges facing California and Central Coast communities today. GHD specializes in the development of performance metrics that support multi-modal objectives and the notion of performance-based planning and programming. GHD is currently under contract with Caltrans to assist in the update of the Statewide Highway Safety Program.

GHD is at the forefront on implementation of SB 743 and VMT thresholds. Additionally, GHD has been directly monitoring and participating in developing the VMT alternative metrics, their potential effects to planning studies and impact analysis, and the required modifications to standards and methodologies that agencies must address.



Local and Central Coast Experience

GHD is a leader in engineering on the Central Coast and has successfully worked with the City of Arroyo Grande on a multitude of projects. These projects include the 2021 Circulation Element update, City of Arroyo Grande Systemic Safety Analysis Report, and 2022 Pedestrian Crossing Improvement project.

THE NATELSON DALE GROUP

Role: Economic Market Analysis

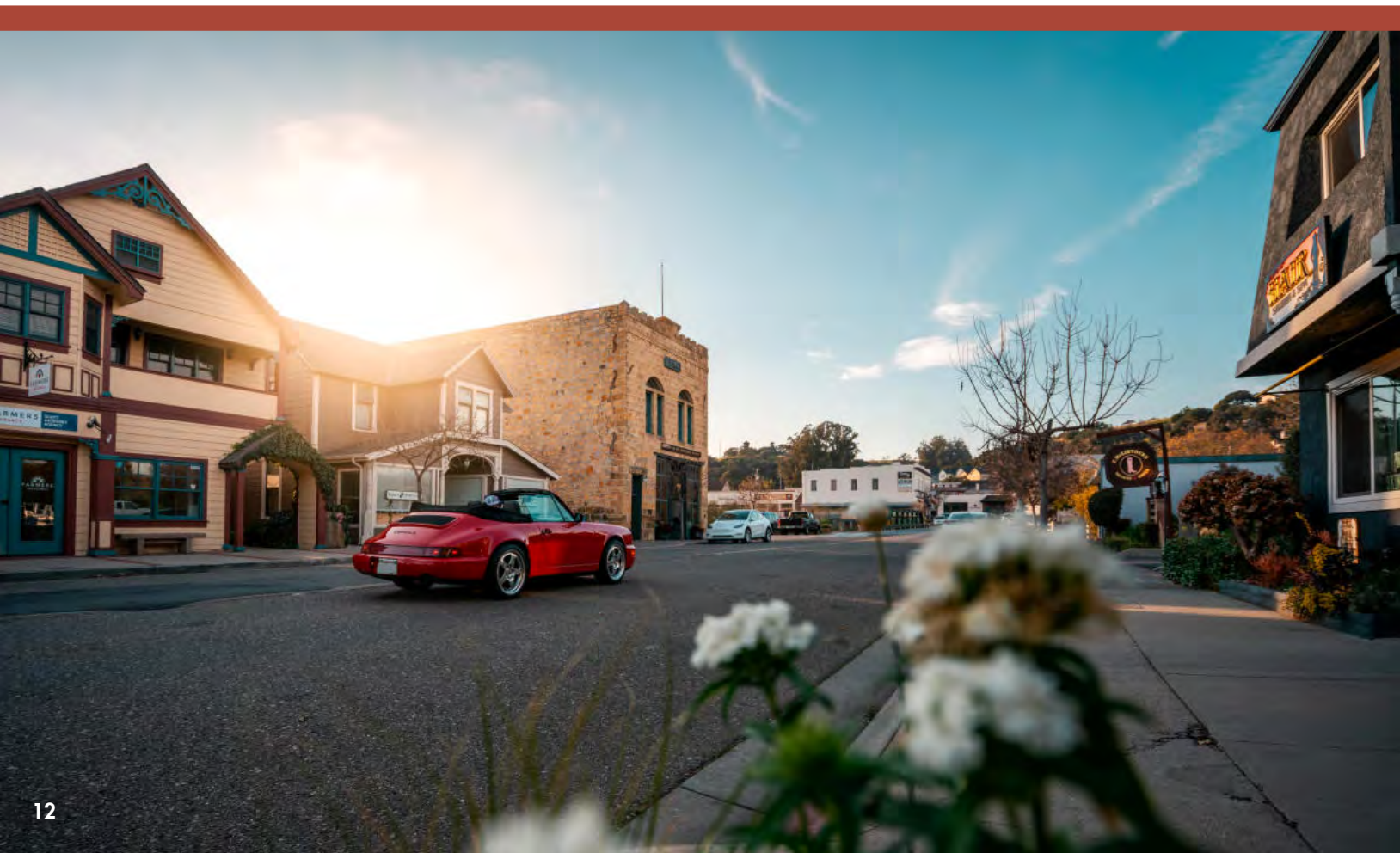
The Natelson Dale Group (TNDG) is a real estate economic and financial consulting firm established in 1974. TNDG serves public and private sector clients throughout the United States in market forecasts, development feasibility studies, pro forma financial analysis, economic development strategic plans, general Plan economic studies and policies, and fiscal impact analysis and modeling.

TNDG combines state-of-the-art analytical capacities with the unique ability to craft an “implementable vision.” In TNDG’s experience, land use plans are most effective at transforming communities when they are based on economically feasible development concepts. To be “economically feasible” in a comprehensive sense, a plan must reflect the perspectives of all stakeholders affected by the development process: residents, businesses and consumers; developers and landowners; and City staff and elected officials.



Local and Central Coast Experience

TNDG is highly familiar with economic development conditions in the Central Coast region, having completed previous assignments in Arroyo Grande, San Luis Obispo, Cambria, Nipomo, Santa Maria, San Miguel, Paso Robles, Atascadero, Buellton, Lompoc, Goleta, Santa Barbara, Carpinteria, and Ventura. This work has included economic development strategies, real estate market studies, fiscal impact analyses, and infrastructure financing plans. Currently, TNDG is working on a Tax-Sharing Analysis for Arroyo Grande and other cities in San Luis Obispo County.



VERBATIM SOLUTIONS

Role: Translation Services

Founded in 2003, Verbatim Solutions has quickly become a leading provider of translation services to organizations worldwide. Verbatim Solutions provides accurate and reliable translation services to suit any translation, transcription, and interpretation needs from community engagement materials to technical documents. With a professional network of over 4,000 certified translators worldwide, Verbatim Solutions can meet any translation request in a timely, accurate, and cost-effective manner. Verbatim Solutions offers over 150 translation languages, including: Spanish, Mandarin, Cantonese, Hmong, and Punjabi.





TECHNICAL APPROACH

PROJECT UNDERSTANDING

A comprehensive update of the City of Arroyo Grande General Plan is overdue to address current demographics, compliance with State law, and contemporary planning issues. The City's last comprehensive update of the General Plan was completed in 2001. Since then, the City has updated various elements on as-needed basis (e.g., Economic Element, Housing Element, Circulation Element). However, a new visioning document is needed to define the City's current and long-range planning goals for the next 20 years and beyond.

To this end, the City of Arroyo Grande is seeking a qualified consultant to assist the City with the preparation of a comprehensive update to the Arroyo Grande General Plan, and accompanying update to the Development Code and Climate Action Plan (CAP). The consultant must also prepare the environmental analysis of the update and amendments in accordance with the California Environmental Quality Act (CEQA), and incorporate principals from the City's Diversity, Equity, Inclusion and Justice (DEIJ) Policy.

Based on our reading of the Request for Proposals (RFP), staff responses to questions about the RFP, and review of the existing City General Plan and Development Code, we understand that to be successful, the Project must address the following considerations:

Highly Qualified Consultant Team

The City is seeking a consultant team with the necessary resources, expertise, experience, and knowledge to prepare all necessary documents and services to comprehensively update the City of Arroyo Grande General Plan. The City also expects the consultant to be a technical leader in the field with strong analytical expertise; sufficient knowledge and experience to meet the complex set of California's general plan requirements with a focus on Arroyo Grande's needs and circumstances; and a strong track record of delivering plans that are ready for implementation. As part of this update Project, the City expects the consultant to technically update the Development Code and CAP in compliance with the updated General Plan; analyze current and future trends, including changes in consumer and workplace behaviors, and other local and regional trends that impact local land use and the economy (e.g., Diablo Canyon Nuclear Power Plant decommissioning). Finally, the City expects the consultant to have strong project management and communication skills.

Facilitate Robust Public Outreach

The City expects the consultant to develop and implement a well-defined, inclusive, and robust public outreach strategy. A robust public outreach program based on the City's DEIJ Policy will be a key element to the engagement strategy and overall General Plan update. The consultant should prepare and implement an engagement effort that is inclusive of all voices and that generates community investment in the process. A successful engagement strategy will make considerations to accommodate residents with non-traditional work schedules, language barriers, and accessibility barriers to obtain comments and input that represent all community members.



Prepare a Contemporary General Plan that Complies with State Planning Law

The City expects the consultant to prepare a General Plan that responds to current community needs and is consistent with State law. While the City recently updated the Circulation Element and Housing Element, the General Plan has not been comprehensively updated in 20 years. During that time, there have been significant changes in general plan requirements and State law, particularly related to safety elements and environmental justice. In response, the City anticipates the preparation of a new Environmental Justice Element and update to the existing Safety Element. The City also expects the Economic Development Element to be updated to reflect new economic considerations, including the status of the Diablo Canyon Nuclear Power Plant decommissioning. The Agriculture, Conservation, and Open Space Element should be updated, and a review of the Housing Element will be necessary to ensure internal document consistency.

Establish a Vision

As part of the General Plan update process, the City expects the consultant to solicit public input to develop a vision statement. The vision statement will guide the update, identify community strengths, recognize priorities for future development, and address areas for improvement. Using the tenants of the City's DEIJ Policy, the visioning process should be inclusive for all members of the community and should educate the community about the principles of land use planning.

Prepare an Environmental Impact Report and Climate Action Plan

The City expects the consultant to prepare an Environmental Impact Report (EIR). The EIR should include comprehensive analysis of areas where significant projects are likely to be in the future and make considerations for these projects to streamline the future environmental review process. This includes the preparation and distribution of all required technical elements such as a Notice of Preparation, Scoping Meetings, the Draft EIR and public comment period, preparing responses to comments, Statement of Facts and Findings, and potentially a Statement of Overriding Considerations, Final EIR, and Notice of Determination. The City also expects the EIR to identify major points of intersection with the General Plan so that the CEQA process is integrated into the planning process and inform development of the General Plan itself. Additionally, the EIR must facilitate implementation of the General Plan, by streamlining and tiering of subsequent environmental review of projects where feasible that are consistent with the General Plan. Finally, the City expects the consultant to provide an update of the Climate Action Plan (CAP) to assure ongoing compliance with CEQA and allow streamlining of future development projects.

Update the Development Code

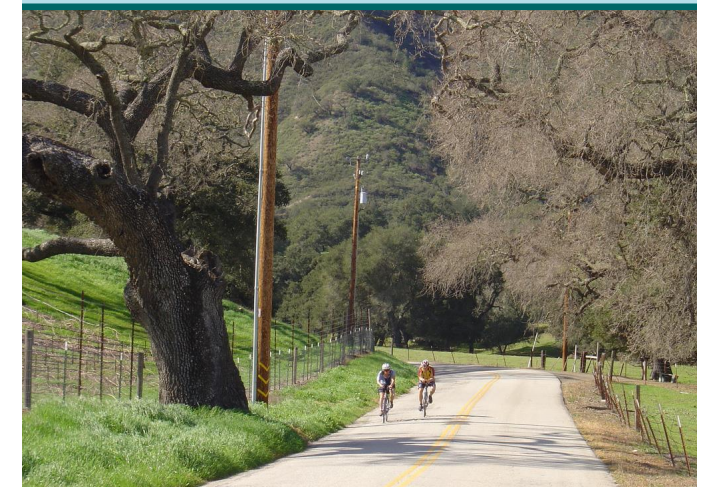
Following approval of the General Plan and certification of the EIR, the City expects the consultant to prepare amendments to the City Development Code necessary to provide consistency between the Land Use and Housing Elements of the General Plan and the zoning ordinance. This update will also address any potential expansions of the City's Sphere of Influence (SOI), the development of objective design standards, and creation of a East Grand Avenue Corridor overlay district.

Prepare an Implementation Monitoring Plan

The City expects the consultant to develop a General Plan implementation monitoring plan to ensure compliance and progress towards the Plan goals and objectives. The monitoring plan must identify methods for implementation of policies and programs and staffing required to carry out the implementation plan.

CITY OF ARROYO GRANDE CLIMATE ACTION PLAN

*Adopted by City Council Resolution
November 26, 2013*





TECHNICAL APPROACH

Updating a General Plan represents a unique opportunity for communities to define or refine their vision for the future, consider the implications of certain policies, and create a framework that will help achieve the desired vision. In Arroyo Grande, this process will be driven by its diverse and informed citizens, the Planning Commission, and the City Council. City staff will support the process through a broad range of actions, including technical and policy advice, and managing and directing the work of the Consultant Team.

The role and responsibility of the Consultant Team is to assist the City with making their important decisions. It is not the Consultant's place to tell the City what is best for their future but to help provide the information to allow informed choices to be made. Our success, as your General Plan consultant, should be measured by

how effective we are in facilitating a comprehensive discussion of the important issues facing the community and how we help the community reach an educated consensus on its vision for the future. Along the way, our broad experience, technical knowledge of what various futures might hold, and understanding about what ideas other communities have found effective can help the City make the best decisions to meet Arroyo Grande's projected needs and desired vision.

The Minter Harnish Team will help the City create an innovative, inclusive, compelling plan – a road map to greater prosperity and quality of life in Arroyo Grande. We will help the City develop a Plan that capitalizes on its assets, addresses its challenges, and address its desires for the future. There are 11 important elements of our approach that will help achieve that objective:

01 - Assemble a Highly Qualified General Plan Team

Mintier Harnish, the team leader, specializes in general plan updates, having prepared over 65 general plan updates in our 37 years of public service. In order to provide all the services required by the City in its General Plan update RFP, we assembled a highly qualified General Plan Team for this momentous project. Our Team includes:

Rincon Consultants is a leading environmental firm specializing in climate change, GHG emission reduction, air quality, and hazards and safety. They have been active at the State and regional levels in developing analytical standards and guidelines for addressing GHG emissions and the effects of climate change. Rincon is teaming or has teamed with Mintier Harnish on over 10 general plan updates.

GHD specializes in transportation planning and engineering services since 1985. GHD will provide all required transportation and mobility services for the project. GHD is recognized as a local, regional, and national expert in multimodal transportation planning and in addressing SB 743 implementation (vehicle miles traveled threshold).

The Natelson Dale Group (TNDG), our economist, has been assisting local government with economic and fiscal analysis for 40 years. They have teamed and are teaming with Mintier Harnish on several general plan updates. TNDG has worked with cities and counties throughout California to address economic, employment, and fiscal issues unique to each jurisdiction.

Verbatim Solutions will provide translation services. They are leaders in translation, transcription, and interpretation services. We have teamed with Verbatim Solutions on planning projects throughout California, including general plans, housing elements, development codes, and special land use studies.

02 - Establish Effective Communication and Strong Working Relationships

Close collaboration with City staff is an essential part of our approach. While our team has unparalleled experience with general plan updates in California, City staff possess the detailed knowledge of the City's social and political environment, day-to-day operations, and decision-making process. Throughout the Update, we will maintain close communication through regularly scheduled calls and meetings and form an integrated staff/consultant project team. In addition, the Planning Commission, and City Council will be fully involved in critical milestones of the Update project, providing direction or affirmation at key decision points.

03 - Provide Options and Choices

The City indicated it has budgeted approximately \$500,000 for the General Plan update. Additionally, the City requested that each proposal for services for the General Plan update include a two-year and three-year project schedule. To assist the City in meeting both the budgetary and schedule considerations, we will work with City staff to identify and select essential tasks as well as optional tasks (or expanded tasks). We have included these optional tasks throughout our proposed work scope and have included cost estimates for each in the separately attached cost proposals.

mintierharnish
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TNDG

Verbatim

04 - Design and Implement a Robust Public Outreach Strategy

Throughout the Update, we will facilitate an effective public outreach strategy based on the City’s DEIJ Policy that has three key components: education and information; engagement and interaction; and validation and direction. Education and information include a Project website, project logo/branding, e-blasts, social media posts, press releases, newsletters, and informational handouts. Engagement and interaction may include community workshops, online opinion surveys, pop-up events, and “town hall” style events. Validation and direction will include Planning Commission and City Council study sessions and public hearings. With assistance from City staff, we will create a public outreach strategy that dismantles inequities; identifies traditionally underrepresented groups in the city; addresses community engagement barriers; and that equitably address the opinions and desires of all community members. We will also actively engage with local and regional community groups throughout the Update, such as Chamber of Commerce, Diversity Coalition of SLO County, and R.A.C.E. Matters.

05 - Identify Needed Changes

Using our proprietary General Plan Audit Tool, we will work with City staff early on to evaluate every General Plan goal, policy, and implementation program. City Staff will determine what aspects of the General Plan to retain, which to remove, and what to improve. Based on that evaluation, we will strip out or modify Plan contents and then facilitate a series of work sessions with staff to identify new Plan content.

06 - Gather and Analyze City Data

We will conduct research and analyze data and trends on a range of topics relevant to the General Plan update. These topics include, but are not limited to, land use, population, employment and housing, circulation and transportation, biological and cultural resources, economics, infrastructure and public services, hazards and safety, and social justice. This step will represent the first opportunity for widespread community engagement and participation. From our research and the information received during the initial public outreach efforts, we will produce an Existing Conditions and Trends Workbook. The Workbook will also identify the significant community assets, opportunities, issues, and concerns. The Workbook will serve as the Existing Setting section for the General Plan EIR.

07 - Visioning

Early in the General Plan update process, we will spend time with the community and decision-makers understanding their issues, hopes, and expectations and work with City staff to translate that understanding into a vision for the future. The vision statement will guide the overall General Plan update, identify community strengths, recognize priorities for future development, and address areas for improvement. Using the tenants of the City’s DEIJ Policy, the visioning process will be inclusive for all citizens and will educate the community about the principles of land use planning.

08 - Analyze Land Use and Policy Alternatives

We could facilitate a robust analysis of land use and policy alternatives to help the community and decision-makers understand the range of possibilities and make informed choices about future growth, land use, and appropriate policies to implement those choices. The alternatives analysis is one of the optional tasks we will outline in greater detail.

09 - Develop an Innovative General Plan

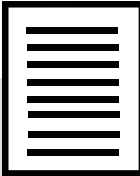
We will prepare a long-lasting, flexible General Plan that can respond to the changing world. The General Plan will include the State-mandated elements (excluding the Housing Element), the optional elements adopted by the City (e.g., Parks and Recreation Element), as well as a new Environmental Justice Element. If selected for the General Plan Update project, we can work with City staff to identify additional optional elements that could be incorporated. All documents will be user-friendly through clear writing and strategic use of graphics and photos to illustrate concepts and policies. We will prepare executive summaries of key information when more detail is required for legal or technical purposes and a user guide to clearly explain how to use the General Plan.

10 - Prepare the Environmental Impact Report

We will prepare an EIR that evaluates the potential physical impacts of the General Plan goals, policies, and programs. While we always strive to prepare a self-mitigating general plan, the environmental analysis may identify policy or program modifications or additions necessary to mitigate potential impacts to a less-than-significant level. It is during this step where we could assist the City in updating the City’s Climate Action Plan.

11 - Formulate a Feasible Implementation and Monitoring Program

One of the hallmarks of our general plans is an emphasis on implementation. Preparing a general plan is nothing more than an academic exercise if it sits on the shelf. Consequently, a key focus of our approach to preparing general plans is ensuring that the final product is implementable. The General Plan will provide clear direction regarding how programs or policies will be implemented, who will be responsible for the implementation, and what the time frame is for implementation. We will work with staff to develop measurable indicators of successful implementation, as well as an annual progress monitoring program.



See Section 7 – Project Scope for an itemized description (by phase and task) of the final work products to be produced.





PROJECT MANAGEMENT

We take project management seriously. Effective project management can make the difference in the success of a general plan update. Ineffective project management can doom a project. While project management may not be as creative or rewarding as public outreach or policy development, it is every bit as essential to the success of a planning project. The same holds true for the Arroyo Grande General Plan update.

We prioritize effective project management in every project we have the pleasure of working on. We do this because we know that most general plan updates are complex projects involving a large consultant team, City staff, elected and appointed officials, and hundreds of residents, business owners, and special interest groups. To be effective managers, we establish key objectives, approaches, tools, and procedures for every general plan update we lead. Here is our basic guidebook:

PROJECT MANAGEMENT OBJECTIVES:

Stay on Schedule. It is very easy for a general plan update that includes extensive community engagement, dozens of meetings, broad community involvement, numerous staff, and a large consultant team to quickly fall behind schedule.

Manage the Budget. Again, a multitude of participants, unanticipated demands, and additional meetings all can contribute to budget creep.

Frequent Client Communication. Perhaps the single most important component of effective project management is regular communication between the Consultant and staff.

Quality Control. We strive to produce results that are of the highest quality, internally consistent, and completely satisfy our clients.



PROJECT MANAGEMENT APPROACH:

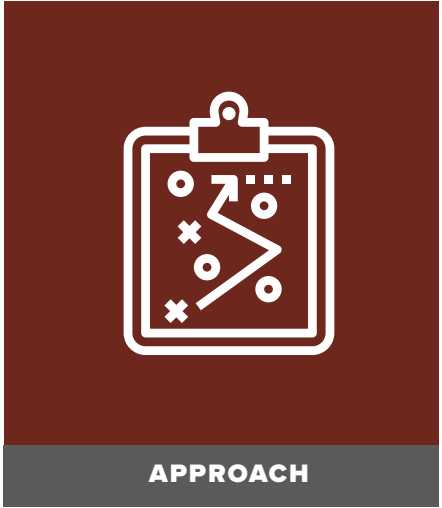
Facilitate a **kick-off meeting** with County staff and the consultant team to discuss the project work scope, schedule, budget, and communication protocols.

Identify the **roles and responsibilities** of key staff and consultants.

Identify the **core project management team** and establish a schedule for recurring check-in conference calls and face-to-face meetings.

Weekly or bi-weekly project management meetings to discuss deliverables and upcoming tasks.

Provide monthly project **status reports**.



PROJECT MANAGEMENT TOOLS AND PROCEDURES:

Standardized **file naming** protocols and consistent **e-mail subject line** project naming

E-mail copying protocols to assure accurate and transparent team communication

Standardized document **format and style guide**


Conference call **agendas and action minutes**

Data needs lists and **document review checklists**

General plan audit and community engagement **guides/checklists**



Internal Project Management Tools



While we have many front-end tools and procedures that ensure effective project management with our clients, at Mintier Harnish we also have internal tools that assist us with day-to-day, internal project management. One of these tools is Asana. Asana is a workplace content management system designed to help us stay organized and streamline projects. Asana is just one of the many ways we ensure that projects are completed on time and within the budget.





CONSULTANT STAFF

Our core management team brings experience from the successful management of dozens of general plans in California. This team will be responsible for carrying out all of the tasks and overseeing the preparation of all major work products. This section highlights the experience of key personnel assigned to the Arroyo Grande General Plan update. A description of each firm and its role can be found in Section 2: Introduction and Project Team. We have included our detailed resumes in Appendix A: Detailed Resumes. The amount of time key personnel will be involved in the respective portions of the project is shown in the Budget Proposal (submitted under separate cover in compliance with the Request for Proposals).

CORE MANAGEMENT TEAM



Jim Harnish, JD
Project Advisor
Mintier Harnish



Matt Maddox, AICP
CEQA Task Lead
Rincon Consultants



Brent Gibbons, AICP
Project Director
Mintier Harnish



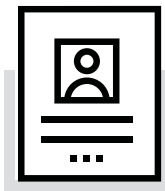
Todd Tregenza, AICP
Mobility Task Lead
GHD



Michael Gibbons
Project Manager
Mintier Harnish



Roger Dale
Economic Task Lead
TNDG



We have included our resumes in Appendix A: Detailed Resumes.

MINTIER HARNISH



Jim Harnish, JD, Principal/Owner

Role: Project Advisor

Jim Harnish, JD, is the Principal/Owner of Mintier Harnish and will be the Project Advisor. Jim has been a planner and project manager since 1970. He has been an attorney since 1981, with extensive experience in land use and CEQA. Jim has been Planning Director for three cities (Galt, Folsom, and South San Francisco) and understands every aspect of city and county planning and zoning.

Jim has managed or is currently managing general plan updates for the cities of Alturas, Folsom, Galt, Hayward, Healdsburg, Isleton, Millbrae, Pleasant Hill, Sacramento, San Ramon, Solvang, South San Francisco, Ukiah, Union City, Wheatland, and Windsor, and the counties of Calaveras, Fresno, Merced, Modoc, San Benito, San Joaquin, and Ventura. Jim is currently managing or recently managed zoning code updates or amendments for the cities of Santa Clara, South Lake Tahoe, Ukiah, and Windsor and the counties of Fresno, Mariposa, Merced, and Sierra. Jim has an unparalleled working knowledge of general plan updates and has prepared dozens of general plan work programs and budgets.



Brent Gibbons, AICP, Principal Planner

Role: Project Director

Brent Gibbons, AICP, is a Principal Planner who specializes in comprehensive planning projects including general plans, zoning codes, urban design standards and guidelines, and housing elements. Brent has a holistic view of planning having both worked for local municipalities and currently as a long-range planning consultant. Brent's approach to planning is multi-faceted and includes a strong focus on community engagement and interaction in the planning process to ensure all voices

are heard. He actively works to foster educational opportunities on all his projects to ensure communities, elected officials, and local staff have a better understanding of planning practice and how it affects them. Brent is currently one of the leading planners in the State on drafting, updating, and managing zoning codes, and is consistently on the forefront of bringing new and innovative ideas to this practice area.

Brent has managed over currently is managing planning related projects across California. Brent has or is currently managing General Plans for Solvang, Susanville, Lompoc, Los Gatos, Millbrae, Pleasant Hill, and Ukiah, as well as Zoning Code Updates for Selma, Santa Clara, Windsor, and Ukiah. Brent currently co-teaches a course at University of California at Davis on zoning and development regulations, and how to comprehensively update your zoning code.



Michael Gibbons, Project Manager

Role: Project Manager

Michael Gibbons is a Project Manager with Mintier Harnish and will serve as the Project Manager for the Arroyo Grande General Plan update. Michael manages and acts as the day-to-day project lead for a variety of long-range planning projects including general plans, zoning codes, subdivisions ordinances, and special planning studies. He specializes in land use planning, zoning regulations, community engagement, urban design, historic preservation, design standards, and working with disadvantaged communities. Michael brings a unique perspective to

all his projects having worked in both the public and private sectors, as well as in law enforcement. Through this lens, Michael understands the vital role that planning has in addressing the ever-changing needs of communities and the importance of creating plans that are user-friendly and implementable.

Michael is currently managing and/or assisting with the preparation of the City of Livingston General Plan, Trinity County General Plan, Siskiyou County General Plan, City of San Ramon General Plan, City of Hayward Residential Objective Design Standards, Mariposa County Development Code, Town of Windsor Zoning Code Amendments, City of Gilroy General and Zoning Code, City of Kerman Zoning Code, and City of Reedley Zoning Code and Subdivision Ordinance.



Nikki Zanchetta, Planner

Role: Planner

Nikki Zanchetta is a Planner with Mintier Harnish. She specializes in housing policy and planning, community development, community engagement, public policy, regional planning, and land use planning. Her experience includes Sustainable Communities Strategies, interpreting housing policy and law, drafting housing and land use documents, community engagement, and creating regional programs to accelerate the production of affordable housing. Nikki has a strong background in writing both technical and public facing planning documents and emphasizes writing styles that allow complicated planning concepts to be easily understandable by various audiences. Nikki holds a Master's degree in City Planning from San Diego State University and Bachelor's Degree in Community & Regional Development and Minor in Professional Writing from UC Davis.



Matthew Jumamoy, Planner

Role: Planner

Matthew is a Planner with Mintier Harnish. He specializes in housing elements and designing informative municipal websites. Matthew is an advocate for affordable housing with notable experience promoting accessory dwelling unit expansion in the City of San Jose. Matthew believes in a holistic community-based approach to planning and enjoys working with and learning from community stakeholders of diverse backgrounds. Matthew graduated from Stanford University with a Bachelor of Arts in Urban Studies with a focus on Environmental Sustainability and has an interest in the interrelated nature of transit opportunity, wealth inequality, and environmental sustainability. Matthew has contributed to the general plans for the cities of Ukiah, Rohnert Park, Millbrae, and American Canyon. He has also contributed significantly to the 6th cycle housing elements of Solvang, Pleasant Hill, and St. Helena.

RINCON CONSULTANTS



Matt Maddox, AICP, Principal

Role: Environmental Assessment Task Manager

Matt Maddox, AICP has over 15 years of experience and is involved in a wide range of urban planning and land use studies, sustainable, resilient and adaptation policy development, air quality and greenhouse gas analysis, CEQA/NEPA environmental documentation, as well as community involvement and permitting activities. Matt has a strong background in long range planning, policy, and environmental planning. He has contributed to successful environmental and planning projects ranging from general plans to focused inner city redevelopment studies, to climate action and adaptation plans and documentation for compliance with environmental regulations, to greenhouse gas emissions analysis for industrial facilities. Matt has developed a focus in the area of urban planning, sustainable design and resiliency policy, and greenhouse gas analysis.



Chris Bersbach, MESM

Role: Environmental Assessment

Chris Bersbach manages and prepares CEQA and NEPA documentation in the California central coast region and technical air quality, greenhouse gas emissions, and noise analyses for public agencies and private sector clients throughout California. He has 15 years of planning experience with an emphasis on environmental planning and technical environmental analysis. His experience includes a wide range of technical environmental and planning studies, including land and infrastructure development projects, urban redevelopment projects, general plans and specific plans, solar power facilities and other energy projects, waste and wastewater management facilities, and other long-range planning projects.



Lexi Journey, MESM

Role: Environmental Assessment

Lexi Journey is a Senior Environmental Planner with Rincon's Environmental and Land Use Planning Group. Lexi's experience includes project management, planning policy analyses, technical analyses, and outreach for assignments such as General Plans, Community Plans, CAPs, and Local Coastal Plans as well as CEQA environmental assessments. She has managed various projects including the Port Hueneme General Plan Update, Avila Community Plan, Local Oxnard Coastal Plan Update, and the County of Santa Barbara Climate Action Plan. Her passions and specialties are climate vulnerability and adaptation, community engagement, and environmental justice. She uses her wide breadth of planning expertise to teach Principles and Practice of Environmental Planning at the Bren School of Environmental Science & Management during the fall quarter.



Ryan Russell

Role: Environmental Assessment

Ryan Russell is a Senior Planner within Rincon's Environmental and Land Use Planning group. Ryan's experience includes project management, environmental analysis, stakeholder and community outreach, planning and policy development for long range plans, entitlement processing, and public presentations. Ryan has experience with all aspects of the environmental review process including preparing CEQA documents such as Initial Studies, IS-MNDs, complex programmatic and project-level EIRs. Ryan has managed and supported environmental analysis of numerous long-range planning documents such as Port Hueneme General Plan and Housing Element and EIR, City of Lompoc Housing Element and associated CEQA analysis, and Paso Robles Olson South Chandler Ranch Specific Plan EIR.



GHD



Todd Tregenza, AICP
Role: Mobility Task Manager

Todd Tregenza has 15 years of professional experience in various areas of transportation consulting with an emphasis on transportation planning projects. He has assisted dozens of agencies on

short and long-range planning efforts, including the development of travel demand models, general plan circulation elements, specific plans and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analysis, and impact analyses. His experience spans public and private sector work for a broad range of projects that require circulation, safety, and operational analysis from a transportation perspective. Todd also has extensive experience as an On-Call transportation planner for local agencies, assisting in the preparation of transportation studies and grant applications, performing peer reviews of impact studies, and developing CEQA impact analyses for development projects of all sizes.



Rosanna Southern, EIT
Role: Mobility Assessment

Rosanna Southern is a transportation engineer with 10 years of experience who specializes in traffic engineering and transportation planning, assisting dozens of agencies on short and long-range planning efforts, including the development of travel demand models, general plan circulation elements, traffic impact fee studies, corridor studies, and complete street plans. Rosanna provides multi-modal operational analysis and traffic impact studies for a variety of projects aimed at analyzing traffic operations. The support she provides includes utilizing various software, such as VISSIM, Synchro, SimTraffic,

Sidra, HCS, TransCAD, and Cube.



Colin Burgett
Role: Mobility Assessment

Colin has over two decades of professional experience with expertise in multimodal transportation and integrated transportation/land use planning. He specializes in strategic planning for large-

scale projects, including citywide transportation plans, large area plans, campus plans, bicycle and pedestrian master plans, EIR transportation studies, vehicle miles traveled (VMT) policy development and assessments, bus rapid transit (BRT) corridor studies, and transit station area plans.

Colin has extensive experience with projects that emphasize corridor revitalization, transit-oriented development, and complete streets planning. He manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns and urban design components.



THE NATELSON DALE GROUP



Roger A. Dale, Managing Principal
Role: Economic Development and Assessment Task Manager

Roger Dale has been affiliated with TNDG for 32 years (since 1988) and currently serves as the firm's managing principal. His

background encompasses the fields of real estate development, economic development, regional economic analysis, environmental and land use policy, financial forecasting, and renewable energy. His project experience with TNDG includes real estate market forecasting, pro forma financial analysis, affordable housing strategies, demographic research and modeling, fiscal impact analysis, cost/benefit assessment, redevelopment/ revitalization strategies, business retention/attraction, workforce development program assessments, and preparation of regional-scale economic development strategic plans.



Joseph E. McClure, Senior Associate
Role: Economic Development and Assessment

Joseph McClure has served as principal or manager of land economics research and advisory-services organizations for over 35 years. Joe's multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. He completed additional post-graduate work in economic geography at UA. He is a registered architect in Arizona. Joe's organizational affiliations include the Western Regional Science Association, the Urban Land Institute (ULI), and

the Arizona Association for Economic Development (AAED). He helps coordinate the firm's technical focus on regional/land economic services and creative activities within the firm that include promoting innovation in community development strategic planning and fiscal and economic impact assessments. He has served both private developers and public agencies at all levels of government, for projects in small and large cities, undeveloped and heavily developed regions, and regions with special demographic and cultural characteristics.



Alan Levenson, Senior Associate
Role: Economic Development and Assessment

Alan Levenson has been affiliated with TNDG for 20 years. His areas of expertise include economic development strategic planning, regional

economic analysis, fiscal impact analysis, retail market evaluation, and real estate development feasibility assessment. He has completed over 80 economic impact studies as part of CEQA/NEPA processes, and has been involved in range of complex fiscal and economic impact studies for residential and mixed-use development projects. He has also been a principal participant in the preparation of a number of economic development strategic plans, many of which have featured tourism as a targeted economic activity.



PROJECT ORGANIZATIONAL CHART



WHY SELECT THE MINTIER HARNISH TEAM?

We feel there are several features of our team that make us the right choice for the Arroyo Grande Plan Update. Based on the City’s request for proposals and our knowledge of the community, we have assembled a team of firms and individuals that is tailored specifically for this project and the City of Arroyo Grande. Our team is uniquely positioned for this effort based on specialized areas of knowledge and expertise. Below highlights some of the specialized areas of knowledge that we have developed through our 37 years of experience with the close relationships of our teaming partners.

PROVEN COMMUNITY ENGAGEMENT

Our team regularly initiates proven engagement methods that are innovative, interactive, inclusive, and that solicit feedback from a broad spectrum of individuals. We collectively have over 70 years of experience implementing engagement in both in-person and virtual platforms. We also specialize in outreach to underserved populations with tools and outreach programs dedicated to reaching members with limited access to computers and language barriers. Our team has tried and true community engagement methods including speakers’ series (TED-Style Talks), visioning workshop exercises, interactive multi-day planning charettes, and engaging approaches to identifying issues and opportunities.

IMMERSIVE UNDERSTANDING OF OUR COMMUNITIES

When we come to the city for meetings, our entire time and focus is dedicated to this project. From early morning until late at night, we are living and working in the city. We experience the area in ways that other firms miss. These multiple day trips give us the flexibility to easily add meetings, staff Pop-up events, update stakeholders and City leadership, and visit key issue areas. This approach has proven a great way to become part of the community and to gain the community’s trust. It makes our plans insightful. It makes our plans reflect the vision of the City. It makes our plans successful!

EXPERIENCE WITH MULTI-LINGUAL COMMUNITIES

California is a cornucopia, a melting pot of sorts, having the most diverse population within in the U.S. With this comes challenges regarding proper outreach and engagement channels to ensure all are included in predominately non-English speaking areas. Our team has experience collaborating with jurisdictions across California implementing plans in multi-lingual communities and providing materials, notices, and deliverables in a multitude of languages. In some cases, we have partnered with local community groups to provide in-person translation as well. Some of the languages we have folded into our plans include Spanish, Mandarin, Tagalog, Hmong, Japanese, and Punjabi.

CREATION OF CONCISE, READABLE, AND USER-FRIENDLY DOCUMENTS

Planning documents tend to collect dust on a shelf and over time in some communities are never fully implemented. It is our mission as a team to create concise, readable, and user-friendly documents that are regularly referred to and implemented. We ensure our plans are highly-graphical, approachable, and accessible in a multitude of languages and platforms. For Arroyo Grande we have included streamlined efficient documents including the Existing Conditions and Trends Workbook.



QUALIFICATIONS & REFERENCES

6

QUALIFICATIONS & REFERENCES

We recognize that general plans greatly impact the lives of those who live, work, and own property in a community. Today, more than ever, city policies and regulations have a profound influence on housing supply and affordability. We pride ourselves on preparing general plans, housing elements, and zoning codes that exceed the requirements of State law and serve as a practical guide for day-to-day decision-making. Mintier Harnish and our team for this project draw on our years of broad experience in preparing general plans for diverse communities across California. We are able to apply innovative policy solutions and practical experience to the communities we work in.

The following projects are relevant examples of the proposed update to the Arroyo Grande General Plan as outlined in this proposal. All projects noted below include a multi-disciplinary team and are multi-faceted, with most including a development code update and EIR in conjunction with the general plan.

CONFLICTS OF INTEREST

Mintier Harnish and the firms included on our team do not have any actual, apparent, or potential conflicts of interest related to the performance of this work.

Mintier Harnish and the firms included on our team do not have any financial, business, or other relationship with the City of Arroyo Grande that would impact the outcome of this contract. Furthermore, Mintier Harnish and the firms included on our team do not currently have any clients who have a financial interest in the outcome of the Arroyo Grande General Plan Update or projects that may follow its completion, nor do we have any financial interest or relationship with any owner or developer that has future improvements within the city or surrounding area.



CITY OF SAN LUIS OBISPO

SAN LUIS OBISPO LAND USE AND CIRCULATION ELEMENT (LUCE) UPDATE

The City of San Luis Obispo is located in the Central Coast region of California and has been ranked as the “Happiest City” in the U.S. by a number of publications. This ranking is based on the excellent planning that continues to shape the community.

Known for its Downtown and historic beauty, the city is a bicycle-friendly town and provides opportunities for cultural, business, and recreational use. The development of the updated Land Use and Circulation Elements (LUCE) and reformatting and integration of the remaining General Plan was developed using a planning process that included an extensive public participation program. This program included six community workshops, 34 citizen task force meetings, an extensive project website, media outreach, community organization briefings, and an email eBlast list of over 1,500 community members. The project also included the conduct of a citywide opinion survey and use of the MindMixer platform to engage the community in an interactive online “townhall” where ideas on opportunities and challenges, and alternatives development were discussed.

Project Details:

- **Project Duration:**
2012 to 2014
- **Contract Agency:**
City of San Luis Obispo
919 Palm Street
San Luis Obispo, CA
- **Agency Contact:**
Derek Johnson
City Manager
805.781.7112
djohnson@slocity.org

Personnel: Jim Harnish, Brent Gibbons



TOWN OF WINDSOR

GENERAL PLAN, HOUSING ELEMENT, OBJECTIVE DESIGN STANDARDS, AND ZONING CODE UPDATE

Mintier Harnish successfully led a multi-disciplinary consulting team to prepare the Town of Windsor General Plan. The Update focused on engaging the community, revitalizing infill areas, implementing a vision for the Civic Center, and managing projected growth within the Urban Growth Boundary (UGB). Key issues included: balancing increased tourism with the family-oriented community character; accommodating much-needed new housing while preserving the unique, small-town character and feel; and introducing nodes of mixed-use development along the Old Redwood Highway Corridor. The General Plan and Program EIR were adopted in April 2018. Prior to preparing the General Plan, Mintier Harnish prepared the Town of Windsor 5th cycle Housing Element.

Mintier Harnish is currently assisting the Town of Windsor with the research, analysis, and development of objective multifamily residential design and development standards that will streamline multi-family housing and production in the Town. We are developing new standards and permit processing provisions to incentivize missing middle housing production in new development projects. Mintier Harnish recently started a technical Zoning Code update for the Town focusing on housing increases and incentivizing housing production.

Project Details:

- **Project Duration:**
2014 to 2015: Housing Element
2014 to 2018: General Plan
2017 to present: Zoning Code
- **Contract Agency:**
Town of Windsor
9291 Old Redwood Highway
Windsor, CA
- **Agency Contact:**
Kimberly Jordan
Planner III
707.838.7349
kjordan@townofwindsor.com

Personnel: Jim Harnish, Brent Gibbons, Michael Gibbons





CITY OF PLEASANT HILL

GENERAL PLAN, HOUSING ELEMENT, OBJECTIVE DESIGN STANDARDS, AND ZONING CODE UPDATE

Mintier Harnish began the Pleasant Hill General Plan Update in April 2019. The project is still (as of December 2022) in progress. The project includes the development of several documents, including an existing conditions and trends workbook, issues and opportunities summary, vision and guiding principles, alternatives analysis and report, policy document (which includes goals, policies, and implementation programs). Community engagement is also a large part of the project. Engagement activities include regular newsletter releases, the use of project branding through developing a logo and style, facilitation of GPAC meetings, joint study sessions with the Planning Commission and City Council, community workshops, and pop-up booths at community events and festivals.

Mintier Harnish has facilitated multi-day Planning and Design Workshops that included nightly presentations, an urban design charrette, and community walking tours. Mintier Harnish is also partnering with enCodePlus to provide the City with a web-based General Plan and Zoning Code on the enCodePlus platform. Based on the ongoing success of the Update, the City of Pleasant Hill contracted with Mintier Harnish to prepare the City's 6th Cycle Housing Element, Objective Design Standards, and Zoning Code Update as part of the General Plan Update. The overall General Plan Update is scheduled for completion in February 2023.

Project Details:

- **Project Duration:**
2019 to present: General Plan
2019 to present: Zoning Code
- **Contract Agency:**
City of Pleasant Hill
100 Gregory Lane
Pleasant Hill, CA
- **Agency Contact:**
Troy Fujimoto
City Planner
925.671.5224
tfujimoto@pleasanthillca.org

Personnel: Jim Harnish, Brent Gibbons, Michael Gibbons, Nikki Zanchetta, Matthew Jumamoy,



CITY OF FOLSOM

GENERAL PLAN UPDATE, EIR, AND COMPREHENSIVE ZONING CODE UPDATE

Mintier Harnish worked with the City of Folsom on an update to the Folsom General Plan. The City's General Plan was last comprehensively updated in 1988. The city has changed dramatically since then, not only in total population but in the nature of the community. Folsom has transformed from a small suburban community into a vibrant, urbanizing mid-sized city. The 2035 General Plan incorporates a new vision for the City of Folsom. It encourages the development of mixed-use districts along East Bidwell Street and transit-oriented development at the City's light rail stations. The Plan promotes complete streets and changes to the City's level of service policy. The General Plan was adopted August 30, 2018.

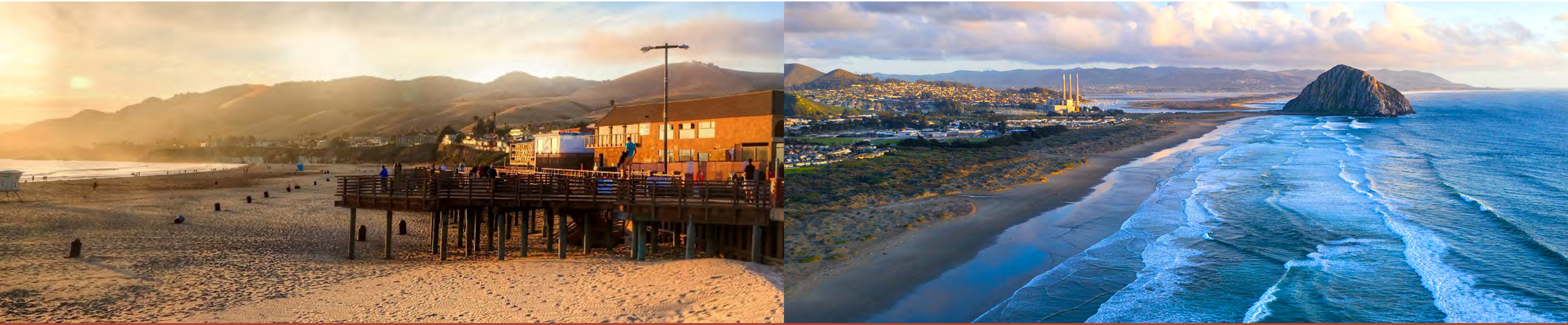
As a follow-up on the Project, Mintier Harnish was retained in 2019 to lead the comprehensive update of the City's Zoning Code. Key features of the update include implementing new mixed-use land use designations, developing objective multifamily residential design standards, preparing ADU provisions consistent with State law, streamlining development approvals, and overhauling the historic district design and development standards. The project includes four days of stakeholder interviews, community workshops, and multiple study sessions with the Historic District Commission, Planning Commission, and City Council.

Project Details:

- **Project Duration:**
2012 to 2018: General Plan
2019 to present: Zoning Code
- **Contract Agency:**
City of Folsom
50 Natoma Street
Folsom, CA
- **Agency Contact:**
Scott Johnson, AICP
Planning Manager
916.355.7223
sjohnson@folsom.ca.us

Personnel: Jim Harnish, Brent Gibbons, Michael Gibbons





CITY OF PISMO BEACH GENERAL PLAN UPDATE, EIR, AND LOCAL COASTAL PLAN UPDATE

Rincon is preparing the General Plan/Local Coastal Plan (LCP) Programmatic EIR (PEIR) for the City of Pismo Beach, which analyzes the potential impacts of the Draft General Plan/LCP. The GP/LCP Update is an update of the City’s 1992 General Plan and LCP and presents the community’s vision for Pismo Beach through the GP/LCP horizon (year 2040). The PEIR provides a clear, concise overview of the programmatic nature of impacts associated with implementation of the General Plan. This document will inform decision-makers and the community about future decisions regarding General Plan policies and implementation programs. The PEIR is structured to meet the requirements of the California Environmental Quality Act (CEQA) and to streamline future City consideration of development and public works projects consistent with the General Plan, when possible.

Rincon is closely coordinating with City staff throughout the preparation of the General Plan Update to develop policies that “self-mitigate” potential environmental impacts to the maximum extent feasible. This self-mitigating, proactive approach will minimize reliance on external mitigation measures, streamline future CEQA coverage for future projects, and allow the City to monitor the effectiveness.

Project Details:

- **Project Duration:**
2020 to present
- **Contract Agency:**
City of Pismo Beach
760 Mattie Road
Pismo Beach, CA
- **Agency Contact:**
Matthew Downing
Community Development Director
805.773.4658
mdowning@pismo beach.org

Personnel: Chris Bersbach



CITY OF MORRO BAY GENERAL PLAN UPDATE, EIR, LOCAL COASTAL PLAN UPDATE, AND EIR

Rincon was part of a multidisciplinary consultant team leading the City’s General Plan, Local Coastal Program, and Zoning Ordinance Updates and associated Environmental Impact Report as an extension of City staff. Rincon prepared the Community Baseline Assessment reports to identify the current environmental conditions in the City to inform the analysis of the General Plan, Local Coastal Program, and Zoning Ordinance Updates in the EIR. Rincon also assisted with preparation of various General Plan element updates, including the updated Noise Element, and analyzed the potential future effects to Environmentally Sensitive Habitat Areas resulting from climate change and associated sea level rise. The analysis included a projection of future effects of sea level rise and associated coastal flooding and erosion events on ESHAs within the Morro Bay coastal zone, based on previously completed hazard analysis and sea level rise analysis, existing sea level rise models for the region, and the current location and extent of ESHAs in the City. Under direct contract to the City of Morro Bay, Rincon has prepared the Environmental Impact Report for the proposed General Plan, Local Coastal Program, and Zoning Ordinance Updates.

Project Details:

- **Project Duration:**
2017 to 2021
- **Contract Agency:**
City of Morro Bay
595 Harbor Street
Morro Bay, CA
- **Agency Contact:**
Cindy Jacinth
Senior Planner
805.772.6577
cjacinth@morrobayca.gov

Personnel: Chris Bersbach, Ryan Russell





CITY OF PISMO BEACH CIRCULATION ELEMENT UPDATE

GHD was critical in assisting the City of Pismo Beach in updating the Circulation Element to include multimodal policies and improvements related to active transportation, consistent with SB 743 and AB 1358, the “Complete Streets Act”, while also retaining the sensitivity of the City’s historical character and seasonal beachgoer travel patterns. GHD assisted the City in creating policies and plans that would promote active transportation modes and connectivity throughout the City, and implementation measures that include innovative and emerging transportation technology. GHD worked with the City to develop the Circulation Plan, Bicycle Facilities Plan, and Pedestrian Facilities Plan. As part of these plans, GHD assessed alternatives of new roadway(s) crossing a railroad and a creek, to provide continuous multimodal access across town and frontage to the US 101 freeway. Additionally, GHD assessed one-way couplet alternatives within the Downtown urban environment, adjacent to a complex freeway-ramp system, while also incorporating connectivity for Class IV separated bikeways.

GHD also assisted in preparing the technical analyses and reports used to prepare the transportation and alternatives section of the CEQA document, including performance measures such as LOS and VMT.

Project Details:

- **Project Duration:**
2017 to 2018
- **Contract Agency:**
City of Pismo Beach
760 Mattie Road
Pismo Beach, CA
- **Agency Contact:**
Matthew Downing
Community Development Director
805.773.4658
mdowning@pismo-beach.org

Personnel: Todd Tregenza, Colin Burgett
Rosanna Southern



CITY OF SANTA MARIA ACTIVE TRANSPORTATION PLAN

GHD developed an update to the City of Santa Maria Active Transportation Plan using a performance-based approach. An active transportation infrastructure inventory, including high-priority ADA accessibility review and a detailed Level of Traffic Stress analysis was performed to identify the relative connectivity of the low stress bicycle network within the City. A complete pedestrian and bicycle collision analysis was also performed to highlight areas with higher needs for improvement.

Given the diversity of the Santa Maria community, GHD used both traditional in-person workshops, online workshops, and pop-up events with a particular focus on the Spanish-speaking community of Santa Maria. A community survey was distributed by Promotores (health advocates) at primarily-Spanish-speaking community events, and an informational flyer was sent home with all 17,000 students in Santa Maria schools. A website also provided access to the survey as well as an interactive map to collect comments. Based on the technical analyses and public input, GHD developed improvement recommendations, which were prioritized with stakeholder feedback. GHD also completed an Active Transportation Program Cycle 5 grant application for a package of high-priority projects. The ATP was adopted by the City Council in January 2021.

Project Details:

- **Project Duration:**
2019 to 2021
- **Contract Agency:**
City of Santa Maria
110 S Pine Street, Suite 221
Santa Maria, CA
- **Agency Contact:**
Eric Riddiough, PE
Senior Civil Engineer
805.925.0951, Ext. 2476
eriddiough@cityofsantamaria.org

Personnel: Todd Tregenza, Colin Burgett
Rosanna Southern





CITY OF COSTA MESA

FISCAL IMPACT MODEL AND REAL ESTATE MARKET FORECASTS FOR GENERAL PLAN UPDATE

TNDG prepared a comprehensive fiscal impact analysis as part of the City of Costa Mesa’s General Plan update. This process involved development of a user-friendly Fiscal Impact Model (FIM) that is designed to be updated annually based on inputs from the City’s budget. In order to develop in the FIM, TNDG interacted extensively with City department heads to establish cost forecasting methodologies specific to each department’s operations.

The FIM was utilized by TNDG to evaluate the potential fiscal impacts of various General Plan alternatives/scenarios and to respond to specific questions raised by City Council members during the course of the General Plan adoption process. The model is now utilized by the City as a tool to evaluate the fiscal impacts of proposed development projects and General Plan amendments.

As part of this contract, TNDG also prepared real estate demand forecasts to ensure that the land use assumptions used in the FIM were realistic from a market perspective.

Project Details:

- **Project Duration:**
2015 to 2017
- **Contract Agency:**
City of Costa Mesa
77 Fair Drive
Costa Mesa, CA
- **Agency Contact:**
Daniel Inloes, AICP
Economic Development
Administrator
714.754.5088
daniel.inloes@costamesaca.gov

Personnel: Roger Dale, Joseph McClure, Alan Levenson



COUNTY OF VENTURA

GENERAL PLAN COST (FISCAL IMPACT) ANALYSIS

The County of Ventura’s 2040 General Plan includes 126 implementation programs involving ten different County departments. In order to ensure the real-world viability of carrying out the General Plan initiatives (especially proposed new programs), the County retained TNDG to prepare an independent analysis of potential implementation costs. The estimated costs covered a five-year implementation horizon, with one-time (i.e., program startup) and ongoing costs summarized separately. To provide a complete assessment of the feasibility of program implementation, the cost estimates considered both gross costs and net costs (after deducting potential program revenues associated with individual initiatives).

Project Details:

- **Project Duration:**
2018 to 2019
- **Contract Agency:**
Ventura County
800 S. Victoria Avenue
Ventura, CA
- **Agency Contact:**
James Importante
Management Analyst II
805.654.5088
James.Importante@ventura.org

Personnel: Roger Dale, Joseph McClure, Alan Levenson





PROJECT SCOPE

The Request for Proposals (RFP) indicates the need to provide both two- and three-year schedules, as well as separate two- and three-year budgets (submitted under separate cover). To better assist City staff in their review of this proposal, we have also prepared two separate two-year and three-year work scopes. These two work scopes and their corresponding schedules are included in this section.

These proposed work scopes directly correspond to the separately attached two- and three-year budgets. Given the limited timeline and budget for this General Plan update, we feel it is important for Arroyo Grande staff to understand the limitations, trade-offs, and implications of each schedule, specifically regarding a two-year General Plan update.

Our two proposed work scopes outline a series of logical phases and tasks, with information from each step creating the foundation for the next step. Our approach allows City staff, the Planning Commission, City Council, and the public opportunity to provide input and direction on the information developed in the subsequent phase/task. It also helps to keep the community informed and intimately involved in the development of the General Plan, which leads to a higher level of acceptance, support, and successful implementation.

This section is divided into the following sections:

- **Two-Year Work Scope**
- **Three-Year Work Scope**
- **Optional Tasks**

TWO-YEAR WORK SCOPE

A two-year General Plan update schedule will be particularly challenging. Given the minimum 10-month requirement for the CEQA analysis, the rest of the General Plan update must be completed in 14 months. This includes project initiation, existing conditions analysis, visioning, policy document preparation, and adoption. Each of these steps includes consultant preparation, City staff review, community engagement, document revisions, and decision-maker feedback and decisions. This is a very tight schedule. As a result, the two-year work scope and schedule includes limited public outreach and no alternatives analysis. Additionally, the two-year schedule and work scope does not include Development Code or Climate Action Plan updates. While these tasks can certainly be added as options (see Optional Tasks Section), they have significant cost and timing implications that the two-year schedule would not accommodate fully or adequately. If selected for the General Plan update, we will discuss with City staff the specific costs and time implications and include additional tasks as appropriate.

Phase 1 - Project Initiation

Task 1.1: Kick-Off Meeting and City Tour

We will facilitate a kick-off meeting with City staff at the outset of the General Plan update. This meeting will provide an opportunity to discuss ideas and expectations for the project, confirm roles and responsibilities, refine the work program and schedule, establish communication protocols, review, and discuss overall format and organization of products, and meet with key City department staff. We also initially discuss the public outreach strategy with City staff to ensure that a diverse group of community members, stakeholders, and organizations participate in the General Plan update process. This conversation will also include identifying underrepresented or marginalized groups in the city. Following this meeting, we will tour the city with City staff to examine key issue and opportunity sites that will be addressed in the General Plan update program.

Task 1.2: Joint Study Session

Given the significance of the General Plan update, it will be important for the City Council and Planning Commission to meet our team early in the process. We will facilitate an all-hands study session with

key City staff, City Council members, and Planning Commissioners. This study session will provide a common understanding of the need for and purpose of the General Plan update, the key steps in the process, public outreach, legislative mandates, and contemporary planning issues. We will facilitate a discussion on the major issues facing Arroyo Grande and then solicit feedback on the several topical areas that will be carried thematically through the General Plan. The study session will be widely publicized and open to interested community members. We will post the session presentation, support materials, and results on the City's and project website.

Task 1.3: Develop Final Work Program

Based on information exchanged during Tasks 1.1 and 1.2, we will refine the scope of work and project schedule to address City input. The schedule will be detailed to show:

- Proposed time frames for each phase;
- The timing for all major documents;
- Time frame for each joint Planning Commission and City Council workshop; and
- Timing of various community engagement activities.

The project schedule will include coordination and community outreach components that will occur in association with major milestones in the development of the General Plan update.

Phase 1 Deliverables

- Kick-Off meeting agenda and materials
- Joint Study Session presentation
- Joint Study Session materials
- Project schedule
- Final work program

Phase 2 - Public Outreach Strategy

Task 2.1: Public Outreach Strategy

We will work with City staff to organize a comprehensive Public Outreach Strategy that we will use throughout the General Plan update. The intent is to implement robust, meaningful, and inclusive outreach methods and events that transcend traditional public outreach barriers. The Public Outreach Strategy will detail outreach responsibilities and describe how the engagement will be structured to ensure residents, businesses, property owners, non-English speakers, and underrepresented groups are aware of and engaged in the project. The Strategy will adhere to the tenants of City's DEIJ Policy. As part of this strategy, we will develop and use the following engagement components:

Business Cards. Business cards with the project logo and website link are an easy way to get the word out about the project. Agency staff, decision-makers, and others can hand out the business cards to interested community members. This is an effective way of creating interest in the project and getting people to visit the website.

Press Releases. Prior to every community workshop and document release, we will prepare and distribute news releases to inform media outlets serving the community about upcoming meetings.

Press releases describing the project meetings and milestone documents can help educate and inform community members about the planning process. They also help ensure accurate project coverage and eliminate confusion.

Online Engagement. As part of the project website, we will set up an online engagement platform to provide the community with an easy method to provide input on the project. The online engagement tool provides a suite of listening, information, analysis, reporting, and relationship management features that enables us to mix and match precisely the right online tools for effective community engagement. We will regularly update the engagement site with new questions, surveys, and opinion polls. These platforms have been used successfully on several general plan projects to engage the community.

Email Blasts. Within the first month of the project, we will develop a template for email blasts that is consistent with the overall project brand. We will work with the City to develop a project-specific email contact list and/or use the City's existing e-notifier to send regular email announcements.

General Plan Business Cards



For our General Plan projects, we develop a "business card" for the project that includes the Update logo and the address for the project website.

In-Person and Virtual Community Workshops.

In-person workshops are a traditional, time-tested community engagement activity. They should be held at convenient places where people feel comfortable gathering. Workshop sponsors should offer food, translation services, and childcare to make the meetings more accessible to families and non-English speakers. Typically, we use one of two workshop formats: open house or interactive. The open house format is most useful to provide information and getting high-level feedback. The interactive workshops may include some or all the open house components but will emphasize participant interaction in either facilitated discussion groups or exercises designed to gain information about topics, such as the community vision; issues, opportunities, and assets; and alternatives and options. We will work with City staff to determine the best location and time of these events to ensure those with non-traditional work schedules can provide their feedback.


Translation Services. Translation services are essential to ensure effective, inclusive, and accurate communication to all community members. There are two basic types of translation services for the project: verbal translation and translation of written materials. Presentations, posters, handouts, and all other written materials should be produced in all languages that are prominent in the community. Verbal translation services should be provided at all public meetings and workshops and advertised as such. Sometimes individuals are more comfortable participating in the planning process when a local community group or organization is involved. If appropriate, agency staff should work closely with local organizations and individuals to reach out to non-English speaking communities and ensure they are engaged in the process.

Task 2.2: General Plan Website and Branding

We will create and host a project specific website and project branding unique to this General Plan update and Arroyo Grande:

Project Branding. We will develop an overall brand for the General Plan update with input from City staff. This brand will be carried through all materials, the project website, and presentations to build enthusiasm about the project and ensure that this effort is distinct in the minds of the public and other stakeholders. As part of this effort, we will develop three branding options for the City's selection.

Logos and Branding



For our General Plan projects, we create unique, distinct logos and branding that will be carried through all materials, the Update website, and presentations.

Project Website. We will design, develop, and maintain a project website during the project. The website will be fully translatable to over 50 languages for the benefit of all in the community and will include the following:

- Project information and overview and purpose of the General Plan Process
- Listing of all meetings
- All presentations and materials produced for public meetings and workshops
- Fact sheets regarding the planning process
- All materials produced for the Plan
- Library with all relevant documents
- Online surveys
- Social pinpoint (interactive online comment capture and community conversation board)
- Email sign-ups

Click or visit the following links to view examples:

- Los Gatos General Plan www.losgatos2040.com
- Pleasant Hill General Plan www.pleasanthill2040.com
- Solvang General Plan www.plansolvang.com
- San Ramon General Plan www.plansanramon.com

Task 2.3: Stakeholder Interviews

We team will conduct up to 12 one-on-one and group meetings with key stakeholders and community groups to solicit input on issues and expectations for the General Plan update. The purpose of these interviews is to identify areas of concern and opportunity for the city and ensure that we are incorporating broad community support. We will develop the list of stakeholders in consultation with City staff, but could include the Mayor, City Council members, and key stakeholders that should include the representatives from the school district, Bike Coalition, Chamber of Commerce, Diversity Coalition of SLO County, R.A.C.E. Matters, local developers, and others as

suggested by the city. This will also include specific outreach to non-English speakers, seniors, and youth within the community. These interviews will be virtual via Zoom.

Phase 2 Deliverables

- Public Outreach Strategy
- Project branding style guide
- Project logo
- Project business cards
- Project website
- Stakeholder interview materials
- Stakeholder Interview Summary

Phase 3 - Gather and Analyze Data**Task 3.1: Existing Data Collection and Compilation**

Knowledge of existing conditions within Arroyo Grande will provide us and the community with a more thorough understanding of what has changed since the last General Plan was prepared and the trends that will be shaping the community's future. At the beginning of the project, we will prepare a Request for Information (RFI), which will list the data items needed to understand the city on data level. Our team will initially collect as much of this information as possible from online and external resources. The items requested (including native format files whenever possible) typically include the following:

- Current City planning and development efforts
- Municipal Code and Development code
- Any other pertinent information, documents, plans, and other items identified by City staff
- Infrastructure and utilities plans

Task 3.2: Assemble GIS Data and Prepare the Base Map

We will work with City staff to obtain existing City and County GIS data and review City mapping protocol and requirements. We will prepare base maps for reports and display presentation, including establishing a uniform legend and title block for use on all maps prepared. We will then develop all GIS data and mapping prepared for the General Plan Update consistent with City protocols and data formats to ensure easy integration into the City's information system. At the conclusion of the General Plan update project, we will provide to the City all original data as well as project specific data layers modified or created by our team.

Task 3.3: General Plan Audit

We will work with City staff to evaluate the existing General Plan to determine what works, what does not work, and where the plan is not providing adequate or current guidance. This will be done using our proprietary General Plan Audit Tool. This tool will help City staff gain insights on the existing General Plan clarity, linkages to other plans, progress in achieving desired outcomes, and whether goals, policies, and programs should be carried forward, modified, or removed. The Audit will also consider the General Plan additions needed to address changes in State law, the Governor's Office of Planning and Research (OPR) General Plan Guidelines, and contemporary planning practice. The results of this review will be documented in a General Plan Audit Report. At a minimum, the Audit Report will address the following questions:

Completion. Has a policy or program been achieved or carried out?

Clarity. Is the policy or program language clear and easily interpreted?

Progress. Can policy or program implementation be easily monitored?

Outcome. Did the policy or program result in the desired outcome and achieve the vision or goals of the General Plan.

Continuation. Is the goal, policy, or program still relevant and can be carried forward into the updated General Plan?

Current. Does the goal, policy, or program adequately address current issues?

Modification. How should the goal, policy, or program be modified to provide better direction or address current issues and trends?

Task 3.4: Existing Conditions Evaluation

We will collect, research, and assess existing conditions and trends for the following topics. A summary of key information from this evaluation will be presented in the Existing Conditions and Trends Workbook (Task 3.7) while the full data assessment will be included in the EIR.

Land Use. We will analyze the existing General Plan land uses and adopted plans that affect development in Arroyo Grande. We will map and analyze existing land uses based on available City GIS data and identify opportunities and constraints for future development and reuse. We will also describe regional planning efforts affecting the city. This section will also summarize the community character of Arroyo Grande neighborhoods and districts.

Population, Employment, and Housing. We will collect and assess historical, current, and projected population, employment, and housing characteristics in the Planning Area. We will work with the San Luis Obispo Council of Governments (SLOCOG) to obtain the most current demographic and housing data, including US Census data, and data available from the California Department of Finance.

Circulation and Transportation. Our team will compile data and information on roadway segments, transit services, and bicycle and pedestrian facilities. This evaluation will build on work performed during the 2021 Circulation Element update that included updates to the City's Transportation Impact Fee (TIF), nexus study and Transportation Impact Analysis (TIA) guidelines, as well as the Local Roadway Safety Plan (LRSP). We will prepare a concise summary of existing mobility conditions, including updating available background data where relevant, U.S. Census travel mode data, and summarizing collision data and safety recommendations from the LRFP. Our evaluation analyzes multi-modal travel, vehicle miles traveled (VMT) reductions and the provision of complete streets, including opportunities and constraints for bicycle, pedestrian, motor vehicle, and transit travel. We will summarize key data and information on roadway segments, transit services, and bicycle and pedestrian facilities. We will prepare a detailed description accompanied with maps and graphics illustrating the roadway system, bicycle and pedestrian facilities, peak hour traffic counts, and transit routes and stops.

Biological Resources. Our team will compile data on sensitive habitats, principal vegetation cover types, and special-status and endangered species. This will include primary source material from the local and regional habitat plans, supplemented with limited windshield surveys and review of existing biology studies completed for the city.

Cultural Resources. Our team will compile data on historic structures and locations and conduct an archaeological sensitivity analysis for both prehistoric and historic sites using records maintained at the regional information center and published in research papers. We will ensure that appropriate individuals are contacted with the surrounding Native American Tribes to ensure sensitive cultural resources are documented appropriately consistent with recent State mandates (SB 18).

Economics. Our team will update the City's economic and market data. The update will cover key demographic, economic, and real estate factors affecting the city and its role in the broader region. We will identify the strengths of the local economy, key competitive attributes and positioning, and challenges and opportunities related to an economy heavily reliant on tourism. Additionally, we will summarize retail trends by major business category, existing commercial and industrial vacancies, fiscal revenue sources, and City General Fund expenditures (broken down by major budget category).

Public Facilities, Services, and Infrastructure. Our team will compile data on infrastructure, resources, services, and facilities related to water supply and delivery, wastewater collection and disposal, stormwater drainage, solid waste and recycling, energy and telecommunications, law enforcement, fire protection, health care, schools, and education, and government services. We will also assess if the General Plan must include information related to recent State mandates that require cities to identify service needs for unincorporated disadvantaged communities (SB 244).

Noise. Our team will review existing noise data, including recent EIRs and studies, and summarizes the existing noise environment in Arroyo Grande resulting from major roadways and highways, and stationary noise sources and activities. We will also document existing noise-sensitive areas and sites. We will also summarize current information on ground vibration.

Air Quality. Our team will compile data on existing air quality conditions within Arroyo Grande and the nearby vicinity. This will specifically include the location of existing sensitive receptors and emission sources, existing mass emissions, ambient air quality concentration data from the most applicable monitoring station(s), attainment designations and natural factors that relate to the transport and dispersion of air pollutants.

Climate Change. Our team will prepare a climate change section that includes a discussion of climate change and how the General Plan Update will address this issue, including both the reduction of GHG emissions and climate change vulnerability and adaptation. The report will briefly summarize relevant background information regarding these topics and lay out a framework for the General Plan Update to address climate change.

Hazards and Safety (including geology). Our team will compile data on existing natural and manmade hazards. As part of this evaluation, we will summarize the geological environment and associated hazards. This section will address Seismic Hazard Zones (and soil strength properties). We will summarize the latest FEMA floodplain mapping to illustrate potential safety and development constraints. We will summarize urban and wildland fire risks, fire hazard risk areas, and fire protection resources. Our team will also describe major users and producers of hazardous materials within or adjacent to the city.

Hydrology and Water Quality. Our team will summarize sources of groundwater and surface water, water consumption rates, measures used to conserve water, and renewable water facilities and resources. This section will document potential pollution sources, areas susceptible to water quality degradation, and source issues and capacity constraints.

Social and Environmental Justice. Our team will prepare a section that provides background on social and environmental justice. The discussion will focus on exposure to environmental hazards, healthy and affordable housing, access to job markets, access to health care and healthy foods, community equality, and community empowerment. The information gathered will be used to draft the new Environmental Justice Element (see Task 5.9).

Task 3.5: Community Workshop #1: Assets, Issues, and Opportunities Identification

We will facilitate a community workshop to address assets, issues, and opportunities facing the community. The community workshop will be a two-part event. During the first part of the event, our team will provide the community with an overview of the information developed for Existing Conditions and Trends Workbook (Task 3.7). This component will highlight the existing conditions and trends that will influence the future of the community. The second part of the event will involve interactive exercises designed to gain input on the assets, issues, and opportunities that the public would like to see addressed in the General Plan update. We will use a combination of informational boards, group and individual engaging exercises, breakout sessions, surveys, and online. The intent of this workshop is to get community input on what they think about Arroyo Grande, what they want to preserve, and what they want to change. Workshop materials can be provided in both English and non-English languages.

Task 3.6: Assets, Issues, and Opportunities Workshop Summary Report

Based on input collected from City staff and the Assets, Issues, and Opportunities Community Workshop, we will prepare a summary report that categorizes, and reports all input received. This input will be further synthesized and reported in the Existing Conditions and Trends Workbook (Task 3.7).

Task 3.7: Existing Conditions and Trends Workbook

We will prepare an Existing Conditions and Trends Workbook. The Workbook will be written in an engaging way to tell a thought-provoking story of Arroyo Grande – where it has been, where it is today, and the trends that will shape its future. The Workbook will also identify the significant problems, issues, and concerns facing the community that were identified in Community Workshop #1 (Task 3.5). The Workbook will be highly graphical and will use infographics, charts, maps, and photographs combined with storytelling techniques. While the content will largely depend on the direction provided by City staff, decision-makers, and the community during the initial outreach efforts, we assume the workbook, at a minimum, will cover the following topics:

- Purpose of the General Plan Update
- All topics analyzed in the Existing Conditions and Trends Evaluation (see Task 3.4)
- Location and geographic boundary description, including the regional setting, Sphere of Influence, and City limits
- A description of the city's history, including a graphic timeline of significant events, places, and people in Arroyo Grande's past
- A description of what has changed since Arroyo Grande last updated its General Plan, including local trends as well as national and global trends that have shaped our lives and will continue to shape the future (e.g., the internet, social networking, online shopping, car sharing, self-driving cars, sustainable communities initiatives)
- A snapshot of current conditions and trends, including a demographic profile, housing characteristics, economic and market conditions, transportation infrastructure and

travel patterns, health and environmental justice, climate change and adaptation, community design and character description, and population and development trends

- A description of quality-of-life characteristics, including parks and open space, arts and culture, and public realm improvements that have made Arroyo Grande an exceptional place to live

This task includes preparation of an initial outline, an administrative draft for staff review, and a final draft that incorporates edits following one round of review by City staff. The final Existing Conditions and Trends Workbook could be fully translated into non-English languages.

Phase 3 Deliverables

- Request for Information (RFI)
- GIS Base Maps
- General Plan Audit Report
- Community Workshop #1 Guide
- Community Workshop #1 Materials
- Assets, Issues, and Opportunities Summary Report
- Administrative Draft Existing Conditions and Trends Workbook
- Final Existing Conditions and Trends Workbook

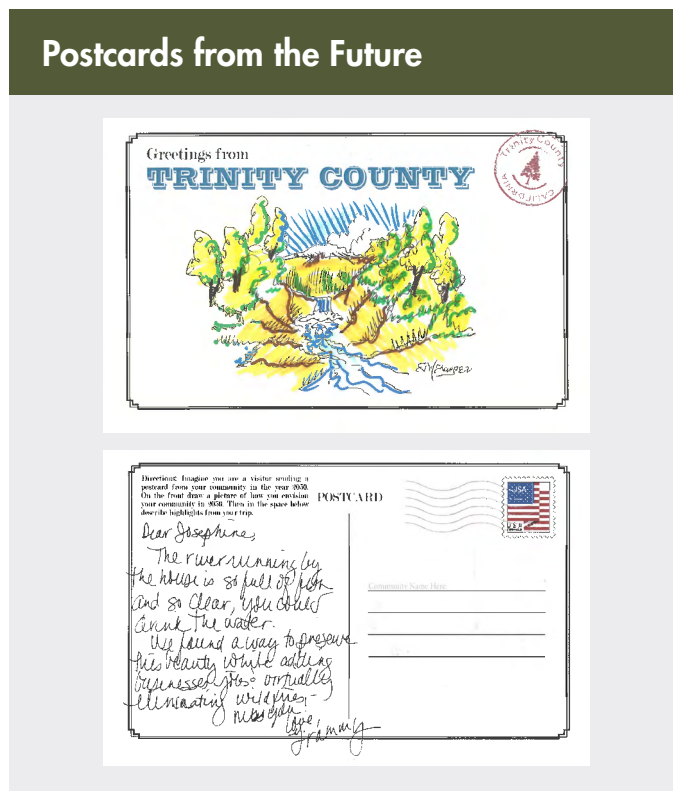
Phase 4 - Visioning and Guiding Principles

A General Plan vision statement and guiding principles are designed to reflect what community members value most about their community and the shared aspirations of what they envision their community being in the future. The vision statement should be inspirational and set the key values and aspirations for the General Plan guiding principles. The guiding principles should provide more specific guidance that provides the fundamental doctrine that will be used to guide development of the General Plan goals and policies. During this phase, we will work with community members and leaders, the Planning Commission, and the City Council to form Arroyo Grande's vision for the future and guiding principles.

Task 4.1: Community Workshop #2: Community Visioning Workshop

Our team will facilitate an in-person community visioning and guiding principles workshop. This workshop will have three parts. First, as participants arrive, they can visit a variety of informational stations, based on the Existing Conditions and Trends Workbook. These stations will inform participants on the key planning issues in the Update. Second, we will present status reports on our progress to date and answer questions about the General Plan Update. Third, we will have a series of interactive exercise that will solicit feedback from the community on a collective vision and set of guiding principles. These activities could include the following:

Postcards from the Future. In this exercise, participants would be asked to pretend they are sending a postcard from Arroyo Grande from the future. Participants draw a picture to illustrate their vision and write a message to someone describing their experience in Arroyo Grande.



Opportunities and Enhancements. The goal of this station is to help participants identify the places or features of Arroyo Grande that offer opportunities for improvement or enhancement. It will help identify participant's priorities. This exercise would include a large wall map of the city with generic images that represent things that participants would like to see in the city. Participants would then participate in a series of mini-exercises to identify which features they feel would reflect the kind of improvements that would benefit Arroyo Grande over the next 25 years.

"Mad Libs" Vision Game. In this exercise, participants would be asked to develop their ideal vision for the city. Participants would be encouraged to brainstorm words, phrases, and ideas with other participants to come up with the most creative and inspirational vision. From this exercise, we obtain the key descriptors that are used to describe people's aspirations for the future of the community. These inputs help identify what aspects are the most important and are used to frame the vision statement.

Task 4.2: Draft Vision Statement and Guiding Principles

Our team will prepare the Administrative Draft Vision Statement and Guiding Principles that represent the ideal future for the city. We will create the draft Vision Statement and Guiding Principles based on input gathered at the Community Visioning Workshop and input from City staff. Following review by City staff, we will revise the Administrative Draft and prepare Draft Vision and Guiding Principles for review by the Planning Commission and City Council.

Task 4.3: Planning Commission and City Council Joint Study Session

We will facilitate a joint study session with the Planning Commission and City Council to present the Draft Vision Statement and Guiding Principles. The joint study session will include a discussion of comments received from the Community Visioning workshop and presentation of the Draft Vision Statement and Guiding Principles. Comments received during the study session will be considered in preparation of the Final Vision Statement and Guiding Principles.

Task 4.4: Final Vision Statement and Guiding Principles

Following review by the Planning Commission and City Council, we will revise and prepare a Final Vision Statement and Guiding Principles that we will use to guide development of the General Plan Update.

Phase 4 Deliverables

- Community Workshop #2 Guide
- Community Workshop #2 materials
- Community Workshop #2 presentation
- Administrative Draft Vision Statement and Guiding Principles
- Planning Commission and City Council Joint Visioning Study Session presentation
- Planning Commission and City Council Joint Visioning Study Session materials
- Final Vision Statement and Guiding Principles

Phase 5 - General Plan

Preparing the General Plan is the most enduring part of the Update process. The goals, policies, and implementation strategies will serve as the City's blueprint for growth and development for the next 20 plus years. It memorializes all the decisions and directions made to this point in the update process and acts as the guide for how the City and community can achieve the vision for the future. The updated General Plan will be crafted as an effective tool for staff implementation and will be a highly-graphic, engaging plan that is easy for everyone in the community to use and understand.

We will prepare an Administrative Review Draft General Plan. Our team will format the General Plan to be attractive, contemporary, and user-friendly, using extensive photos, illustrations, and maps. As part of this coordination, we will propose solutions for the organization and layout of the General Plan elements. This will be based on a review of the current element structure and the need to cover a wide range of new State requirements enacted since the General Plan was last updated. As part of the design, the separation or combination of topics into various elements will be discussed.

As part of the Update, we will ensure that all the requirements of State law, such as complete streets, flood risk reduction, adaptation, resiliency, safety, noise, and environmental justice are covered. We will also ensure full compliance with the State's General Plan Guidelines. Our team will prepare a comprehensive implementation strategy that includes tangible actions the City will undertake to implement the goals, policies, and objectives. The implementation strategy will include an updated economic development strategy. As part of developing this strategy, a key task will be ensuring that the City understands the implications, resource needs, and fiscal impacts of the implementation strategy. This ensures that the City makes an informed decision about the work it is signing up to complete.

Task 5.1: General Plan Design, Format, and Organization Options

In close consultation with City staff, we will prepare optional approaches for the General Plan design, format, and organization. We will provide for the overall look and presentation of the Plan, including font size and style, page layout, maps, graphics, and illustrations. Our team will prepare sample table of contents to accompany the organizational options. Following City staff review, we will refine the options as necessary.

Task 5.2: Land Use Element

Subtask 5.2-1: Land Use Density and Intensity Evaluation

As part of preparing the Draft Land Use Element, we will evaluate existing residential density and intensity requirements in the City's mixed-use zoning districts. From this evaluation, our team will strategize with City staff on possible solutions to adjust these densities and intensities to better achieve the desired community vision.

Subtask 5.2-2: Administrative Draft Land Use Element

We will update the Land Use Element to integrate the feedback provided by the community, Planning Commission, City Council, and City staff. Our team and City staff will collaborate to develop land use designations and prepare a draft Land Use Diagram (Task 5.10). We will review existing citywide land use designations and determine a concise set of land use designations that fit the needs of all areas of the city. The designations and Diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land use designations will broadly define the purpose of each land use category as well as allowed uses. Land use designations will also include standards of population density and building intensity. These designations will promote public health, reduce infrastructure costs, enhance the local economy, and address environmental issues.

Task 5.3: Circulation Element

The Circulation Element describes the existing and future transportation network, articulates the City's mobility vision, addresses State and regional requirements, and anticipates future mobility needs. While the existing Circulation Element was recently updated in 2021, our team will review the Element to determine areas that may need to be updated. Updates to the Circulation Element may include those resulting from:

- Findings from AB 747 Analysis (see Task 5.5)
- Updates to the planned mobility network at buildout to accommodate changes to the Land Use Element
- Increased prioritization of non-vehicular travel and complete streets improvements, including incorporation recommendations from the upcoming Active Transportation Plan that will be conducted concurrently
- Mobility and access recommendations to support the optional East Grand Avenue Overlay District
- Provision of a reformatted Circulation Element that converts the current stand-alone Circulation Element to serve as one chapter of the larger General Plan document, to match the updated format of the other (chapter) elements
- Refinements to goal, policy, and implementation program language to be consistent with the overall General Plan update and priorities of other updated elements
- Changes in land use patterns and policies established in the Land Use and Safety Elements
- Potential changes resulting for the City's update to the Active Transportation Plan

Task 5.4: Noise Element

Based on the findings from the Existing Conditions and Trends Workbook, will identify major stationary and mobile sources of noise in the City and visually identify traffic noise contours based on data from the traffic report. For this analysis, we will prepare noise contour maps and descriptions of existing noise conditions. At City staff discretion, we may conduct up to four noise measurements at key locations in the city for the purpose of validating the noise models.

Our team will also identify goals, policies, and implementation programs to address noise consistent with legislative requirements and changing conditions since the last update to the City's General Plan. Goals and policies will consider type, location, and extent of noise incompatibility in the community.

Task 5.5: Safety Element

Subtask 5.5-1: Vulnerability Assessment

In accordance with California Government Code 65302(g) and SB 379, our team will complete a Climate Vulnerability Assessment which will detail the anticipated climate impacts on the city of Arroyo Grande, such as increases in temperature, more intense and frequent extreme heat events, more intense and frequent drought, higher frequency of catastrophic floods, and more severe and frequent wildfires. At a qualitative level, we will evaluate the locations of the city's critical facilities and services (such as fire stations and evacuation routes) in relation to potential climate change impacts based on readily available geospatial data. We will prepare the Climate Change Vulnerability Assessment consistent with the latest (2020) California Adaptation Planning Guide, as described in California Government Code 65302(g) and the Office of Planning and Research's General Plan Guidelines. We will produce maps using data from existing plans and available geospatial data sources, including:



- Internet-based Cal-Adapt tool
- Internet-based Healthy Places Index tool to identify vulnerable populations
- San Luis Obispo County Multi-Jurisdictional Hazard Mitigation Plan (October 2019), of which Arroyo Grande is a participating jurisdiction
- California's Fourth Climate Change Assessment, Regional Report
- Existing development in identified at-risk areas, including structures, roads, utilities, and essential public facilities
- Arroyo Grande local land use plans and implementing documents

A key component of the Climate Change Vulnerability Assessment will be an evaluation of the potential for climate change to disproportionately impact vulnerable population groups (e.g., seniors, children, low-income communities, outdoor workers).

The Climate Change Vulnerability Assessment will rely on modeling scenarios per the California Adaptation Planning Guide and the Office of Planning and Research's General Plan Guidelines. The Climate Change Vulnerability Assessment will be a qualitative analysis and will not include quantitative asset analysis by hazard area.

Subtask 5.5-2: SB 99 Analysis

SB 99 requires all cities and counties, upon the next revision of the Housing Element on or after January 1, 2020, to update the Safety Element to include information identifying residential development in any hazard areas identified in the Safety Element that do not have at least two emergency evacuation routes. We will coordinate with City staff to identify residential developments in any hazard area identified in the Safety Element that do not have at least two emergency evacuation routes. Our team will coordinate with City staff to develop a citywide

map using ESRI that identifies communities with fewer than two ingress/egress and provide a narrative description of the implications for evacuation planning. We will use the analysis to determine if the City should consider specific goals or policies to address any identified access limitations or and incorporate these into the Safety Element.

Subtask 5.5-3: AB 747 Evacuation Capacity Analysis

We will conduct an emergency evacuation analysis, consistent with AB 747, that will evaluate the capacity of evacuation routes under the City's identified evacuation scenarios. Our team will confer with City staff to confirm the City's key evacuation scenarios. We will assess the capacity of evacuation routes, taking into account population and employment in specific zones of the city using the SLOCOG model, under several emergency evacuation scenarios. Based on this assessment, we will provide recommendations for strategic measures to be implemented during evacuation where relevant. We will then summarize the results in a memorandum with accompanying maps for City review.

Subtask 5.5-4: Administrative Draft Safety Element

Our team will identify goals, policies, and implementation programs to address climate change risks and identified evacuation risks. The Safety Element will be updated with additional background descriptions and maps and the constrained parcel group analysis and the evacuation capacity assessment. Goals and policies will aim to minimize risk associated with climate change and evacuation capacity constraints and build capacity to respond to the projected impacts of climate change, working towards creating a resilient, sustainable Arroyo Grande community. The Safety Element will also be updated to include a discussion of how it aligns with other General Plan elements. As requested in the RFP, the Countywide Local Hazard Mitigation Plan will be incorporated into the updated Element.



Task 5.6: Agriculture, Conservation, and Open Space Element

Our team will prepare an Administrative Draft Agriculture, Conservation, and Open Space Element. The updated Element will reflect any changes resulting from the Land Use Element, especially if the City intends on annexing unincorporated county land or expanding the existing Sphere of Influence. The updated Element will identify policies for protecting and conserving open spaces, agricultural lands, and other natural resources. Additionally, the Element will consider mitigation measures when agricultural properties are proposed for conversion to urban uses.

Task 5.7: Parks and Recreation Element

Our team will prepare an Administrative Draft Parks and Recreation Element. The updated Element will reflect any changes resulting from the Land Use Element and feedback received from City Council, Planning Commission, and the community. We will establish goals and policies to ensure the city meets the parkland and recreation needs of the community, and offer strategies for City staff to consider.

Task 5.8: Economic Development Element

Subtask 5.8-1: Economic Opportunities Analysis

As background for the updated Economic Development Element, our team will complete an Economic Opportunities Analysis focused on Arroyo Grande's business growth and job creation potentials. This analysis will ensure that the General Plan land use alternatives are optimized from a job creation perspective. The economic opportunities analysis will include the following sub-tasks:

- Location quotient analysis to identify industries/business types for which Arroyo Grande and the larger Central Coast region have a competitive advantage relative to national benchmarks;
- Analysis of recent historic job growth by industry (Arroyo Grande and Central Coast region), including a "shift share" comparison to national trends;

- Review of relevant studies and strategies prepared by regional economic development organizations (i.e., REACH and the Economic Vitality Corporation of San Luis Obispo County);
- Profile of current regional initiatives focused on targeted growth industries; and
- Profile of current initiatives focused on addressing the potential economic impacts and repositioning opportunities related to the pending (but delayed) decommissioning of the Diablo Canyon Nuclear Power Plant.

Based on the above sources of information, we will identify the industry types likely to offer the most significant growth potentials for Arroyo Grande over the next 10-20 years. Our team will also identify any specific land use policies that would enhance the City's potential for attracting and growing target industries.

Subtask 5.8-2: Administrative Draft Economic Development Element

We will prepare a General Plan Economic Development Element that addresses the City's development, job creation, tourism, and fiscal stability goals. The element will include the following:

- The City's goals and policies for Economic Development, presented in a format consistent with other elements of the Plan
- Policies to retain local businesses and attract head-of-household jobs
- Goals, policies, and programs aimed at addressing the impacts from the decommissioning of the Diablo Canyon Power Plant
- A summary of the issues and opportunities identified during the economic opportunities analysis

- Policies aimed at supporting the City's business retention/expansion/attraction and entrepreneurial development potentials
- Specific strategies for attracting targeted land uses (e.g., retail, industrial, hotels)

Task 5.9: Environmental Justice Element

Subtask 5.9-1: Environmental Justice Community Analysis

All people, regardless of race, culture, or income, deserve the right to live, work, play, and pray in a healthy and safe environment. Unfortunately, across the United States, residents of low-income communities, communities of color, and indigenous communities are disproportionately impacted by environmental pollution and experience higher rates of related health problems. Conditions in these communities can be traced to a variety of factors including, but not limited to, a history of inequitable land use and zoning policies, underinvestment, and lack of meaningful engagement with community residents in planning and policy decisions. In each of these communities, there is often a history of residents coming together to advocate for and achieve environmental justice.

With the adoption of Senate Bill (SB) 1000, California Government Code Section 65302(h) requires local jurisdictions to incorporate environmental justice in their general plans. The statute requires local governments to develop policies to reduce the disproportionate exposure to pollution in neighborhoods that also experience increased social and economic challenges. California law refers to communities with high levels of environmental and socioeconomic vulnerability as "disadvantaged communities."

Our team will use at least two geospatial screening tools with socioeconomic, environmental, and health information to identify potential "disadvantaged communities" in Arroyo Grande. These tools include:

CalEnviroScreen 4.0. The California Environmental Health and Screening Tool (CalEnviroScreen) 4.0 is a science-based mapping tool that ranks each census tract in the State using a series of indicators to identify communities most affected from multiple pollutants and who are vulnerable to pollution's effects.

EJSCREEN. The US Environmental Protection Agency's (USEPA) Environmental Justice Screening and Mapping Tool (EJSCREEN) similarly uses environmental and demographic data to rank each census block group's environmental health risks nationally.

Subtask 5.9-2: Environmental Justice Working Session

From the research and findings gained during the Environmental Justice analysis (Subtask 5.9-1), we will facilitate a working session with City staff to discuss potential findings. This working session will be held virtually via Zoom (or another City preferred platform). As part of this working session, our team will strategize with City staff on the materials and exercises to be presented during the Environmental Justice Community Workshops (Subtask 5.9-3).

Subtask 5.9-3: Community Workshops: Environmental Justice Element

Our team will work with City staff and local community organizations to facilitate up to two community workshops on the Environmental Justice Element. We will work with City staff to determine both locations and times for these workshops that allow those with non-traditional work schedules to attend and provide feedback. We and community group representatives will make a presentation on the Environmental Justice Element and facilitate an interactive discussion.

Consistent with the City's adopted DEIJ Policy, all discussions could include simultaneous verbal translation. All workshop materials and presentations can be fully translated into whatever language City staff feel would be beneficial. For those unable to join the workshops in person, all materials and a video recording of the workshops will be posted on the project website. We will summarize the results of the input received in the Administrative Draft Environmental Justice Element.

Subtask 5.9-4: Administrative Draft Environmental Justice Element

Our team will prepare an Administrative Draft Environmental Justice Element that aligns with the Governor's Office of Planning and Research Guidelines. We will use CalEnviroScreen 4.0 and EJSCREEN to determine areas of concern regarding environmental justice issues consistent with SB 1000. The Environmental Justice Element at a minimum will address goals, policies, and programs pertaining to educational attainment, pollution burden of disadvantaged communities, and identification of burdensome quality of life metrics including poverty, unemployment, linguistic isolation, and health.

The Element will include an introduction describing racial, social, and environmental injustices in historical planning practices and how the General Plan includes planning practices that promote healthy, diverse, and equitable communities. We will focus goals, policies, and implementation programs for:

- Racial and Social Justice
- Environmental Justice
- Civic Engagement in the Public Decision-Making Process

Task 5.10: Prepare Land Use and Circulation Diagrams

Our team will prepare an updated Land Use Diagram as part of the Administrative Draft General Plan. We will discuss options for streamlining the land use designations and graphic design options for making the land use diagram more user-friendly.

Based on the distribution of land uses on the Land Use Diagram, we will develop and prepare a Draft Circulation Diagram. The classifications and diagram will indicate the distribution, location, and standards for city roadways. The classifications could also expand upon the functional classifications to consider street context and non-auto travel modes. This definition ensures that street standards are not uniformly applied, but consider a street's relation to surrounding land uses, appropriate travel speeds, and need to accommodate multiple travel modes. Roadway standards could also be developed to use Vehicle Miles Traveled (VMT) instead of or in addition to LOS standards.



Task 5.11: Preliminary Public Review Draft General Plan

Our team will revise the Administrative Draft General Plan based on City staff comments and prepare a Preliminary Public Review Draft General Plan for review by the Planning Commission and City Council. The step of reviewing the Preliminary Public Review Draft General Plan with advisory bodies and decision-makers is important to ensure the Draft Plan meets expectations before conducting the CEQA analysis.

Task 5.12: Planning Commission Study Session: Preliminary Public Review Draft General Plan

Our team will facilitate a virtual study session via Zoom with the Planning Commission to review and confirm the Preliminary Public Review Draft General Plan. The Planning Commission will recommend any revisions or adjustments to the Plan to the City Council, which we will show in Word track changes.

Task 5.13: City Council Study Session: Preliminary Public Review Draft General Plan

Our team will facilitate a virtual study session via Zoom with the City Council to review and confirm the Preliminary Public Review Draft General Plan. The City Council will provide direction on revisions or adjustments to the Plan prior to our team conducting the CEQA analysis.

Task 5.14: Public Review Draft General Plan

Based on direction from the City Council, our team will prepare the Public Review Draft General Plan for publication and environmental review.

Task 5.15: General Plan Consultation and Referrals

State law requires consultation with a variety of Federal, State, regional, and local agencies whenever a jurisdiction updates or amends its general plan (e.g., Native American Tribes, Military Branches, water agencies). These statutes are located throughout the Government Code and have varying requirements for when draft and final documents must be submitted and how long agencies have to review and provide comments. We maintain a checklist of agency consultation requirements that we will use to ensure the City provides the Public Review Draft General Plan to the appropriate agencies.

Phase 5 Deliverables

- General Plan organizational options
- Land Use Density and Intensity Evaluation Memorandum
- Evacuation Analysis – Technical Memorandum
- Draft and Final Vulnerability Assessments
- Draft and Final Evacuation Maps
- Economic Opportunity Analysis
- Environmental Justice Analysis Memorandum
- Environmental Justice Working Session agenda and materials
- Environmental Justice Community Workshops Guide
- Environmental Justice Community workshops materials
- Land Use Diagram
- Circulation Diagrams
- Administrative Draft General Plan
- Preliminary Public Review Draft General Plan
- Planning Commission Study Session Presentation and Materials
- City Council Study Session Presentation and Materials
- Public Review Draft General Plan
- General Plan Consultation Checklist

Phase 6 - Program Environmental Impact Report (PEIR)

Based on review of the RFP and our experience preparing General Plan EIRs, we recommend the preparation of a Program EIR pursuant to CEQA Guidelines Section 15168. Although the legally required contents of a Program EIR are technically the same as those of a Project EIR, Program EIRs are by necessity more general and may contain a broader discussion of impacts, alternatives, and mitigation measures than a Project EIR. A Program EIR may be prepared on a series of actions that may be characterized as one large project. Use of a Program EIR provides the City with the opportunity to consider broad policy alternatives and programwide mitigation measures and greater flexibility to address environmental issues and/or cumulative impacts on a comprehensive basis. Once a Program EIR has been certified, subsequent activities within the program may be evaluated to determine what, if any, additional CEQA documentation needs to be prepared. If the Program EIR addresses the program's effects as specifically and comprehensively as possible, many subsequent activities could be found to be consistent with the Program EIR mitigation parameters and additional environmental documentation may not be required (CEQA Guidelines Section 15168[c]). In this case, the Program EIR serves a valuable purpose as the first-tier environmental analysis that will assist in streamlining and possibly exempting future projects from CEQA with the idea that the General Plan's Program EIR can be used for such exemptions when projects are consistent with the General Plan.

Task 6.1: CEQA Kick-off Meeting

Our team will facilitate a work session with City staff on preparing the Program EIR and completing the adoption process. Because the Program EIR Phase will follow later in the schedule than the Draft General Plan Update, the anticipated scope of work for this Phase is based on reasonable assumptions about the scope and scale of the General Plan update. The CEQA kick-off meeting will provide an opportunity for the city and the project team to evaluate these initial scoping assumptions and update the scope of work for this phase if necessary. The kick-off meeting will also allow the City/consultant team an opportunity to discuss the approach to the environmental evaluation and possible project alternatives. Community concerns that have surfaced to date will be discussed. We will also have an opportunity to confirm the cumulative impact analysis approach. The work session, or CEQA kick-off meeting, will cover the following topics:

- Strategies for CEQA compliance
- Coordination of environmental document with general plan update preparation
- Developing a reasonable range of alternatives
- Cumulative impact analysis
- Using new or revised policies as mitigation measures
- Agency consultation
- Public notice
- Hearings
- Adoption
- Final documents

Task 6.2: Program EIR Project Description and Notice of Preparation

Our team will work with City staff to develop a Program EIR project description and will prepare a draft EIR Notice of Preparation (NOP) for City staff to review. The NOP is intended to alert other public agencies about the undertaking, and to solicit their input on the scope of the study. We will submit a final PDF copy of the NOP to City staff for posting on its website, filing with the County Clerk, and distributing to public agencies. It is assumed that the City will distribute the NOP using the City's NOP distribution list. We will review and make suggestions regarding the list. Our team would be responsible for filing the NOP with the State Clearinghouse/Office of Planning and Research.

Task 6.3: Program EIR Scoping Meeting

Our team will facilitate a public and agency scoping meeting associated with the release of the NOP. The Scoping Meeting will be held during the 30-day NOP period to introduce the community to the Program EIR process and obtain input on the EIR scope of work. It will include a brief presentation, followed by public comment and input from meeting attendees. We will prepare a summary of input gathered, which will be included in the Draft Program EIR along with any written public comments received by the City during the NOP comment period.

Task 6.4: Transportation and Traffic Impact Analysis

Our team will evaluate potential transportation impacts resulting from the proposed General Plan consistent with CEQA requirements. We will prepare the Transportation/Traffic section of the environmental document, to include a description of the impact analysis, findings, and any recommended mitigations. We will assess vehicle miles traveled (VMT) impacts using the San Luis Obispo Council of Governments (SLOCOG) Regional Travel Demand Model VMT post-processor. The model's VMT post-processor

includes residential VMT, work VMT, and retail VMT. The SLOCOG model forecast land use data will be modified to include updated development potential for the General Plan horizon year.

In addition, we will provide a forecast of daily traffic volumes during the General Plan horizon year, derived from the SLOCOG model, relevant to other EIR chapters that analyze impacts to air quality and noise. The daily traffic volume forecast will also be relevant to potential street modification recommendations. At the conclusion of the CEQA public review period, we will prepare responses to written comments received by the city, as well as oral comments received during public hearings, that pertain to transportation impacts.

Task 6.5: Administrative Draft Program EIR

Our team will prepare an Administrative Draft Program EIR (ADPEIR) in compliance with CEQA requirements using information gathered as part of the General Plan update effort and comments on the NOP, as well as information from other relevant CEQA documents completed by the City in recent years. We will be responsible for development of a legally adequate and appropriate Program EIR for the General Plan.

We will prepare the ADPEIR based on the project description approved by City staff. We will base the description of the environmental and regulatory setting for the General Plan primarily on the data available online, Existing Conditions and Trends Workbook (see Task 3.7), and information from other relevant CEQA documents completed by the City in recent years, any information received during the General Plan Update process, as well as information from recent City plans such as the City's Local Hazard Mitigation Plan or Bicycle/Pedestrian Plans.

Our team will introduce each topical section in the environmental analysis with a brief statement of its context in the ADPEIR and the development of the General Plan. This effort may include interpretive information for the reader to better understand how the

General Plan affects the environment, as well as the sources of data used in the analysis.

The setting for each topical section will describe existing conditions relevant to the topic and provide the groundwork for impact analysis. The number of impacts to be analyzed and the depth of analysis will be determined based on areas of concern identified by our team and City staff, as well as responses to the NOP. We will clearly state thresholds used to determine the significance of project impacts and will include thresholds in the CEQA Guidelines, Appendix G, as well as existing regulatory standards, if applicable. Impacts will be identified, and mitigation measures will be prepared to reduce significant impacts to a less-than-significant level, when feasible. For each potentially significant impact identified in the ADPEIR, we would identify mitigation measures or policy statements proposed by the City as part of the General Plan Update to avoid or reduce identified impacts. We will construct mitigation measures as policy statements or revised or additional programs to facilitate incorporation into the final General Plan. In order to prepare an ADPEIR that meets the needs of the City and regulatory requirements of the State, the ADPEIR will comprise of the following sections:

Executive Summary

This section will provide a summary of the entire ADPEIR and include the following:

- A discussion of the Project objectives;
- A brief description of the proposed Project;
- A summary of the environmental setting for the Planning Area;
- A summary of impacts;
- A summary of mitigation measures (mitigating policies);
- A discussion of alternatives considered; and
- Areas of controversy, and issues remaining to be resolved.

Introduction

The ADPEIR will contain an introductory chapter that provides an overview of the project and context, summarizes CEQA requirements and the environmental review process, describes the legal purpose of the ADPEIR, outlines the environmental issues being addressed, and presents the organization of the report.

Project Description and Environmental Setting

These sections will contain the City objectives for the General Plan and a summary of the General Plan components. It will also outline the Planning Area boundaries and summarize existing conditions and any new land uses proposed under the project. The information will be described in a mix of text, tabular, and graphic form (i.e., maps and diagrams).

Analysis, Impacts, and Mitigation Measures

The environmental analysis section will include four main components:

- Setting – description of current conditions with respect to the issue in question, including the existing regulatory environment
- Impact analysis – statement of significance thresholds and discussion of potentially significant effects of the proposed project
- Programmatic mitigation measures – methods by which significant effects can be reduced or eliminated, presented as General Plan policies to be introduced back into the plan
- Level of significance after mitigation – discussion of whether or not proposed mitigation measures reduce impacts to below the adopted significance threshold

Adverse impacts that meet or exceed significance thresholds will be considered significant. Additionally, all impacts will be characterized in terms of short- or long-term effects and presented in a logical

discussion that the general public can understand. Any inconsistencies with local or regional plans will be discussed. Issues to be analyzed in a programmatic framework will include:

- Aesthetics
- Agriculture/Forestry Resources
- Air Quality
- Biological Resources
- Cultural Resources
- Energy
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Mineral Resources
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation and Traffic
- Tribal Cultural Resources
- Utilities and Service Systems
- Wildfire

Our team will discuss approaches to the impact analysis for the Program EIR with City staff and will be consistent with the assumptions and methodologies used in recent EIRs in the city of Arroyo Grande to the extent possible. In general, the impact analysis will

focus on the issues present in the Planning Area and likely to be affected or impacted by the General Plan Update. Some issues, such as mineral resources, may not require a detailed analysis relative to other issues because they do not occur in Arroyo Grande or would be unaffected by the plan updates.

Alternatives Analysis

A range of EIR alternatives will be considered in the ADPEIR. CEQA Guidelines require consideration of the “No Project” Alternative. For purposes of this Program EIR, the No Project Alternative would be a continuation of the existing General Plan without any updates or additions. In addition to the “No-Project” Alternative, we will consider other alternatives (such as alternative land use scenarios) that will be developed during the General Plan Update. Evaluation of alternatives will be in less detail than that for the proposed plans, though the analysis will provide decision-makers and the public adequate information to decide between alternatives. This section will also identify the “environmentally superior alternative.” If the “No Project” Alternative is determined to be environmentally superior, the ADPEIR will identify the environmentally superior alternative among the remaining scenarios.

Cumulative Impacts

The document will evaluate cumulative impacts based on planning documents for the City’s Planning Area. The contribution of the proposed plan updates to the overall cumulative impact will also be estimated and discussed. It is anticipated that cumulative analyses will be included at the end of each EIR topical section.

Other CEQA Sections

The ADPEIR will provide, in addition to the sections discussed above, all other required CEQA sections, including areas of known controversy, growth inducement effects, and significant unavoidable impacts. We will provide the ADPEIR to City staff in digital (word) format. City staff will conduct one review of the ADPEIR and provide consolidated comments and edits.

Task 6.6: Staff Review/Screen Check Draft Program EIR

Our team will incorporate City input into the ADPEIR and provide City staff with digital versions of the ADPEIR in both Word and PDF formats. City staff will conduct one review of the ADPEIR and provide consolidated comments and edits. We will incorporate appropriate revisions and prepare a Screen Check Draft Program EIR (SDPEIR). The Screen Check version will be provided in digital format.

Task 6.7: Draft Program EIR

Once City staff approve the SDPEIR, we will prepare the Draft Program EIR (DPEIR) for public circulation. We would file the DPEIR with the State Clearinghouse, including all required accompanying forms, such as the Notice of Completion (NOC), through the digital CEQASubmit platform. We assume that City staff will file the Notice of Availability (NOA) of the DPEIR with the County Clerk and distribute the NOA of the DPEIR to responsible agencies, and interested agencies, organizations, and persons. We also assume that City staff will be responsible for required newspaper ads and other public noticing of the document’s availability, such as radius label mailing or on-site posting. As required by State law, the DPEIR will require at least a 45- day public review period.

Task 6.8: Draft and Final Response to Comments

Within four weeks of receipt of comment letters received on the DPEIR, our team will submit a draft Response to Comments to City staff for review. The Response to Comments document will include a list of commenters, comment letters, responses to comments, and any added or revised text of the DPEIR that may be necessary. Responses to Comments will include reasoned analysis and, as necessary, will include additional analysis. The final version of the Response to Comments will be incorporated as an appendix to the Final Program EIR. The scope and budget assume a level of effort that would include 100 hours of

consultant time for this task. This assumes receipt of approximately 15-25 comment letters. If the number of comment letters and the effort to prepare responses is greater than anticipated, we will notify City staff immediately and discuss options to amend our scope of work and budget as necessary. Following receipt of City staff comments, we will finalize the Response to Comments.

Task 6.9: Mitigation Monitoring and Reporting Program

Concurrent with the Response to Comments, our team will prepare a Mitigation Monitoring and Reporting Plan (MMRP), which we will include in the Final Program EIR. We will provide the MMRP in a format designed for use by planners, environmental monitors, or code enforcement officers. Essentially, this plan will take the form of a detailed table that describes:

- Persons/agencies responsible for monitoring compliance with each condition
- Timing when monitoring must occur
- Frequency of monitoring
- Criteria to be used to determine compliance with conditions

We will incorporate the final version of the MMRP as an appendix to the Final Program EIR.

Task 6.10: Final Program EIR

We will complete the Final Program EIR after the review period has closed and all comments submitted during that period have been received. The Final Program EIR will include corrections to the Draft Program EIR (if warranted), comments received, and responses (Task 6.7) as well as the MMRP (Task 6.9). Our team will prepare a Screencheck Final Program EIR for City staff review and confirmation followed by a Final Program EIR after incorporating consolidated comments received from City staff. Within one day of Final Program EIR certification and project approval, we will submit the draft Notice of Determination (NOD) to City staff.

We assume that City staff will file the NOD with the County Clerk and be responsible for payment of filing fees. We would then file the NOD with the State Clearinghouse.

Phase 6 Deliverables

- Draft PEIR Project Description
- Final PEIR Project Description
- NOP (digital files and filing with State Clearinghouse)
- Scoping Meeting materials
- Administrative Draft Program EIR
- Screencheck Draft Program EIR
- Draft Program EIR
- NOC/NOA (digital files and filing with State Clearinghouse)
- Draft Response to Comments
- Final Response to Comments
- Mitigation, Monitoring, and Reporting Program
- Screencheck Final Program EIR
- Final Program EIR (digital version, 10 hard copies, and 10 CD copies to the City)
- NOD (digital files and filing with State Clearinghouse)

Phase 7 - Public Review and Adoption

Task 7.1: Planning Commission Hearing

Our team will attend one public hearing with the Planning Commission to review the Draft General Plan and Final PEIR. The Planning Commission will consider the comments made during the public hearing and make recommendations to the City Council.

Task 7.2: City Council Hearing

Our team will attend one public hearing with the City Council to review the Draft General Plan and Final PEIR. At these hearings, the City Council will consider the Planning Commission recommendations and the comments made at the public hearings. After the hearings, the City Council will certify the Final PEIR and direct our team to incorporate their recommendations and prepare the Final General Plan.

Task 7.3: Final General Plan Documents

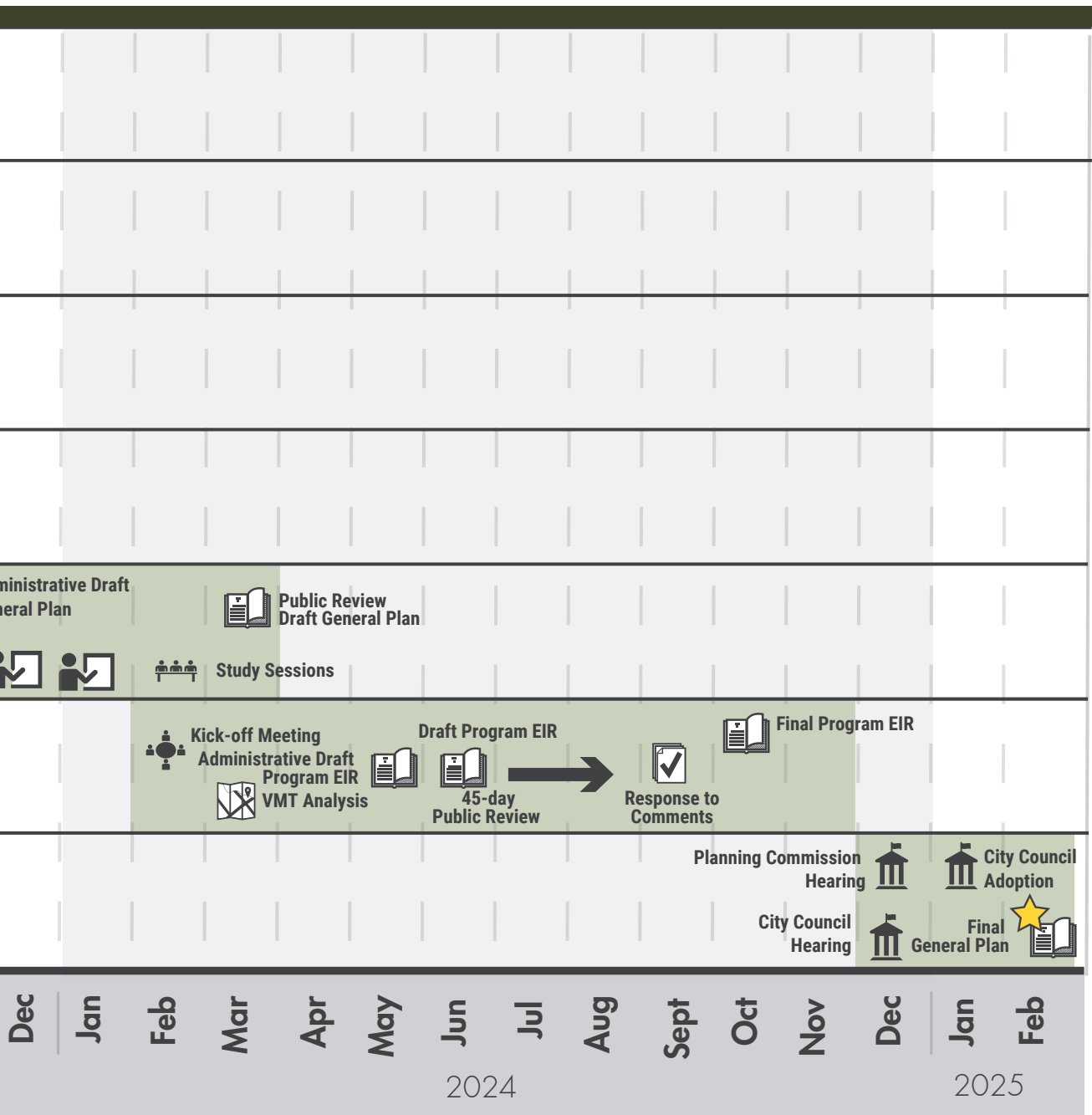
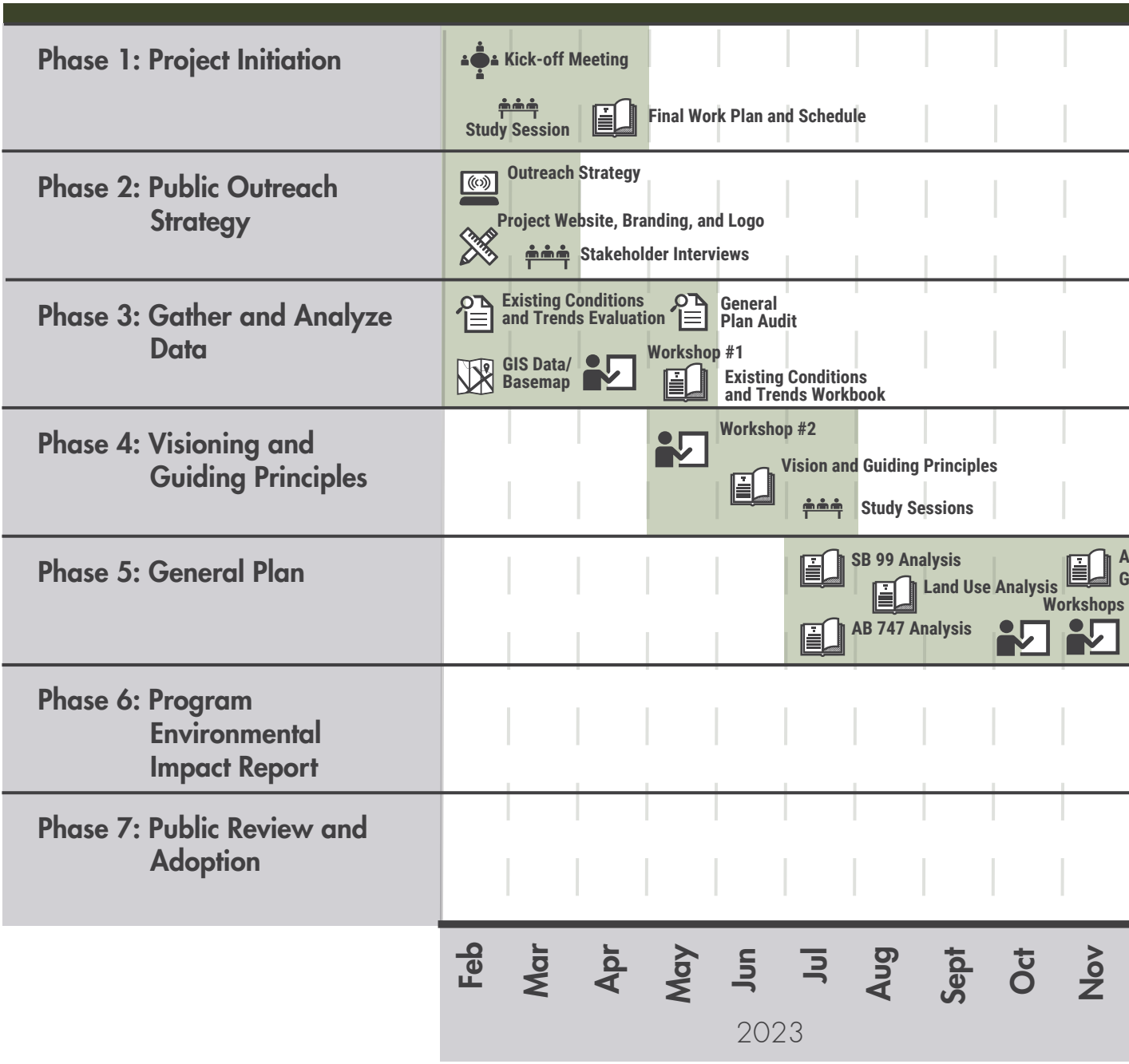
Following City Council direction, we will prepare the Final General Plan for adoption.

Task 7.4: City Council Adoption Hearing

Our team will attend one hearing with the City Council for adoption of the Final General.



TWO-YEAR SCHEDULE



THREE-YEAR WORK SCOPE

The following three-year work scope builds upon the two-year work scope. Given the additional flexibility in schedule, the three-year scope offers more robust community engagement opportunities, an alternatives analysis, and a technical Development Code update for General Plan consistency. Several tasks described in the RFP are listed as optional tasks (e.g., additional public outreach, Climate Action Plan Update, objective design standards, and East Grand Avenue overlay district). While these tasks can certainly be added to the project work program, they have cost and timing implications that the three-year schedule would not accommodate fully and adequately. If selected for the General Plan update, we will discuss with City staff the specific costs and time implications and include additional tasks as appropriate.

PLEASE NOTE:

In an effort to better differentiate between the two- and three-year work scopes, we have highlighted additional three-year phases and tasks in red. These additional items are only applicable to the three-year work scope, otherwise all remaining tasks are included in both work scopes as provided in this proposal.

Phase 1 - Project Initiation

Task 1.1: Kick-Off Meeting and City Tour

We will facilitate a kick-off meeting with City staff at the outset of the General Plan update. This meeting will provide an opportunity to discuss ideas and expectations for the project, confirm roles and responsibilities, refine the work program and schedule, establish communication protocols, review, and discuss overall format and organization of products, and meet with key City department staff. We also initially discuss the public outreach strategy with City staff to ensure that a diverse group of community members, stakeholders, and organizations participate in the General Plan update process. This conversation will also include identifying underrepresented or marginalized groups in the city. Following this meeting, we will tour the city with City staff to examine key issue and opportunity sites that will be addressed in the General Plan update program.

Task 1.2: Joint Study Session

Given the significance of the General Plan update, it will be important for the City Council and Planning Commission to meet our team early in the process. We will facilitate an all-hands study session with key City staff, City Council members, and Planning Commissioners. This study session will provide a common understanding of the need for and purpose of the General Plan update, the key steps in the process, public outreach, legislative mandates, and contemporary planning issues. We will facilitate a discussion on the major issues facing Arroyo Grande and then solicit feedback on the several topical areas that will be carried thematically through the General Plan. The study session will be widely publicized and open to interested community members. We will post the session presentation, support materials, and results on the City's and project website.

Task 1.3: Develop Final Work Program

Based on information exchanged during Tasks 1.1 and 1.2, we will refine the scope of work and project schedule to address City input. The schedule will be detailed to show:

- Proposed time frames for each phase;
- The timing for all major documents;
- Time frame for each joint Planning Commission and City Council workshop; and
- Timing of various community engagement activities.

The project schedule will include coordination and community outreach components that will occur in association with major milestones in the development of the General Plan update.

Phase 1 Deliverables

- Kick-Off meeting agenda and materials
- Joint Study Session presentation
- Joint Study Session materials
- Project schedule
- Final work program

Phase 2 - Public Outreach Strategy

Task 2.1: Public Outreach Strategy

We will work with City staff to organize a comprehensive Public Outreach Strategy that we will use throughout the General Plan update. The intent is to implement robust, meaningful, and inclusive outreach methods and events that transcend traditional public outreach barriers. The Public Outreach Strategy will detail outreach responsibilities and describe how the engagement will be structured to ensure residents, businesses, property owners, non-English speakers, and underrepresented groups are aware of and engaged in the project. The Strategy will adhere to the tenants of City's DEIJ Policy. As part of this strategy, we will develop and use the following engagement components:

Business Cards. Business cards with the project logo and website link are an easy way to get the word out about the project. Agency staff, decision-makers, and others can hand out the business cards to interested community members. This is an effective way of creating interest in the project and getting people to visit the website.

Press Releases. Prior to every community workshop and document release, we will prepare and distribute news releases to inform media outlets serving the community about upcoming meetings. Press releases describing the project meetings and milestone documents can help educate and inform community members about the planning process. They also help ensure accurate project coverage and eliminate confusion.

Online Engagement. As part of the project website, we will set up an online engagement platform to provide the community with an easy method to provide input on the project. The online engagement tool provides a suite of listening, information, analysis, reporting, and relationship management features that enables us to mix and match precisely the right online tools for effective community engagement. We will regularly update the engagement site with new questions, surveys, and opinion polls. These platforms have been used successfully on several general plan projects to engage the community.

Email Blasts. Within the first month of the project, we will develop a template for email blasts that is consistent with the overall project brand. We will work with the City to develop a project-specific email contact list and/or use the City's existing e-notifier to send regular email announcements.

NOTE:

We have included a number of additional community engagement activities in the Optional Tasks section for City staff consideration.

Newsletters. We will prepare newsletters at key milestones in the project. The newsletters will provide easy access to information and keep the community up-to-date on the development of the General Plan.

City Hall Displays. We will periodically provide materials for City staff to display at City Hall. These displays will provide timely information on the update process, provide posters on current developments, and provide opportunities for interactive displays designed to gain community input.

Pop-Up Events. We will work with City staff to develop interactive materials that can be used by City staff and community volunteers at various community events (such as the Arroyo Grande Farmers Market), providing a great way to educate the community about the Update and to gain their input at key stages of the Update project.

In-Person and Virtual Community Workshops.

In-person workshops are a traditional, time-tested community engagement activity. They should be held at convenient places where people feel comfortable gathering. Workshop sponsors should offer food, translation services, and childcare to make the meetings more accessible to families and non-English speakers. Typically, we use one of two workshop formats: open house or interactive. The open house format is most useful to provide information and getting high-level feedback. The interactive workshops may include some or all the open house components but will emphasize participant interaction in either facilitated discussion groups or exercises designed to gain information about topics, such as the community vision; issues, opportunities, and assets; and alternatives and options. We will work with City staff to determine the best location and time of these events to ensure those with non-traditional work schedules can provide their feedback.

Translation Services. Translation services are essential to ensure effective, inclusive, and accurate communication to all community members. There are two basic types of translation services for the project: verbal translation and translation of written materials. Presentations, posters, handouts, and all other written materials should be produced in all languages that are prominent in the community. Verbal translation services should be provided at all public meetings and workshops and advertised as such. Sometimes individuals are more comfortable participating in the planning process when a local community group or organization is involved. If appropriate, agency staff should work closely with local organizations and individuals to reach out to non-English speaking communities and ensure they are engaged in the process.

Task 2.2: General Plan Website and Branding

We will create and host a project specific website and project branding unique to this General Plan update and Arroyo Grande:

Project Branding. We will develop an overall brand for the General Plan update with input from City staff. This brand will be carried through all materials, the project website, and presentations to build enthusiasm about the project and ensure that this effort is distinct in the minds of the public and other stakeholders. As part of this effort, we will develop three branding options for the City's selection.

Project Website. We will design, develop, and maintain a project website during the project. The website will be fully translatable to over 50 languages for the benefit of all in the community and will include the following:

- Project information and overview and purpose of the General Plan Process
- Listing of all meetings
- All presentations and materials produced for public meetings and workshops
- Fact sheets regarding the planning process
- All materials produced for the Plan
- Library with all relevant documents
- Online surveys
- Social pinpoint (interactive online comment capture and community conversation board)
- Email sign-ups

Click or visit the following links to view examples:

- Los Gatos General Plan www.losgatos2040.com
- Pleasant Hill General Plan www.pleasanthill2040.com
- Solvang General Plan www.plansolvang.com
- San Ramon General Plan www.plansanramon.com

Pop-Up Events



Pop-up booths are a great way to gain community feedback in an informal an relaxed environment.



Task 2.3: Stakeholder Interviews

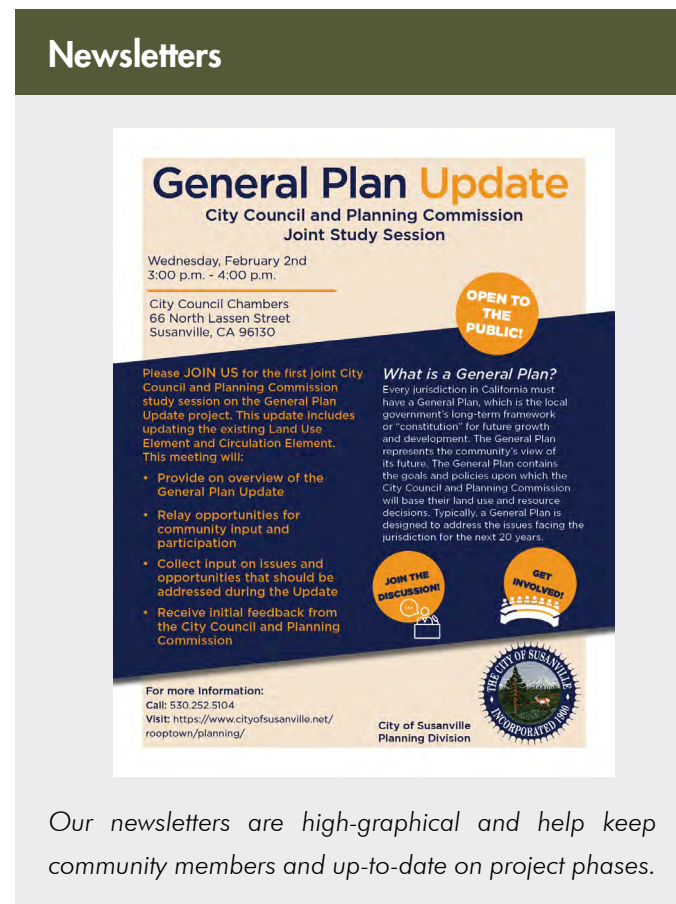
We team will conduct up to 12 one-on-one and group meetings with key stakeholders and community groups to solicit input on issues and expectations for the General Plan update. The purpose of these interviews is to identify areas of concern and opportunity for the city and ensure that we are incorporating broad community support. We will develop the list of stakeholders in consultation with City staff, but could include the Mayor, City Council members, and key stakeholders that should include the representatives from the school district, Bike Coalition, Chamber of Commerce, Diversity Coalition of SLO County, R.A.C.E. Matters, local developers, and others as suggested by the city. This will also include specific outreach to non-English speakers, seniors, and youth within the community. These interviews will be virtual via Zoom.

Task 2.4: Newsletter: General Plan Update Overview

We will prepare a newsletter that describes what a general plan is, how and why it is being revised, the project schedule, and how the community can participate. We will use the newsletter to promote the online engagement and opportunities to be involved in the Update process.

Phase 2 Deliverables

- Public Outreach Strategy
- Project branding style guide
- Project logo
- Project business cards
- Project website
- Stakeholder interview materials
- Stakeholder Interview Summary
- Newsletter: General Plan Update Overview



Our newsletters are high-graphical and help keep community members and up-to-date on project phases.

Phase 3 - Gather and Analyze Data

Task 3.1: Existing Data Collection and Compilation

Knowledge of existing conditions within Arroyo Grande will provide us and the community with a more thorough understanding of what has changed since the last General Plan was prepared and the trends that will be shaping the community's future. At the beginning of the project, we will prepare a Request for Information (RFI), which will list the data items needed to understand the city on data level. Our team will initially collect as much of this information as possible from online and external resources. The items requested (including native format files whenever possible) typically include the following:

- Current City planning and development efforts
- Municipal Code and Development Code

- Any other pertinent information, documents, plans, and other items identified by City staff
- Infrastructure and utilities plans

Task 3.2: Assemble GIS Data and Prepare the Base Map

We will work with City staff to obtain existing City and County GIS data and review City mapping protocol and requirements. We will prepare base maps for reports and display presentation, including establishing a uniform legend and title block for use on all maps prepared. We will then develop all GIS data and mapping prepared for the General Plan Update consistent with City protocols and data formats to ensure easy integration into the City's information system. At the conclusion of the General Plan update project, we will provide to the City all original data as well as project specific data layers modified or created by our team.

Task 3.3: General Plan Audit

We will work with City staff to evaluate the existing General Plan to determine what works, what does not work, and where the plan is not providing adequate or current guidance. This will be done using our proprietary General Plan Audit Tool. This tool will help City staff gain insights on the existing General Plan clarity, linkages to other plans, progress in achieving desired outcomes, and whether goals, policies, and programs should be carried forward, modified, or removed. The Audit will also consider the General Plan additions needed to address changes in State law, the Governor's Office of Planning and Research (OPR) General Plan Guidelines, and contemporary planning practice. The results of this review will be documented in a General Plan Audit Report. At a minimum, the Audit Report will address the following questions:

Completion. Has a policy or program been achieved or carried out?

Clarity. Is the policy or program language clear and easily interpreted?

Progress. Can policy or program implementation be easily monitored?

Outcome. Did the policy or program result in the desired outcome and achieve the vision or goals of the General Plan.

Continuation. Is the goal, policy, or program still relevant and can be carried forward into the updated General Plan?

Current. Does the goal, policy, or program adequately address current issues?

Modification. How should the goal, policy, or program be modified to provide better direction or address current issues and trends?

Task 3.4: Existing Conditions Evaluation

We will collect, research, and assess existing conditions and trends for the following topics. A summary of key information from this evaluation will be presented in the Existing Conditions and Trends Workbook (Task 3.8) while the full data assessment will be included in the EIR.

Land Use. We will analyze the existing General Plan land uses and adopted plans that affect development in Arroyo Grande. We will map and analyze existing land uses based on available City GIS data and identify opportunities and constraints for future development and reuse. We will also describe regional planning efforts affecting the city. This section will also summarize the community character of Arroyo Grande neighborhoods.

Population, Employment, and Housing. We will collect and assess historical, current, and projected population, employment, and housing characteristics in the Planning Area. We will work with the San Luis Obispo Council of Governments (SLOCOG) to obtain the most current demographic and housing data, including US Census data, and data available from the California Department of Finance.

Circulation and Transportation. Our team will compile data and information on roadway segments, transit services, and bicycle and pedestrian facilities. This evaluation will build on work performed during the 2021 Circulation Element update that included updates to the City's Transportation Impact Fee (TIF), nexus study and Transportation Impact Analysis (TIA) guidelines, as well as the Local Roadway Safety Plan (LRSP). We will prepare a concise summary of existing mobility conditions, including updating available background data where relevant, U.S. Census travel mode data, and summarizing collision data and safety recommendations from the LRFP. Our evaluation analyzes multi-modal travel, vehicle miles traveled (VMT) reductions and the provision of complete streets, including opportunities and constraints for bicycle, pedestrian, motor vehicle, and transit travel. We will summarize key data and information on roadway segments, transit services, and bicycle and pedestrian facilities. We will prepare a detailed description accompanied with

maps and graphics illustrating the roadway system, bicycle and pedestrian facilities, peak hour traffic counts, and transit routes and stops.

Biological Resources. Our team will compile data on sensitive habitats, principal vegetation cover types, and special-status and endangered species. This will include primary source material from the local and regional habitat plans, supplemented with limited windshield surveys and review of existing biology studies completed for the city.

Cultural Resources. Our team will compile data on historic structures and locations and conduct an archaeological sensitivity analysis for both prehistoric and historic sites using records maintained at the regional information center and published in research papers. We will ensure that appropriate individuals are contacted with the surrounding Native American Tribes to ensure sensitive cultural resources are documented appropriately consistent with recent State mandates (SB 18).

Economics. Our team will update the City's economic and market data. The update will cover key demographic, economic, and real estate factors affecting the city and its role in the broader region. We will identify the strengths of the local economy, key competitive attributes and positioning, and challenges and opportunities related to an economy heavily reliant on tourism. Additionally, we will summarize retail trends by major business category, existing commercial and industrial vacancies, fiscal revenue sources, and City General Fund expenditures (broken down by major budget category).

Public Facilities, Services, and Infrastructure. Our team will compile data on infrastructure, resources, services, and facilities related to water supply and delivery, wastewater collection and disposal, stormwater drainage, solid waste and recycling, energy and telecommunications, law enforcement, fire protection, health care, schools, and education, and government services. We will also assess if the General Plan must include information

related to recent State mandates that require cities to identify service needs for unincorporated disadvantaged communities (SB 244).

Noise. Our team will review existing noise data, including recent EIRs and studies, and summarize the existing noise environment in Arroyo Grande resulting from major roadways and highways, and stationary noise sources and activities. We will also document existing noise-sensitive areas and sites. We will also summarize current information on ground vibration.

Air Quality. Our team will compile data on existing air quality conditions within Arroyo Grande and the nearby vicinity. This will specifically include the location of existing sensitive receptors and emission sources, existing mass emissions, ambient air quality concentration data from the most applicable monitoring station(s), attainment designations and natural factors that relate to the transport and dispersion of air pollutants.



Climate Change. Our team will prepare a climate change section that includes a discussion of climate change and how the General Plan Update will address this issue, including both the reduction of GHG emissions and climate change vulnerability and adaptation. The report will briefly summarize relevant background information regarding these topics and lay out a framework for the General Plan Update to address climate change.

Hazards and Safety (including geology). Our team will compile data on existing natural and manmade hazards. As part of this evaluation, we will summarize the geological environment and associated hazards. This section will address Seismic Hazard Zones (and soil strength properties). We will summarize the latest FEMA floodplain mapping to illustrate potential safety and development constraints. We will summarize urban and wildland fire risks, fire hazard risk areas, and fire protection resources. Our team will also describe major users and producers of hazardous materials within or adjacent to the city.

Hydrology and Water Quality. Our team will summarize sources of groundwater and surface water, water consumption rates, measures used to conserve water, and renewable water facilities and resources. This section will document potential pollution sources, areas susceptible to water quality degradation, and source issues and capacity constraints.

Social and Environmental Justice. Our team will prepare a section that provides a background on social and environmental justice. The discussion will focus on exposure to environmental hazards, healthy and affordable housing, access to job markets, access to health care and healthy foods, community equality, and community empowerment. The information gathered will be used to draft the new Environmental Justice Element (see Task 6.9).

Task 3.5: Community Workshop #1: Assets, Issues, and Opportunities Identification

We will facilitate a community workshop to address assets, issues, and opportunities facing the community. The community workshop will be a two-part event. During the first part of the event, our team will provide the community with an overview of the information developed for Existing Conditions and Trends Workbook (Task 3.8). This component will highlight the existing conditions and trends that will influence the future of the community. The second part of the event will involve interactive exercises designed to gain input on the assets, issues, and opportunities that the public would like to see addressed in the General Plan update. We will use a combination of informational boards, group and individual engaging exercises, breakout sessions, surveys, and online. The intent of this workshop is to get community input on what they think about Arroyo Grande, what they want to preserve, and what they want to change. Workshop materials can be provided in both English and non-English languages.

Task 3.6: Assets, Issues, and Opportunities Workshop Summary Report

Based on input collected from City staff and Assets, Issues, and Opportunities Community Workshop, we will prepare a summary report that categorizes, and reports all input received. This input will be further synthesized and reported in the Existing Conditions and Trends Workbook (Task 3.8).

Task 3.7: Newsletter: Existing Conditions and Trends

We will prepare a newsletter summarizing the results of the major findings from the Existing Conditions and Trends Workbook. We will use the newsletter to publicize the upcoming workshop in Phase 4.

Task 3.8: Existing Conditions and Trends Workbook

We will prepare an Existing Conditions and Trends Workbook. The Workbook will be written in an engaging way to tell a thought-provoking story of Arroyo Grande – where it has been, where it is today, and the trends that will shape its future. The Workbook will also identify the significant problems, issues, and concerns facing the community that were identified in Community Workshop #1 (Task 3.5). The Workbook will be highly graphical and will use infographics, charts, maps, and photographs combined with storytelling techniques. While the content will largely depend on the direction provided by City staff, decision-makers, and the community during the initial outreach efforts, we assume the workbook, at a minimum, will cover the following topics:

- Purpose of the General Plan Update
- All topics analyzed in the Existing Conditions and Trends Evaluation (see Task 3.4)
- Location and geographic boundary description, including the regional setting, Sphere of Influence, and City limits
- A description of the city's history, including a graphic timeline of significant events, places, and people in Arroyo Grande's past
- A description of what has changed since Arroyo Grande last updated its General Plan, including local trends as well as national and global trends that have shaped our lives and will continue to shape the future (e.g., the internet, social networking, online shopping, car sharing, self-driving cars, sustainable communities initiatives)

- A snapshot of current conditions and trends, including a demographic profile, housing characteristics, economic and market conditions, transportation infrastructure and travel patterns, health and environmental justice, climate change and adaptation, community design and character description, and population and development trends
- A description of quality-of-life characteristics, including parks and open space, arts and culture, and public realm improvements that have made Arroyo Grande an exceptional place to live

This task includes preparation of an initial outline, an administrative draft for staff review, and a final draft that incorporates edits following one round of review by City staff. The final Existing Conditions and Trends Workbook could be fully translated into non-English languages.

Phase 3 Deliverables

- Request for Information (RFI)
- GIS Base Maps
- General Plan Audit Report
- Community Workshop #1 Guide
- Community Workshop #1 Materials
- Newsletter: Existing Conditions and Trends
- Assets, Issues, and Opportunities Summary Report
- Administrative Draft Existing Conditions and Trends Workbook
- Final Existing Conditions and Trends Workbook

Phase 4 - Visioning and Guiding Principles

A General Plan vision statement and guiding principles are designed to reflect what community members value most about their community and the shared aspirations of what they envision their community being in the future. The vision statement should be inspirational and set the key values and aspirations for the General Plan guiding principles. The guiding principles should provide more specific guidance that provides the fundamental doctrine that will be used to guide development of the General Plan goals and policies. During this phase, we will work with community members and leaders, the Planning Commission, and the City Council to form Arroyo Grande's vision for the future and guiding principles.

Task 4.1: Community Workshop #2: Community Visioning Workshop

Our team will facilitate an in-person community visioning and guiding principles workshop. This workshop will have three parts. First, as participants arrive, they can visit a variety of informational stations, based on the Existing Conditions and Trends Workbook. These stations will inform participants on the key planning issues in the Update. Second, we will present status reports on our progress to date and answer questions about the General Plan Update. Third, we will have a series of interactive exercise that will solicit feedback from the community on a collective vision and set of guiding principles. These activities could include the following:

Opportunities and Enhancements. The goal of this station is to help participants identify the places or features of Arroyo Grande that offer opportunities for improvement or enhancement. It will help identify participant's priorities. This exercise would include a large wall map of the city with generic images that represent things that participants would like to see in the city. Participants would then participate in a series of mini-exercises to identify

which features they feel would reflect the kind of improvements that would benefit Arroyo Grande over the next 25 years.

Postcards from the Future. In this exercise, participants would be asked to pretend they are sending a postcard from Arroyo Grande from the future. Participants draw a picture to illustrate their vision and write a message to someone describing their experience in Arroyo Grande.

"Mad Libs" Vision Game. In this exercise, participants would be asked to develop their ideal vision for the city. Participants would be encouraged to brainstorm words, phrases, and ideas with other participants to come up with the most creative and inspirational vision. From this exercise, we obtain the key descriptors that are used to describe people's aspirations for the future of the community. These inputs help identify what aspects are the most important and are used to frame the vision statement.

Task 4.2: Visioning Pop-Up Event

We will provide materials for City staff to set up a visioning "pop-up" booth at up to two events in Arroyo Grande. The booths would feature boards and hand-outs that provide an overview of the General Plan update and gain feedback on a General Plan Vision Statement and Guiding Principles. While it is assumed that City staff will attend and run the booth, if selected for this project, we can discuss having a member of the our team present at these events.



Task 4.3: Public Outreach Summary Report: Workshop #2

We will prepare an outreach summary summarizing the feedback received during Community Visioning Workshop (Workshop #2). The summary report will include an overview of the visioning process, a discussion of input received in the process, and an outline of next steps in the update project.

Task 4.4: Draft Vision Statement and Guiding Principals

Our team will prepare the Administrative Draft Vision Statement and Guiding Principles that represent the ideal future for the city. We will create the draft Vision Statement and Guiding Principles based on input gathered at the Community Visioning Workshop and input from City staff. Following review by City staff, we will revise the Administrative Draft and prepare Draft Vision and Guiding Principles for review by the Planning Commission and City Council.

Task 4.5: Planning Commission Study Session: Vision and Guiding Principles

We will attend a Planning Commission meeting to present the community and Commission the Draft Vision Statement and Guiding Principles. We will facilitate a discussion of the results of the public outreach activities that lead to the development of the Statement, present the Draft Vision Statement and Guiding Principles, and solicit feedback from the Commission. Based on that feedback received, we will refine the Draft Vision Statement for presentation to the City Council.

Task 4.6: City Council Study Session: Vision and Guiding Principles

We will attend a City Council meeting to present the Planning Commission recommended Draft Vision Statement and Guiding Principles. We will facilitate a discussion of the Vision Statement and get direction from the City Council. Based on that direction, we will prepare the Final Vision Statement and Guiding Principles.

Task 4.7: Final Vision Statement and Guiding Principles

Following review by the Planning Commission and City Council, we will revise and prepare a Final Vision Statement and Guiding Principles that we will use to guide development of the General Plan Update.

Phase 4 Deliverables

- Community Workshop #2 Guide
- Community Workshop #2 materials
- Community Workshop #2 presentation
- Visioning Pop-Up Events Guide
- Visioning Pup-Up Events materials
- Community Workshop #2 Outreach Summary
- Administrative Draft Vision Statement and Guiding Principles
- Planning Commission Vision and Guiding Principles Study Session Presentation
- Planning Commission Vision and Guiding Principles Study Session Materials
- City Council Vision and Guiding Principles Study Session Presentation
- City Council Vision and Guiding Principles Study Session Materials
- Final Vision Statement and Guiding Principles

Phase 5 - Alternative Choices

During this phase, our team will facilitate dialogue with the community and decision-makers to establish community priorities for future growth and change. We will use the results the Existing Conditions and Trends Workbook, Community Workshops #1 and #2, input from online exercises, the General Plan Audit, Vision Statement, and Guiding Principles to develop land use alternatives. These alternatives will be reviewed by the community, Planning Commission, and City Council. Out of this dialogue we expect to emerge with a consensus on future growth and change. As indicated in the RFP, this change may include an expansion of the City's Sphere of Influence.

Task 5.1: Initial Growth Alternatives

Based on the initial direction from the City staff, City Council, and Planning Commission, we will prepare issue and opportunity area maps and a potential development areas map that will form a framework for the discussion of land use alternatives.

Task 5.2: Consultant Team/Staff Work Session

We and City staff will have a work session to discuss the initial alternative options developed by our team. The outcome of this work session will be refined land use alternatives for discussion at the Alternatives Community Workshop #3.

To better facilitate this working session, we will use UrbanFootprint's intelligent geospatial analysis platform. UrbanFootprint will allow us to develop several realistic alternatives and explore the impacts of each in real time. Among other things, the UrbanFootprint platform allows our team to analyze:

- Population increase
- Housing burden
- Energy consumption
- Water consumption
- Transit accessibility
- Green house gas emissions



UrbanFootprint is the world's first urban intelligence platform — a comprehensive urban, climate, and community resilience data system that serves mission-critical insights to the institutions that are rebuilding, financing, and insuring the world's physical and social infrastructure.

UrbanFootprint's data and web-based geospatial software unifies previously siloed climate, environmental, urban, and socio-economic data and helps governments, utilities, financial institutions, and urban planners answer fundamental resource questions — where to invest, where to deploy resources, and where to optimize for risk, return, resilience, and community.

Learn More Here:

<https://urbanfootprint.com/>

Task 5.3: Community Workshop #3: Developing Growth Alternatives

We will assist City staff to organize and facilitate a Community Workshop to present our team's findings to date and to present land use alternatives. Following a presentation of the alternatives, we and City staff will facilitate breakout sessions with community members organized around development opportunity sites. Using maps, graphics, and three-dimensional building blocks, community members will provide their ideas about potential land use changes. Questions we might ask the participants are:

- What is your big idea for the future development of each area?
- Which types of development and uses should be part of this area's future?
- How should each area be connected to the rest of the city? What's the best way to get in, out, and around here? Would changes need to be made to make this area more accessible?
- Are there other areas of the city you would like to see reimaged? How would you like to see them change?

Our team and City staff will then use the results of Workshop #2 to refine the Alternatives for presentation at a joint study session of the City Council and Planning Commission.

Task 5.4: City Council/Planning Commission Joint Study Session

Our team will assist City staff to facilitate a joint study session of the City Council and Planning Commission to present the results of the Community Workshop #2 and discuss our recommendations to City staff for their feedback and direction. We will ask the City Council to provide direction on their preferred alternative.

Phase 5 Deliverables

- Draft Growth Alternatives
- Consultant Team/Staff Working Session agenda
- Consultant Team/Staff Working Session materials
- Community Workshop #3 materials
- Community Workshop #3 Summary
- Study Session materials
- Preferred Growth Alternatives



Phase 6 - General Plan

Preparing the General Plan is the most enduring part of the Update process. The goals, policies, and implementation strategies will serve as the City's blueprint for growth and development for the next 20 plus years. It memorializes all the decisions and directions made to this point in the update process and acts as the guide for how the City and community can achieve the vision for the future. The updated General Plan will be crafted as an effective tool for staff implementation and will be a highly-graphic, engaging plan that is easy for everyone in the community to use and understand.

We will prepare an Administrative Review Draft General Plan. Our team will format the General Plan to be attractive, contemporary, and user-friendly, using extensive photos, illustrations, and maps. As part of this coordination, we will propose solutions for the organization and layout of the General Plan elements. This will be based on a review of the current element structure and the need to cover a wide range of new State requirements enacted since the General Plan was last updated. As part of the design, the separation or combination of topics into various elements will be discussed.

As part of the Update, we will ensure that all the requirements of State law, such as complete streets, flood risk reduction, adaptation, resiliency, safety, noise, and environmental justice are covered. We will also ensure full compliance with the State's General Plan Guidelines. Our team will prepare a comprehensive implementation strategy that includes tangible actions the City will undertake to implement the goals, policies, and objectives. The implementation strategy will include an updated economic development strategy. As part of developing this strategy, a key task will be ensuring that the City understands the implications, resource needs, and fiscal impacts of the implementation strategy. This ensures that the City makes an informed decision about the work it is signing up to complete.

Task 6.1: General Plan Design, Format, and Organization Options

In close consultation with City staff, we will prepare optional approaches for the General Plan design, format, and organization. We will provide for the overall look and presentation of the Plan, including font size and style, page layout, maps, graphics, and illustrations. Our team will prepare sample table of contents to accompany the organizational options. Following City staff review, we will refine the options as necessary.

Task 6.2: Land Use Element

Subtask 6.2-1: Land Use Density and Intensity Evaluation

As part of preparing the Draft Land Use Element, we will evaluate existing residential density and intensity requirements in the City's mixed-use zoning districts. From this evaluation, our team will strategize with City staff on possible solutions to adjust these densities and intensities to better achieve the desired community vision.

Subtask 6.2-2: Administrative Draft Land Use Element

We will update the Land Use Element to integrate the feedback provided by the community, Planning Commission, City Council, and City staff. Our team and City staff will collaborate to develop land use designations and prepare a draft Land Use Diagram (Task 5.10). We will review existing citywide land use designations and determine a concise set of land use designations that fit the needs of all areas of the city. The designations and Diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land use designations will broadly define the purpose of

each land use category as well as allowed uses. Land use designations will also include standards of population density and building intensity. These designations will promote public health, reduce infrastructure costs, enhance the local economy, and address environmental issues.

Task 6.3: Circulation Element

The Circulation Element describes the existing and future transportation network, articulates the City's mobility vision, addresses State and regional requirements, and anticipates future mobility needs. While the existing Circulation Element was recently updated in 2021, our team will review the Element to determine areas that may need to be updated. Updates to the Circulation Element may include those resulting from:

- Findings from AB 747 Analysis (see Task 6.5)
- Updates to the planned mobility network at buildout to accommodate changes to the Land Use Element
- Increased prioritization of a non-vehicular travel and complete streets improvements, including incorporation recommendations from the upcoming Active Transportation Plan that will be conducted concurrently



- Mobility and access recommendations to support the optional East Grand Avenue Overlay District
- Provision of a reformatted Circulation Element that converts the current stand-alone Circulation Element to serve as one chapter of the larger General Plan document, to match the updated format of the other (chapter) elements
- Refinements to goal, policy, and implementation program language to be consistent with the overall General Plan update and priorities of other updated elements
- Changes in land use patterns and policies established in the Land Use and Safety Elements
- Potential changes resulting for the City's update to the Active Transportation Plan

Task 6.4: Noise Element

Based on the findings from the Existing Conditions and Trends Workbook, will identify major stationary and mobile sources of noise in the City and visually identify traffic noise contours based on data from the traffic report. For this analysis, we will prepare noise contour maps and descriptions of existing noise conditions. At City staff discretion, we may conduct up to four noise measurements at key locations in the city for the purpose of validating the noise models.

Our team will also identify goals, policies, and implementation programs to address noise consistent with legislative requirements and changing conditions since the last update to the City's General Plan. Goals and policies will consider type, location, and extent of noise incompatibility in the community.

Task 6.5: Safety Element

Subtask 6.5-1: Vulnerability Assessment

In accordance with California Government Code 65302(g) and SB 379, our team will complete a Climate Vulnerability Assessment which will detail the anticipated climate impacts on the city of Arroyo Grande, such as increases in temperature, more intense and frequent extreme heat events, more intense and frequent drought, higher frequency of catastrophic floods, and more severe and frequent wildfires. At a qualitative level, we will evaluate the locations of the city's critical facilities and services (such as fire stations and evacuation routes) in relation to potential climate change impacts based on readily available geospatial data. We will prepare the Climate Change Vulnerability Assessment consistent with the latest (2020) California Adaptation Planning Guide, as described in California Government Code 65302(g) and the Office of Planning and Research's General Plan Guidelines. We will produce maps using data from existing plans and available geospatial data sources, including:

- Internet-based Cal-Adapt tool
- Internet-based Healthy Places Index tool to identify vulnerable populations
- San Luis Obispo County Multi-Jurisdictional Hazard Mitigation Plan (October 2019), of which Arroyo Grande is a participating jurisdiction
- California's Fourth Climate Change Assessment, Regional Report
- Existing development in identified at-risk areas, including structures, roads, utilities, and essential public facilities
- Arroyo Grande local land use plans and implementing documents

A key component of the Climate Change Vulnerability Assessment will be an evaluation of the potential for climate change to disproportionately impact vulnerable population groups (e.g., seniors, children, low-income communities, outdoor workers).

The Climate Change Vulnerability Assessment will rely on modeling scenarios per the California Adaptation Planning Guide and the Office of Planning and Research's General Plan Guidelines. The Climate Change Vulnerability Assessment will be a qualitative analysis and will not include quantitative asset analysis by hazard area.

Subtask 6.5-2: SB 99 Analysis

SB 99 requires all cities and counties, upon the next revision of the Housing Element on or after January 1, 2020, to update the Safety Element to include information identifying residential development in any hazard areas identified in the Safety Element that do not have at least two emergency evacuation routes. We will coordinate with City staff to identify residential developments in any hazard area identified in the Safety Element that do not have at least two emergency evacuation routes. Our team will coordinate with City staff to develop a citywide map using ESRI that identifies communities with fewer than two ingress/egress and provide a narrative description of the implications for evacuation planning. We will use the analysis to determine if the City should consider specific goals or policies to address any identified access limitations or constraints and incorporate these into the Safety Element.

Subtask 6.5-3: AB 747 Evacuation Capacity Analysis

We will conduct an emergency evacuation analysis, consistent with AB 747, that will evaluate the capacity of evacuation routes under the City's identified evacuation scenarios. Our team will confer with City staff to confirm the City's key evacuation scenarios. We will assess the capacity

of evacuation routes, taking into account population and employment in specific zones of the city using the SLOCOG model, under several emergency evacuation scenarios. Based on this assessment, we will provide recommendations for strategic measures to be implemented during evacuation where relevant. We will then summarize the results in a memorandum with accompanying maps for City review.

Subtask 6.5-4: Administrative Draft Safety Element

Our team will identify goals, policies, and implementation programs to address climate change risks and identified evacuation risks. The Safety Element will be updated with additional background descriptions and maps and the constrained parcel group analysis and the evacuation capacity assessment. Goals and policies will aim to minimize risk associated with climate change and evacuation capacity constraints and build capacity to respond to the projected impacts of climate change, working towards creating a resilient, sustainable Arroyo Grande community. The Safety Element will also be updated to include a discussion of how it aligns with other General Plan elements. As requested in the RFP, the Countywide Local Hazard Mitigation Plan will be incorporated into the updated Element.

Subtask 6.5-5: Safety Technical Advisory Committee Meeting

We will assist City staff with facilitating a Safety Technical Advisory Committee (STAC) meeting to discuss the Administrative Draft Safety Element. The STAC should include staff from police, fire, emergency services, and perhaps County and State public safety agencies. We can discuss the STAC membership further at the kick-off meeting. This will be a virtual meeting via Zoom or other on-line technology.

Task 6.6: Agriculture, Conservation, and Open Space Element

Our team will prepare an Administrative Draft Agriculture, Conservation, and Open Space Element. The updated Element will reflect any changes resulting from the Land Use Element, especially if the City intends on annexing unincorporated county land or expanding the existing Sphere of Influence. The updated Element will identify policies for protecting and conserving open spaces, agricultural lands, and other natural resources. Additionally, the Element will consider mitigation measures when agricultural properties are proposed for conversion to urban uses.

Task 6.7: Parks and Recreation Element

Our team will prepare an Administrative Draft Parks and Recreation Element. The updated Element will reflect any changes resulting from the Land Use Element and feedback received from City Council, Planning Commission, and the community. We will establish goals and policies to ensure the city meets the parkland and recreation needs of the community, and offer strategies for City staff to consider.



Task 6.8: Economic Development Element

Subtask 6.8-1: Economic Opportunities Analysis

As background for the updated Economic Development Element, our team will complete an Economic Opportunities Analysis focused on Arroyo Grande’s business growth and job creation potentials. This analysis will ensure that the General Plan land use alternatives are optimized from a job creation perspective. The economic opportunities analysis will include the following sub-tasks:

- Location quotient analysis to identify industries business types for which Arroyo Grande and the larger Central Coast region have a competitive advantage relative to national benchmarks;
- Analysis of recent historic job growth by industry (Arroyo Grande and Central Coast region), including a “shift share” comparison to national trends;

- Review of relevant studies and strategies prepared by regional economic development organizations (i.e., REACH and the Economic Vitality Corporation of San Luis Obispo County);
- Profile of current regional initiatives focused on targeted growth industries; and
- Profile of current initiatives focused on addressing the potential economic impacts and repositioning opportunities related to the pending (but delayed) decommissioning of the Diablo Canyon Nuclear Power Plant.

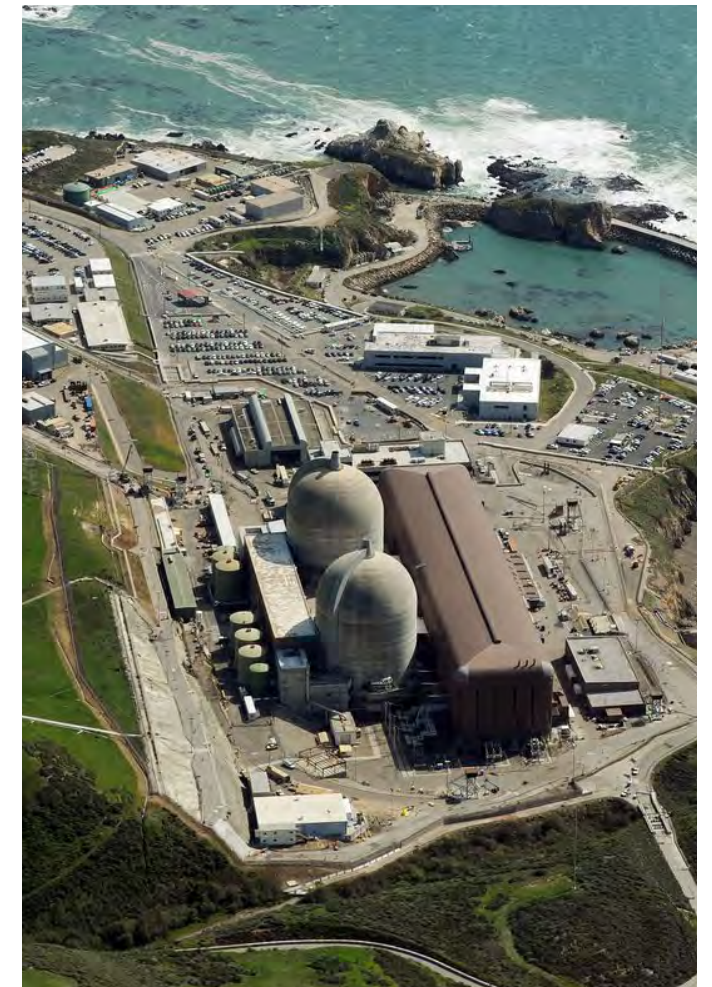
Based on the above sources of information, we will identify the industry types likely to offer the most significant growth potentials for Arroyo Grande over the next 10-20 years. Our team will also identify any specific land use policies that would enhance the City’s potential for attracting and growing target industries.

Subtask 6.8-2: Small Business Workshop

Consistent with the City’s DEI and economic development priorities, our team will conduct a workshop with Arroyo Grande’s small business community. The purposes of this meeting will be to better understand existing conditions from the perspective of local small businesses, identify any pressing barriers or threats to their continued operation in the city, discuss potential opportunities for small business growth, and define specific policies or programs (within the context of the updated General Plan Economic Development Element) the City could implement to foster small business development.

Subtask 6.8-3: Administrative Draft Economic Development Element

We will prepare a General Plan Economic Development Element that addresses the City’s development, job creation, tourism, and fiscal stability goals. The element will include the following:



- The City’s goals and policies for Economic Development, presented in a format consistent with other elements of the Plan
- Policies to retain local businesses and attract head-of-household jobs
- Goals, policies, and programs aimed at addressing the impacts from the decommissioning of the Diablo Canyon Power Plant
- A summary of the economic opportunities analysis
- Policies aimed at supporting the City’s business retention/expansion/attraction and entrepreneurial development potentials
- Specific strategies for attracting targeted land uses (e.g., retail, industrial, hotels)

Task 6.9: Environmental Justice Element

Subtask 6.9-1: Environmental Justice Community Analysis

All people, regardless of race, culture, or income, deserve the right to live, work, play, and pray in a healthy and safe environment. Unfortunately, across the United States, residents of low-income communities, communities of color, and indigenous communities are disproportionately impacted by environmental pollution and experience higher rates of related health problems. Conditions in these communities can be traced to a variety of factors including, but not limited to, a history of inequitable land use and zoning policies, underinvestment, and lack of meaningful engagement with community residents in planning and policy decisions. In each of these communities, there is often a history of residents coming together to advocate for and achieve environmental justice.

With the adoption of Senate Bill (SB) 1000, California Government Code Section 65302(h) requires local jurisdictions to incorporate environmental justice in their general plans. The statute requires local governments to develop policies to reduce the disproportionate exposure to pollution in neighborhoods that also experience increased social and economic challenges. California law refers to communities with high levels of environmental and socioeconomic vulnerability as “disadvantaged communities.”

Our team will use at least two geospatial screening tools with socioeconomic, environmental, and health information to identify potential “disadvantaged communities” in Arroyo Grande. These tools include:

CalEnviroScreen 4.0. The California Environmental Health and Screening Tool (CalEnviroScreen) 4.0 is a science-based mapping tool that ranks each census tract in the State using a series of indicators to identify communities most affected from multiple pollutants and who are vulnerable to pollution’s effects.

EJSCREEN. The US Environmental Protection Agency’s (USEPA) Environmental Justice Screening and Mapping Tool (EJSCREEN) similarly uses environmental and demographic data to rank each census block group’s environmental health risks nationally.

Subtask 6.9-2: Environmental Justice Working Session

From the research and findings gained during the Environmental Justice analysis (Subtask 5.9-1), we will facilitate a working session with City staff to discuss potential findings. This working session will be held virtually via Zoom (or another City preferred platform). As part of this working session, our team will strategize with City staff on the materials and exercises to be presented during the Environmental Justice Community Workshops (Subtask 5.9-3).

Subtask 6.9-3: Community Workshops #4 and #5: Environmental Justice Element

Our team will work with City staff and local community organizations to facilitate up to two community workshops on the Environmental Justice Element. We will work with City staff to determine both locations and times for these workshops that allow those with non-traditional work schedules to attend and provide feedback. We and community group representatives will make a presentation on the Environmental Justice Element and facilitate an interactive discussion.



Consistent with the City’s adopted DEIJ Policy, all discussions could include simultaneous verbal translation. All workshop materials and presentations can be fully translated into whatever language City staff feel would be beneficial. For those unable to join the workshops in person, all materials and a video recording of the workshops will be posted on the project website. We will summarize the results of the input received in the Administrative Draft Environmental Justice Element.

Subtask 6.9-4: Environmental Justice Pop-Up Events

We will provide materials for City staff to set up an Environmental Justice “pop-up” booth at up to two events in Arroyo Grande. The booths would feature boards and hand-outs that provide an overview of the General Plan update and gain feedback on the Environmental Justice Element. While it is assumed that City staff will attend and run the booth, if selected for this project, we can discuss having a member of our team present at these events.

Subtask 6.9-5: Administrative Draft Environmental Justice Element

Our team will prepare an Administrative Draft Environmental Justice Element that aligns with the Governor’s Office of Planning and Research Guidelines. We will use CalEnviroScreen 4.0 and EJSCREEN to determine areas of concern regarding environmental justice issues consistent with SB 1000. The Environmental Justice Element at a minimum will address goals, policies, and programs pertaining to educational attainment, pollution burden of disadvantaged communities, and identification of burdensome quality of life metrics including poverty, unemployment, linguistic isolation, and health.

The Element will include an introduction describing racial, social, and environmental injustices in historical planning practices and how the General Plan includes planning practices that promote healthy, diverse, and equitable communities. We will focus goals, policies, and implementation programs for racial and social justice, environmental justice, and civic engagement in the public decision-making process.

Task 6.10: Prepare Land Use and Circulation Diagrams

Our team will prepare an updated Land Use Diagram as part of the Administrative Draft General Plan. We will discuss options for streamlining the land use designations and graphic design options for making the land use diagram more user-friendly.

Based on the distribution of land uses on the Land Use Diagram, we will develop and prepare a Draft Circulation Diagram. The classifications and diagram will indicate the distribution, location, and standards for city roadways. The classifications could also expand upon the functional classifications to consider street context and non-auto travel modes. This definition ensures that street standards are not uniformly applied, but consider a street's relation to surrounding land uses, appropriate travel speeds, and need to accommodate multiple travel modes. Roadway standards could also be developed to use Vehicle Miles Traveled (VMT) instead of or in addition to LOS standards.

Task 6.11: Preliminary Public Review Draft General Plan

Our team will revise the Administrative Draft General Plan based on City staff comments and prepare a Preliminary Public Review Draft General Plan for review by the Planning Commission and City Council. The step of reviewing the Preliminary Public Review Draft General Plan with advisory bodies and decision-makers is important to ensure the Draft Plan meets expectations before conducting the CEQA analysis.

Task 6.12: Community Workshop #6: Draft General Plan

We will facilitate an open house style community workshop to present the Preliminary Public Review Draft General Plan. We will host stations for each of the General Plan Elements with a member of our team and City staff at each station to answer questions. We will provide opportunities for written comments that we will compile into a report to the Planning Commission and City Council.

Task 6.13: Planning Commission Study Session: Preliminary Public Review Draft General Plan

Our team will facilitate a virtual study session via Zoom with the Planning Commission to review and confirm the Preliminary Public Review Draft General Plan. The Planning Commission will recommend any revisions or adjustments to the Plan to the City Council, which we will show in Word track changes.

Task 6.14: City Council Study Session: Preliminary Public Review Draft General Plan

Our team will facilitate a virtual study session via Zoom with the City Council to review and confirm the Preliminary Public Review Draft General Plan. The City Council will provide direction on revisions or adjustments to the Plan prior to our team conducting the CEQA analysis.

Task 6.15: Public Review Draft General Plan

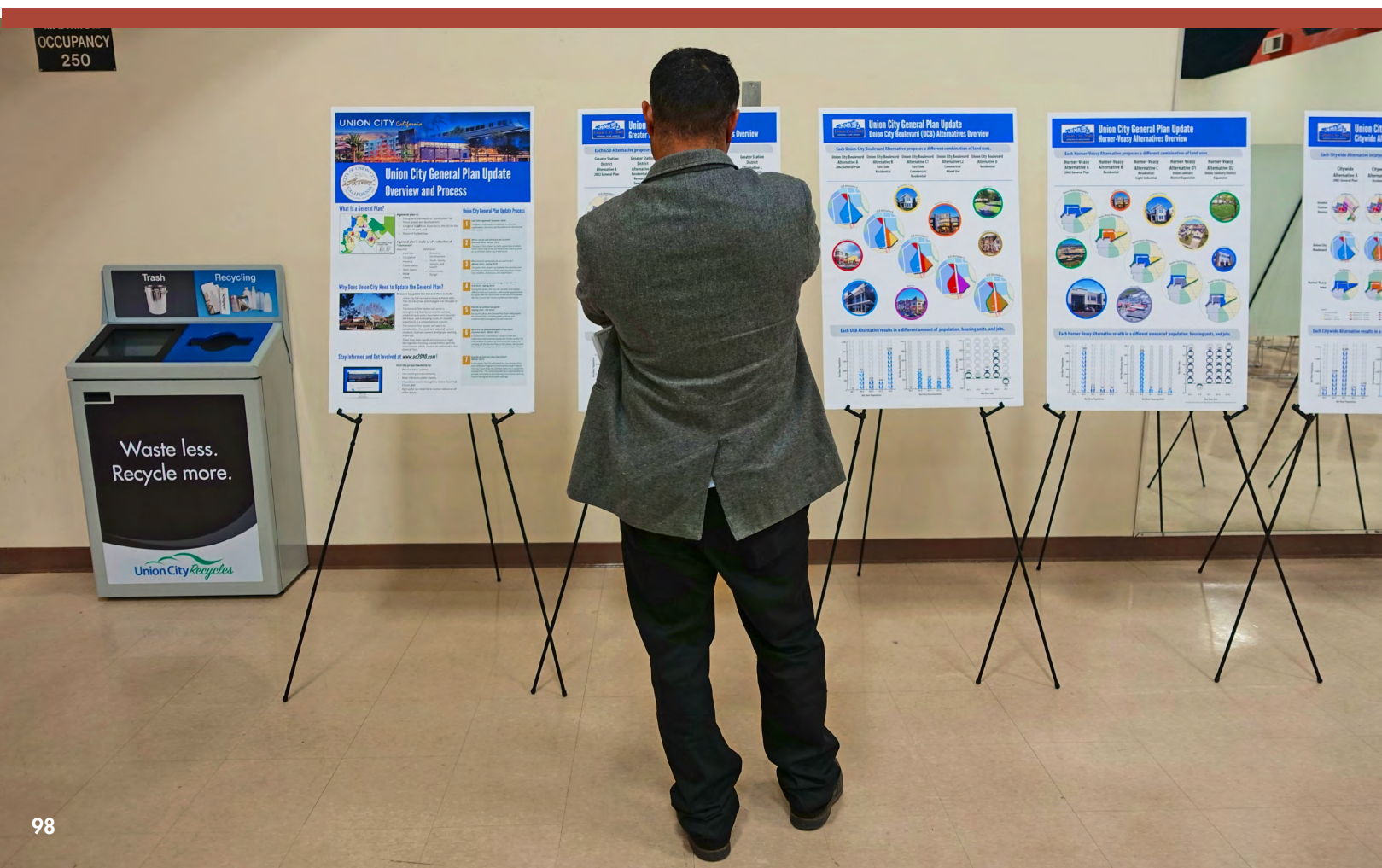
Based on direction from the City Council, our team will prepare the Public Review Draft General Plan for publication and environmental review.

Task 6.16: General Plan Consultation and Referrals

State law requires consultation with a variety of Federal, State, regional, and local agencies whenever a jurisdiction updates or amends its general plan (e.g., Native American Tribes, Military Branches, water agencies). These statutes are located throughout the Government Code and have varying requirements for when draft and final documents must be submitted and how long agencies have to review and provide comments. We maintain a checklist of agency consultation requirements that we will use to ensure the City provides the Public Review Draft General Plan to the appropriate agencies.

Phase 5 Deliverables

- General Plan organizational options
- Land Use Density and Intensity Evaluation Memorandum
- Evacuation Analysis – Technical Memorandum
- Draft and Final Vulnerability Assessments
- Draft and Final Evacuation Maps
- Safety Element Technical Advisory Committee Meeting Presentation
- Safety Element Technical Advisory Committee Meeting Agenda and Materials
- Economic Opportunity Analysis
- Small Business Workshop Presentation
- Small Business Workshop Agenda and Materials
- Environmental Justice Analysis Memorandum
- Environmental Justice Working Session agenda and materials
- Environmental Justice Community Workshops Guide
- Environmental Justice Community workshops materials
- Environmental Justice Pop-Up Events Guide
- Environmental Justice Pup-Up Events Materials
- Land Use Diagram
- Circulation Diagrams
- Administrative Draft General Plan
- Preliminary Public Review Draft General Plan
- Draft General Plan Workshop Guide
- Draft General Plan Workshop Agenda and Materials
- Planning Commission Study Session Presentation and Materials
- City Council Study Session Presentation and Materials
- Public Review Draft General Plan
- General Plan Consultation Checklist



Phase 7 - Program Environmental Impact Report (PEIR)

Based on review of the RFP and our experience preparing General Plan EIRs, we recommend the preparation of a Program EIR pursuant to CEQA Guidelines Section 15168. Although the legally required contents of a Program EIR are technically the same as those of a Project EIR, Program EIRs are by necessity more general and may contain a broader discussion of impacts, alternatives, and mitigation measures than a Project EIR. A Program EIR may be prepared on a series of actions that may be characterized as one large project. Use of a Program EIR provides the City with the opportunity to consider broad policy alternatives and programwide mitigation measures and greater flexibility to address environmental issues and/or cumulative impacts on a comprehensive basis. Once a Program EIR has been certified, subsequent activities within the program may be evaluated to determine what, if any, additional CEQA documentation needs to be prepared. If the Program EIR addresses the program's effects as specifically and comprehensively as possible, many subsequent activities could be found to be consistent with the Program EIR mitigation parameters and additional environmental documentation may not be required (CEQA Guidelines Section 15168[c]). In this case, the Program EIR serves a valuable purpose as the first-tier environmental analysis that will assist in streamlining and possibly exempting future projects from CEQA with the idea that the General Plan's Program EIR can be used for such exemptions when projects are consistent with the General Plan.

Task 7.1: CEQA Kick-off Meeting

Our team will facilitate a work session with City staff on preparing the Program EIR and completing the adoption process. Because the Program EIR Phase will follow later in the schedule than the Draft General Plan Update, the anticipated scope of work for this Phase

is based on reasonable assumptions about the scope and scale of the General Plan update. The CEQA kick-off meeting will provide an opportunity for the city and the project team to evaluate these initial scoping assumptions and update the scope of work for this phase if necessary. The kick-off meeting will also allow the City/consultant team an opportunity to discuss the approach to the environmental evaluation and possible project alternatives. Community concerns that have surfaced to date will be discussed. We will also have an opportunity to confirm the cumulative impact analysis approach. The work session, or CEQA kick-off meeting, will cover the following topics:

- Strategies for CEQA compliance
- Coordination of environmental document with general plan update preparation
- Developing a reasonable range of alternatives
- Cumulative impact analysis
- Using new or revised policies as mitigation measures
- Agency consultation
- Public notice
- Hearings
- Adoption
- Final documents

Task 7.2: Program EIR Project Description and Notice of Preparation

Our team will work with City staff to develop a Program EIR project description and will prepare a draft EIR Notice of Preparation (NOP) for City staff to review. The NOP is intended to alert other public agencies about the undertaking, and to solicit their input on the scope of the study. We will submit a final PDF copy of the NOP to City staff for posting on its website, filing with the County Clerk, and distributing to public agencies. It is assumed that the City will

distribute the NOP using the City's NOP distribution list. We will review and make suggestions regarding the list. Our team would be responsible for filing the NOP with the State Clearinghouse/Office of Planning and Research.

Task 7.3: Program EIR Scoping Meeting

Our team will facilitate a public and agency scoping meeting associated with the release of the NOP. The Scoping Meeting will be held during the 30-day NOP period to introduce the community to the Program EIR process and obtain input on the EIR scope of work. It will include a brief presentation, followed by public comment and input from meeting attendees. We will prepare a summary of input gathered, which will be included in the Draft Program EIR along with any written public comments received by the City during the NOP comment period.

Task 7.4: Transportation and Traffic Impact Analysis

Our team will evaluate potential transportation impacts resulting from the proposed General Plan consistent with CEQA requirements. We will prepare the Transportation/Traffic section of the environmental document, to include a description of the impact analysis, findings, and any recommended mitigations. We will assess vehicle miles traveled (VMT) impacts using the San Luis Obispo Council of Governments (SLOCOG) Regional Travel Demand Model VMT post-processor. The model's VMT post-processor includes residential VMT, work VMT, and retail VMT. The SLOCOG model forecast land use data will be modified to include updated development potential for the General Plan horizon year.

In addition, we will provide a forecast of daily traffic volumes during the General Plan horizon year, derived from the SLOCOG model, relevant to other EIR chapters that analyze impacts to air quality and noise. The daily traffic volume forecast will also be relevant to potential street modification recommendations. At the conclusion of the CEQA public review period, we will

prepare responses to written comments received by the city, as well as oral comments received during public hearings, that pertain to transportation impacts.

Task 7.5: Administrative Draft Program EIR

Our team will prepare an Administrative Draft Program EIR (ADPEIR) in compliance with CEQA requirements using information gathered as part of the General Plan update effort and comments on the NOP, as well as information from other relevant CEQA documents completed by the City in recent years. We will be responsible for development of a legally adequate and appropriate Program EIR for the General Plan.

We will prepare the ADPEIR based on the project description approved by City staff. We will base the description of the environmental and regulatory setting for the General Plan primarily on the data available online, Existing Conditions and Trends Workbook (see Task 3.8), and information from other relevant CEQA documents completed by the City in recent years, any information received during the General Plan Update process, as well as information from recent City plans such as the City's Local Hazard Mitigation Plan or Bicycle/Pedestrian Plans.

Our team will introduce each topical section in the environmental analysis with a brief statement of its context in the ADPEIR and the development of the General Plan. This effort may include interpretive information for the reader to better understand how the General Plan affects the environment, as well as the sources of data used in the analysis.

The setting for each topical section will describe existing conditions relevant to the topic and provide the groundwork for impact analysis. The number of impacts to be analyzed and the depth of analysis will be determined based on areas of concern identified by our team and City staff, as well as responses to the NOP. We will clearly state thresholds used to determine the significance of project impacts and will include thresholds in the CEQA Guidelines,

Appendix G, as well as existing regulatory standards, if applicable. Impacts will be identified, and mitigation measures will be prepared to reduce significant impacts to a less-than-significant level, when feasible. For each potentially significant impact identified in the ADPEIR, we would identify mitigation measures or policy statements proposed by the City as part of the General Plan Update to avoid or reduce identified impacts. We will construct mitigation measures as policy statements or revised or additional programs to facilitate incorporation into the final General Plan. In order to prepare an ADPEIR that meets the needs of the City and regulatory requirements of the State, the ADPEIR will comprise of the following sections:

Executive Summary

This section will provide a summary of the entire ADPEIR and include the following:

- A discussion of the Project objectives;
- A brief description of the proposed Project;
- A summary of the environmental setting for the Planning Area;
- A summary of impacts;
- A summary of mitigation measures (mitigating policies);
- A discussion of alternatives considered; and
- Areas of controversy, and issues remaining to be resolved.

Introduction

The ADPEIR will contain an introductory chapter that provides an overview of the project and context, summarizes CEQA requirements and the environmental review process, describes the legal purpose of the ADPEIR, outlines the environmental issues being addressed, and presents the organization of the report.

Project Description and Environmental Setting

These sections will contain the City objectives for the General Plan and a summary of the General Plan components. It will also outline the Planning Area boundaries and summarize existing conditions and any new land uses proposed under the project. The information will be described in a mix of text, tabular, and graphic form (i.e., maps and diagrams).

Analysis, Impacts, and Mitigation Measures

The environmental analysis section will include four main components:

- Setting – description of current conditions with respect to the issue in question, including the existing regulatory environment
- Impact analysis – statement of significance thresholds and discussion of potentially significant effects of the proposed project
- Programmatic mitigation measures – methods by which significant effects can be reduced or eliminated, presented as General Plan policies to be introduced back into the plan
- Level of significance after mitigation – discussion of whether or not proposed mitigation measures reduce impacts to below the adopted significance threshold

Adverse impacts that meet or exceed significance thresholds will be considered significant. Additionally, all impacts will be characterized in terms of short- or long-term effects and presented in a logical discussion that the general public can understand. Any inconsistencies with local or regional plans will be discussed. Issues to be analyzed in a programmatic framework will include:

- Aesthetics
- Agriculture/Forestry Resources
- Air Quality
- Biological Resources

- Cultural Resources
- Energy
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Mineral Resources
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation and Traffic
- Tribal Cultural Resources
- Utilities and Service Systems
- Wildfire

Our team will discuss approaches to the impact analysis for the Program EIR with City staff and will be consistent with the assumptions and methodologies used in recent EIRs in the city of Arroyo Grande to the extent possible. In general, the impact analysis will focus on the issues present in the Planning Area and likely to be affected or impacted by the General Plan Update. Some issues, such as mineral resources, may not require a detailed analysis relative to other issues because they do not occur in Arroyo Grande or would be unaffected by the plan updates.

Alternatives Analysis

A range of EIR alternatives will be considered in the ADPEIR. CEQA Guidelines require consideration of the “No Project” Alternative. For purposes of this Program EIR, the No Project Alternative would be a continuation of the existing General Plan without any updates or

additions. In addition to the “No-Project” Alternative, we will consider other alternatives (such as alternative land use scenarios) that will be developed during the General Plan Update. Evaluation of alternatives will be in less detail than that for the proposed plans, though the analysis will provide decision-makers and the public adequate information to decide between alternatives. This section will also identify the “environmentally superior alternative.” If the “No Project” Alternative is determined to be environmentally superior, the ADPEIR will identify the environmentally superior alternative among the remaining scenarios.

Cumulative Impacts

The document will evaluate cumulative impacts based on planning documents for the City’s Planning Area. The contribution of the proposed plan updates to the overall cumulative impact will also be estimated and discussed. It is anticipated that cumulative analyses will be included at the end of each EIR topical section.

Other CEQA Sections

The ADPEIR will provide, in addition to the sections discussed above, all other required CEQA sections, including areas of known controversy, growth inducement effects, and significant unavoidable impacts. We will provide the ADPEIR to City staff in digital (word) format. City staff will conduct one review of the ADPEIR and provide consolidated comments and edits.

Task 7.6: Staff Review/Screen Check Draft Program EIR

Our team will incorporate City input into the ADPEIR and provide City staff with digital versions of the ADPEIR in both Word and PDF formats. City staff will conduct one review of the ADPEIR and provide consolidated comments and edits. We will incorporate appropriate revisions and prepare a Screen Check Draft Program EIR (SDPEIR). The Screen Check version will be provided in digital format.

Task 7.7: Draft Program EIR

Once City staff approve the SDPEIR, we will prepare the Draft Program EIR (DPEIR) for public circulation. We would file the DPEIR with the State Clearinghouse, including all required accompanying forms, such as the Notice of Completion (NOC), through the digital CEQASubmit platform. We assume that City staff will file the Notice of Availability (NOA) of the DPEIR with the County Clerk and distribute the NOA of the DPEIR to responsible agencies, and interested agencies, organizations, and persons. We also assume that City staff will be responsible for required newspaper ads and other public noticing of the document's availability, such as radius label mailing or on-site posting. As required by State law, the DPEIR will require at least a 45-day public review period.

Task 7.8: Draft and Final Response to Comments

Within four weeks of receipt of comment letters received on the DPEIR, our team will submit a draft Response to Comments to City staff for review. The Response to Comments document will include a list of commenters, comment letters, responses to comments, and any added or revised text of the DPEIR that may be necessary. Responses to Comments will include reasoned analysis and, as necessary, will include additional analysis. The final version of the Response to Comments will be incorporated as an appendix to the Final Program EIR. The scope and budget assume a level of effort that would include 100 hours of consultant time for this task. This assumes receipt of approximately 15-25 comment letters. If the number of comment letters and the effort to prepare responses is greater than anticipated, we will notify City staff immediately and discuss options to amend our scope of work and budget as necessary. Following receipt of City staff comments, we will finalize the Response to Comments.

Task 7.9: Mitigation Monitoring and Reporting Program

Concurrent with the Response to Comments, our team will prepare a Mitigation Monitoring and Reporting Plan (MMRP), which we will include in the Final Program EIR. We will provide the MMRP in a format designed for use by planners, environmental monitors, or code enforcement officers. Essentially, this plan will take the form of a detailed table that describes:

- Persons/agencies responsible for monitoring compliance with each condition
- Timing when monitoring must occur
- Frequency of monitoring
- Criteria to be used to determine compliance with conditions

We will incorporate the final version of the MMRP as an appendix to the Final Program EIR.

Task 7.10: Final Program EIR

We will complete the Final Program EIR after the review period has closed and all comments submitted during that period have been received. The Final Program EIR will include corrections to the Draft Program EIR (if warranted), comments received, and responses (Task 7.7) as well as the MMRP (Task 7.9). Our team will prepare a Screencheck Final Program EIR for City staff review and confirmation followed by a Final Program EIR after incorporating consolidated comments received from City staff. Within one day of Final Program EIR certification and project approval, we will submit the draft Notice of Determination (NOD) to City staff. We assume that City staff will file the NOD with the County Clerk and be responsible for payment of filing fees. We would then file the NOD with the State Clearinghouse.



Phase 7 Deliverables

- Draft PEIR Project Description
- Final PEIR Project Description
- NOP (digital files and filing with State Clearinghouse)
- Scoping Meeting materials
- Administrative Draft Program EIR
- Screencheck Draft Program EIR
- Draft Program EIR
- NOC/NOA (digital files and filing with State Clearinghouse)
- Draft Response to Comments
- Final Response to Comments
- Mitigation, Monitoring, and Reporting Program
- Screencheck Final Program EIR
- Final Program EIR (digital version, 10 hard copies, and 10 CD copies to the City)
- NOD (digital files and filing with State Clearinghouse)

Phase 8 - Public Review and Adoption

Task 8.1: Planning Commission Hearing

Our team will attend one public hearing with the Planning Commission to review the Draft General Plan and Final PEIR. The Planning Commission will consider the comments made during the public hearing and make recommendations to the City Council.

Task 8.2: City Council Hearing

Our team will attend one public hearing with the City Council to review the Draft General Plan and Final PEIR. At these hearings, the City Council will consider the Planning Commission recommendations and the comments made at the public hearings. After the hearings, the City Council will certify the Final PEIR and direct our team to incorporate their recommendations and prepare the Final General Plan.

Task 8.3: Final General Plan Documents

Following City Council direction, we will prepare the Final General Plan for adoption.

Task 8.4: City Council Adoption Hearing

Our team will attend one hearing with the City Council for adoption of the Final General.

Phase 9 - Technical Development Code Update

Once the updated General Plan is adopted by City Council, our team will update the Development Code through a series of technical amendments to reflect the implementation of the General Plan.

Task 9.1: Work Session

We will facilitate a work session with City staff to discuss the preparation of a technical update to the Arroyo Grande Development Code. The technical update will include the following:

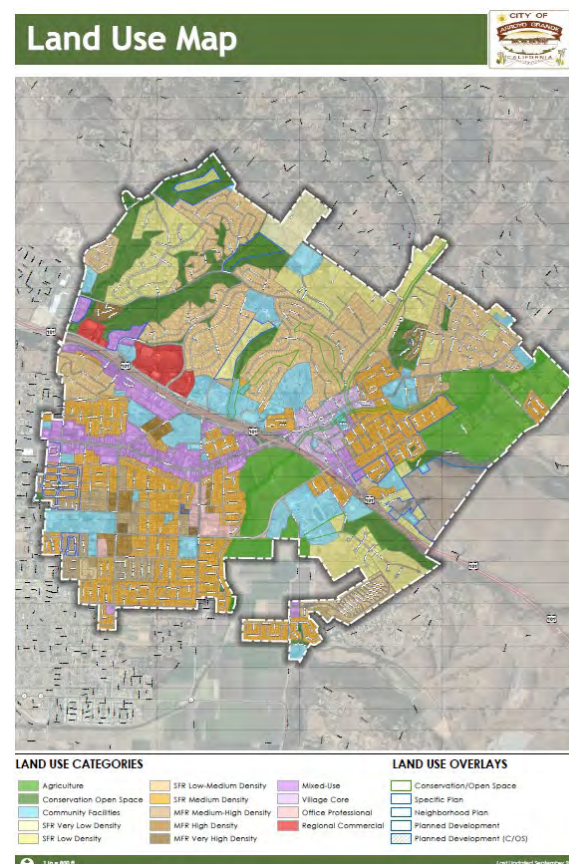
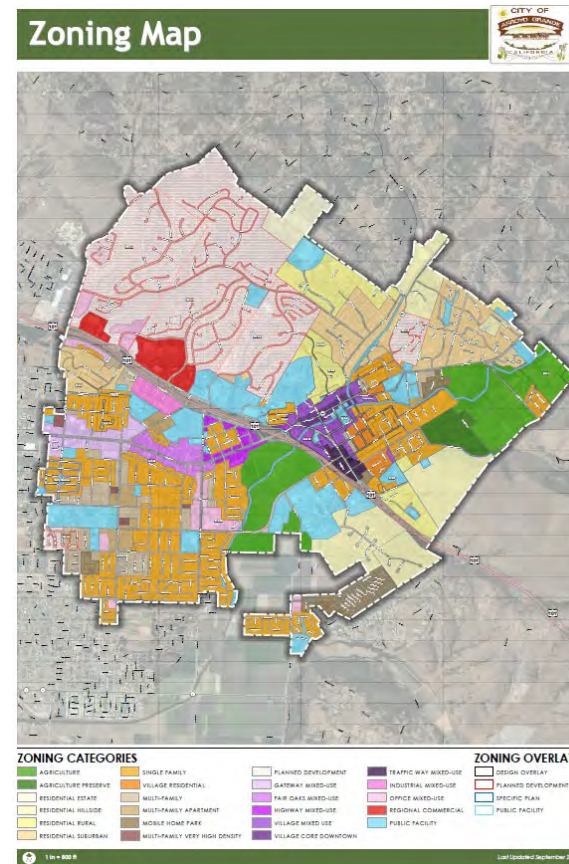
- Updates to the zoning districts and associated densities and purpose statements for consistency with the new General Plan.
- Evaluation and update to development standards such as height, parking, and setbacks.
- Preparation of graphics, photo simulations, and illustrations to graphically depict standards.

Task 9.2: Administrative Draft Technical Development Code Update

We will coordinate with City staff to refine a list of topic areas to update and include them in a comprehensive fix-it list. Based on the fix-it list, we will prepare an Administrative Draft Technical Development Code Amendments.

Task 9.3: Preliminary Review Draft Technical Development Code Amendments

Our team will revise the Administrative Draft Technical Development Code Amendments based on City staff direction and prepare the remaining graphics and illustrations to assist users in visualizing the meaning and applicability of development standards.



Task 9.4: Public Review Draft Technical Development Code Amendments

Based on results from testing the Preliminary Draft Technical Development Code Amendments, we will prepare a Public Review Draft Technical Development Code Amendments which we will provide to the City for review by the Planning Commission and approval by the City Council.

Task 9.5: CEQA Compliance

Our team will include the technical development code amendments, which are considered part of the implementation of the General Plan, in the Project Description and impact analysis in the Program EIR. We will prepare a memorandum describing that analysis and supporting a determination that the potential significant environmental impacts of the Technical Development Code Amendments are fully assessed and required, mitigated in the General Plan PEIR.

Task 9.6: Planning Commission Hearing

We will attend and assist City staff with facilitating one Planning Commission public hearing to consider recommending the City Council adopt the Final Draft Technical Development Code Amendments.

Task 9.7: City Council Hearing

We will attend and assist City staff with facilitating one City Council hearing to consider adopting the Final Draft Technical Development Code Amendments.

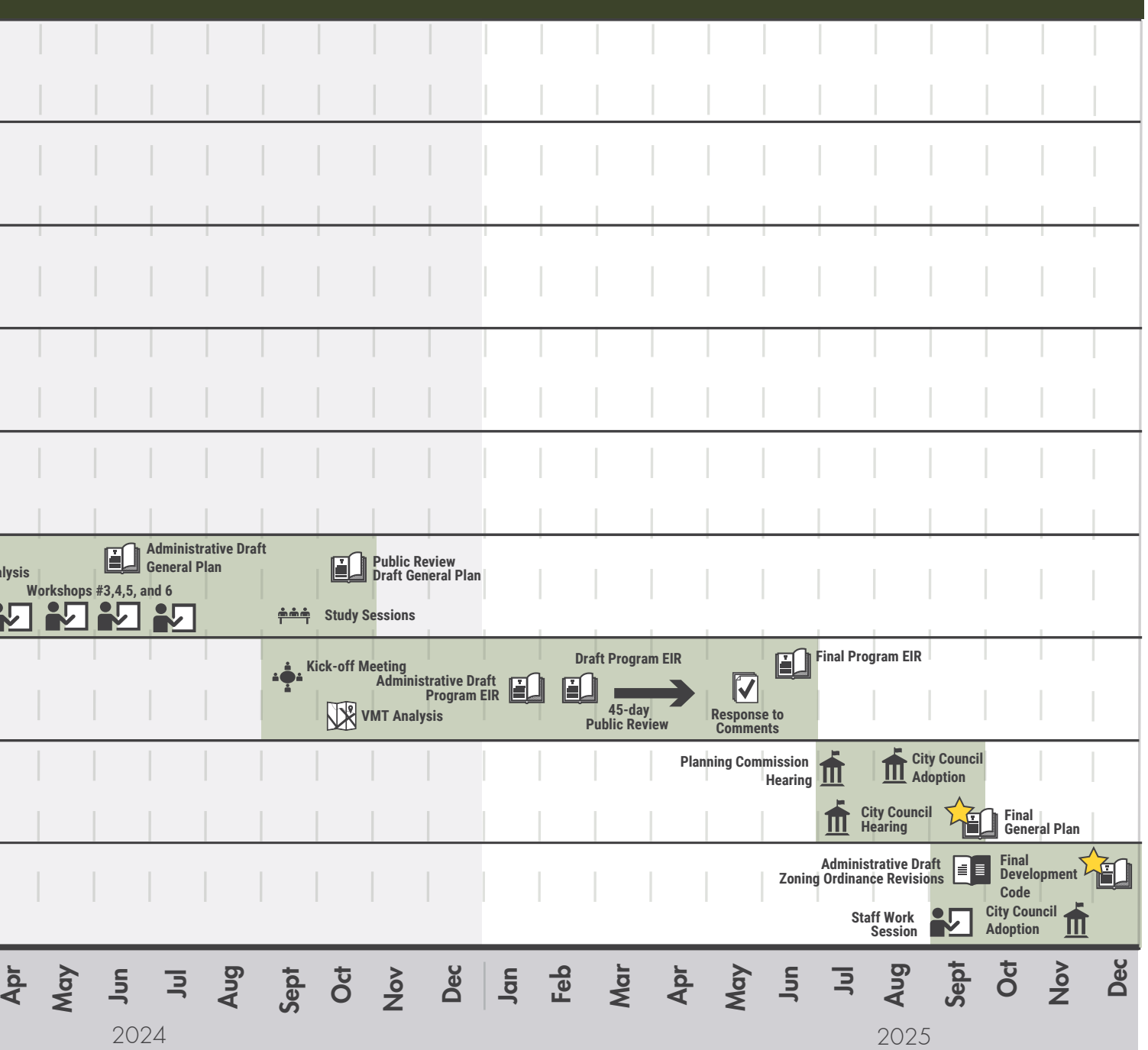
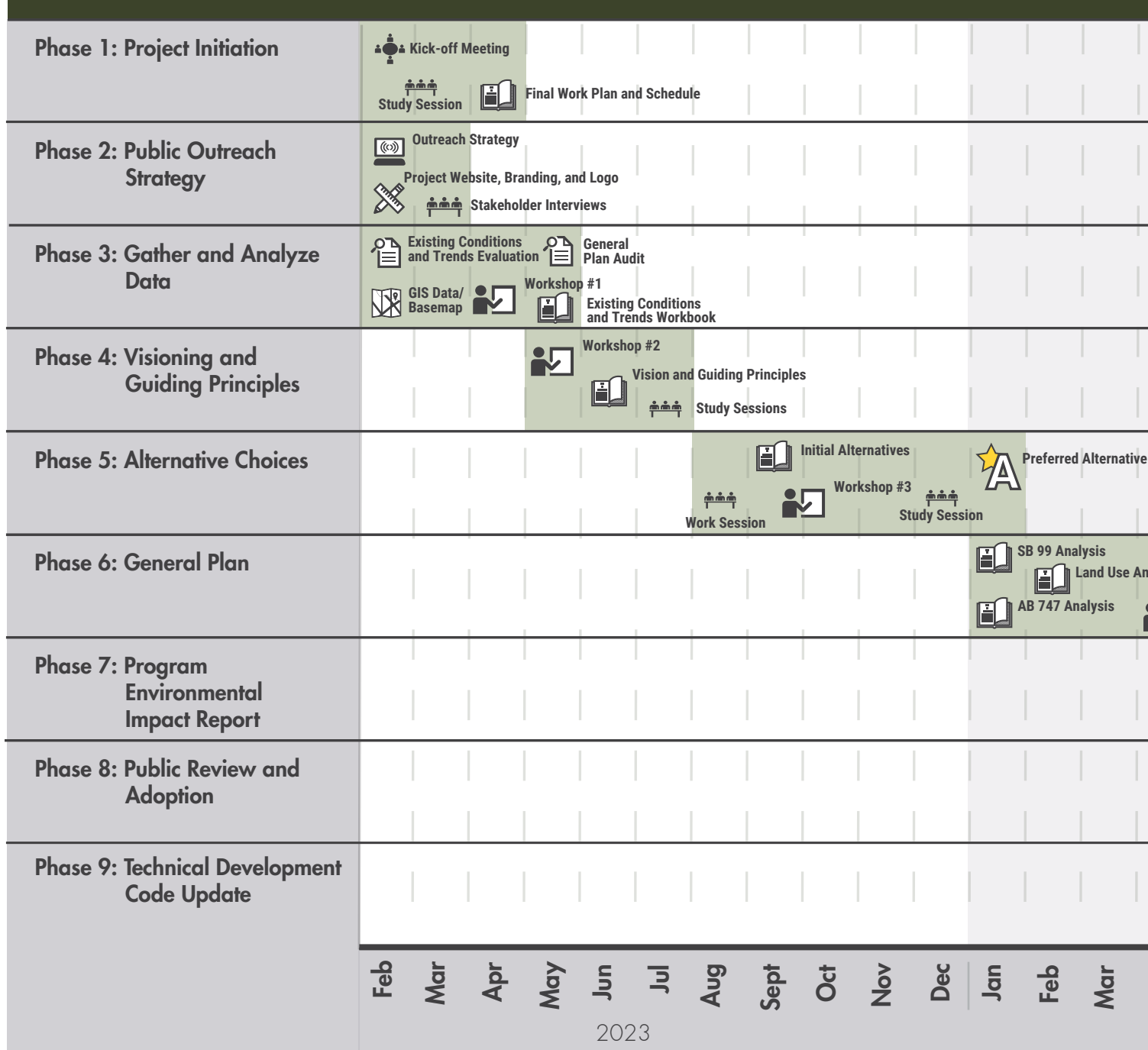
Task 9.8: Final Documents to the City

Our team will prepare and send all final documents and native files to the City.

Phase 9 Deliverables

- Staff fix-it list
- Administrative Review Draft Technical Development Code Amendments
- Preliminary Review Draft Technical Development Code Amendments
- Public Review Draft Technical Development Code Amendments
- Memorandum regarding CEQA analysis in the General Plan PEIR
- Planning Commission hearing materials
- City Council hearings materials

THREE-YEAR SCHEDULE



OPTIONAL TASKS

We have included several optional tasks here that could be included in place of or addition to the suggested tasks proposed in the two- and three-year work scopes. These tasks include those related to public outreach, economic development, Development Code update, land use assessment, and Climate Action Plan. Our intent is to provide City staff, the Planning Commission, and City Council a broad range of choices for the City's General Plan Update program.

Optional Public Outreach Activities

Meetings with Agency Committees and Commissions.

Members of local government commissions and committees represent some of the most engaged, committed residents and businesspersons, given their willingness to devote time and energy to the community. Depending on the planning project subject matter, some or all the standing commissions and committees should be periodically engaged in the process. These meetings would be held virtually via Zoom.

Technical Advisory Groups.

Technical advisory groups are typically comprised of city, county, regional, State, or Federal staff with expertise in specific topical areas. Cities and counties may form such groups with staff from each department to facilitate internal review or project documents. These groups meet periodically to provide document review and comment on interim project products, such as existing condition report, technical analysis, and policy documents. These meetings would be held virtually via Zoom.

Focus Groups. Focus groups are typically comprised of community members and agency staff with expertise or interest in a specific topical area, such as mobility, economic development, housing, natural resources, or climate change. These groups meet periodically to help identify issues and opportunities, discuss options, and provide feedback on policies and programs. These meetings would be held virtually via Zoom.

Speaker Series. As part of the initial community engagement, our team could present a Speaker Series (on-line/in-person format) that will bring creative and knowledgeable speakers to engage the community in big-picture discussions about issues facing Arroyo Grande. While the specific topics to be addressed in the Speaker Series to be refined through discussions with City staff, and decision-makers, potential topics might include climate change, housing, urban design and infill development, adaptation, health, social equity, or economic development. Each speaker will be an experienced, well-known expert in their field. The speaker series format will consist of an initial PowerPoint presentation followed by a question-and-answer session.

Optional Alternatives Report

Based on input received from the community as well as ideas from City staff and our team, we could prepare an Alternatives Report for review by City staff. This Report would contain a mix of land use and circulation alternatives, as well as key policy alternatives.

The Alternatives Report could map and describe each land use alternative. We could group these location-specific alternatives into alternative packages that achieve the Vision Statement. For each policy alternative, we could identify the issues for which there is clear policy choice and direction, as well as issues where choice and direction is not as clear. We could complete a qualitative comparative assessment of the policy implications of each alternative based on clarity and congruence with key issues.

From this report, our team could prepare an Alternatives Report that clearly communicates the potential implications of each alternative, supporting a more informed choice. We could base the assessment of each alternative primarily on a qualitative look at factors that can be used to differentiate the alternatives and their potential impacts on the community relative to achieving the Vision Statement.

Optional Land Use Tasks

Comprehensive Development Standards Evaluation

Our team could comprehensively evaluate land uses, density and intensity, development forms, parking policies, and complete streets architecture on the East Grand Avenue corridor. From this evaluation, we would strategize with City staff on possible solutions to adjust these densities and intensities to better achieve the desired community vision. The findings from this evaluation could then be used as the basis for a potential zoning overlay district for the East Grand Avenue Corridor. The creation of this potential overlay district is provided in this proposal as an optional task.

East Grand Avenue Corridor Overlay District

Our team could assist City staff in the creation of an overlay district for the East Grand Avenue Corridor. East Grand Avenue is a major thoroughfare in Arroyo Grande and provides direct access to Grover Beach and the Oceano Dunes Natural Preserve. The Corridor hosts a variety of land uses including large commercial strips, offices, restaurants, personal service establishments, and varying residential typologies. As part of this process, our team could conduct a thorough land use analysis of the Corridor and work with City staff to establish a collective vision. We would also analyze existing densities, intensities, development forms, and street architecture to make recommendations to help the city achieve this collective vision. From this evaluation, we would prepare a draft Grand Avenue

Corridor Overlay District that, at a minimum, establishes the following:

- A purpose and intent statement for the overlay district
- Allowed land uses and corresponding permit requirements
- Development standards (e.g., setbacks, height, parcel coverage)
- Objective Design Standards

Objective Design Standards

California State Senate Bill 35 (Government Code Section 65913.4), which went into effect on January 1, 2018, was part of a comprehensive bill package aimed at addressing the State's housing shortage and high costs. SB 35 requires the availability of a streamlined ministerial approval process for multifamily residential developments in jurisdictions that have not yet made sufficient progress toward meeting their regional housing need allocation (RHNA). Included in the streamlining process, cities are required to establish objective design standards for multifamily residential development. SB 35 defines an objective design standard as one that involves "no personal or subjective judgment by a public official and is uniformly verifiable by reference to an external and uniform benchmark or criterion available and knowable by both the development applicant... and the public official prior to submittal."

Our team could work with City staff to research and develop objective design and development standards. We could conduct a comprehensive review of the City's Development Code and existing design/development standards, and diagnosis portions thereof that are inconsistent with the SB 35. This analysis and corresponding recommendations would be summarized in a Diagnosis and Considerations Report. The findings from this report, along with close consultation with City staff, could be used to draft new objective design and development standards.

Comprehensive Development Code Update

Our team could prepare a comprehensive update of the City's Development Code. This optional task would be multifaceted and go far beyond the technical Development Code update proposed in Three-Year Work Scope. Among other things, a comprehensive update would include a kick-off meeting with City staff, Development Code Amendments Diagnosis, Development Code and Map Amendments Report, staff fix-it list, a potential complete reorganization of the Development Code format, revised table of contents, and Administrative and Public Review Drafts of the new Development Code chapters. We could facilitate a seminar on modernizing the Development Code to City Council and Planning Commission, stakeholder interviews with the local development community, and additional community workshops.

Should Arroyo Grande staff be interested in this optional task, we suggest the preparation and delivery of an Administrative Draft Development Code in several segments, rather than in a single deliverable. Our experience is that it is easier for City staff to give timely feedback and review of the Draft Development Code when presented in segments. The order and content of the segments can be modified as desired by City staff. As an alternative, if City staff prefers, we could prepare a complete Administrative Draft Development Code prior to City staff review.

Optional Economic Development Related Tasks

Retail Market Analysis

As an optional supplement to the Economic Development Element, our team could prepare a retail Market Opportunities Analysis. The Analysis would reflect recent/ongoing changes in the retail industry, including the growing influence of ecommerce and recent shifts in shopping patterns related to the COVID-19 pandemic. The Analysis would involve the following steps:

- Define the geographic market areas from which retail facilities in Arroyo Grande could be expected to draw market support.
- Inventory and document conditions in Arroyo Grande's existing shopping centers and districts.
- Estimate current vacancy levels based on available published data and discussions with local realtors.
- Compile updated data on existing retail sales (by major category) in Arroyo Grande and neighboring cities.
- Use our proprietary retail demand model to evaluate future growth in retail sales potential in the market area, broken down by major retail sales category (e.g., apparel, furniture, general merchandise, home improvements). The projections will be expressed in terms of both dollars and square footages supportable and will cover a 20-year forecast period (in annual increments).
- Identify major existing and planned retail districts (outside the city) that would compete with Arroyo Grande for future regional demand.

- Estimate the shares of future retail demand that could potentially be captured in Arroyo Grande, given the inventory of competitive development.
- Express "bottom line" findings in terms of the square feet of retail space that could potentially be absorbed in Arroyo Grande over the planning horizon (in annual increments), with the total numbers broken down as appropriate by major retail category and facility type.
- Match projected demand to available "opportunity sites" for new and/or reconfigured retail development, with this supply/demand comparison providing a basis for projecting the potential allocation of future development opportunities by major sub-area within the city.

Market Demand Studies for Other Land Uses

In addition to the optional retail market analysis, our team could also complete market demand studies for the following additional land use categories:

- Residential
- Professional office space
- Industrial/R&D/tech space
- Hotel/motel facilities

While these market studies would be citywide in scope and, therefore, be useful for a variety of City decision-making processes, the findings would ultimately be applied to identify sub-area and site-specific development potentials. In addition to providing a citywide framework for quantifying demand for development in individual sub-areas, the analysis would also consider qualitative issues (and related policy recommendations) affecting each area's development potentials.

Optional Climate Action Plan Update

Task CAP-1: Project Management

High-quality project management during each task is an integral component related to the success of the CAP and is even more critical when considered in light of the broader General Plan Update. Our team has worked together on multiple General Plan/CAP projects and will leverage that shared experience to integrate these two programs. This task involves directly coordinating between the City, committees, and our team over the proposed project. The final project timeline can be adjusted during a kick-off meeting and will be reviewed throughout the process to ensure timely completion of all deliverables. Project management encompasses internal oversight of staff as well as bi-weekly meetings with City staff and integration with the General Plan team.

CAP-1 Deliverables

- Bi-weekly coordination calls and related meeting minutes
- Monthly progress reports and invoices

Task CAP-2: Virtual Project Kick-off Meeting

Our team would work with City staff to organize an initial kick-off meeting with the City's Project Team and discuss project goals and objectives. Our core management team would attend the kick-off meeting. The kick-off meeting would provide an opportunity to refine the scope of work and proposed schedule, as well as identify existing documents, existing policies, and key stakeholder groups. This meeting would also serve to establish the project management procedures, including invoicing terms and communication protocols. Following this kick-off meeting, our team would provide an adjusted schedule as well as final list of existing applicable documents, data, and policies for City review and confirmation.

CAP-2 Deliverables

- Kick-off meeting agenda and minutes
- Final list of existing documents/data/policies to review
- Adjusted schedule
- Meetings
- Attend one virtual kick-off meeting

Task CAP-3: Greenhouse Gas Inventory

We would conduct a new communitywide GHG inventory for the latest, most appropriate year for the City. The GHG inventory will focus on communitywide emissions from residents and businesses operating within the city and organized by the appropriate emission source sectors. The inventory will be prepared to be consistent with Office of Planning and Research (OPR) guidance and the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions, International Council for Local Environmental Initiatives (ICLEI). Additionally, the inventory will incorporate global warming potential (GWP) values for methane (CH₄) and nitrous oxide (N₂O) consistent with the latest version of the Intergovernmental Panel on Climate Change Assessment Report 5 (IPCC AR5).

Our team would provide the City with the latest communitywide GHG inventory in an excel spreadsheet. This spreadsheet would provide the City with a replicable process and clear understanding of what data was included in the inventory, the source, the rationale for its inclusion, and how the inventory was calculated. Our team assumes all data, calculations, and references will be provided to us for review. We also assume GHG communitywide inventory data, including the VMT data, for the GHG communitywide inventory and forecast will be provided by the City's traffic consultant.

CAP-3 Deliverables

- GHG inventory

Task CAP-4: Forecast and Target Setting

GHG emissions forecasts provide an estimate of future GHG emission based on the continuation of current activities and the projected growth and change in a community over time. Forecasts also account for existing State legislation that are designed to reduce future emissions. Forecasts provide insights into the scale of local reductions needed to achieve the GHG emissions reduction while accounting for both potential growth and legislative actions.

Our team would conduct a GHG emission forecast in a CEQA defensible manner consistent guidance from the OPR and current best practices. We would provide all activity data, emission factors and methodologies in a transparent manner and specify milestone years for the inventory. We would also work collaboratively to confirm the population, jobs, and housing values used in the forecast are consistent and allow for CEQA streamlining in accordance with CEQA Guidelines section 15183.5. For purposes of using the CAP as a CEQA streamlining tool, we recommend that at a minimum, targets are established for the years 2030 and 2045. GHG reduction targets help to define measurable benchmarks to guide the community's commitment to achieve emissions reductions in the future. GHG targets are generally developed in a local context and consistent with the State goals as directed in Senate Bill (SB) 32 and Assembly Bill 1279. The State aims to reduce annual statewide emissions to:

- 40 percent below 1990 levels by 2030, and
- Requires statewide carbon neutrality "as soon as possible," but no later than 2045 and a reduction in California's anthropogenic GHG emissions to at least 85 percent below 1990 levels.

We would create a technical appendix that combines the data, methodology, and results of the most recent communitywide GHG inventory, forecast, and targets that would provide transparency to the inventory and the ability to recalculate emissions easily. This would be an attachment for the Climate Action Plan Update.

CAP-4 Deliverables

- Forecast and target calculations (Excel-spreadsheet)
- GHG Inventory, Forecast, and Target Technical Appendix
- One-hour presentation with project manager and technical staff

Task CAP-5: GHG Measure Development

Once the provisional GHG emission reduction targets have been established, our team would shift to developing specific actions that will allow the City to reach these targets. To support this process, we have developed a suite of tools and assessment strategies to support what we have found to be the most critical portion of the work plan. We would begin the process by providing a core suite of measures that are tied to the City's GHG emissions inventory and forecast. Examples of a measures is electrify "X" percent of vehicles by 2030 and "Y" percent by 2045. The measures will cover each of the sectors in which the City generates emissions. These measures will then be linked to the Scenario Planning and Reductions Quantification (SPARQ) Tool. Using the SPARQ tool, the City and our team will be able to calculate the GHG reduction potential of each measure and develop scenarios in real time that demonstrate the most cost effective and feasible reduction pathways. The SPARQ tool could also allow to quickly iterate on the various approaches and how changes in the emphasis of specific measures impact the ability to meet specific GHG reduction target levels. Then, once the higher-level measures and level of actions are better understood, we would collaborate with City staff to develop actions that will support and implement each measure. This task assumes these measures will be integrated into the General Plan by our team and separate Climate Action Plan will not be required.

Once a final list of measures and actions is developed, we would develop a substantial evidence technical appendix which will quantify the GHG reductions

of each measure and provide references for each assumption made to reach the GHG reduction claimed. We also assume the generation of a power point outlining the overall measure strategy and attendance at one council/commission meeting to present and answer any questions related to measure development.

CAP-5 Deliverables

- Provisional GHG strategy/measures
- SPARQ tool (excel-based)
- Three (3) staff working group meetings on provisional GHG strategy/measures
- Draft and Final GHG strategy/measures and actions

Task CAP-6: Measure Quantification and CEQA Defensibility Analysis

After the final measure scenario has been reviewed and approved by the City, our team will conduct a GHG quantification and substantial evidence analysis. This analysis would quantify the reductions associated with the measures (i.e., Reduce natural gas consumption 50 percent by 2030 through existing building electrification) as well as provide substantial evidence that the actions identified can achieve that measure (i.e., Adopt a time of replacement electrification ordinance for hot water heaters and HVAC units). Our team would prepare a measure technical appendix that will serve as the defensibility of the CAP and allow for CEQA streamlining. The technical appendix would include all calculations, references for all assumptions, and total reduction potential of the measures and actions.

CAP-6 Deliverables

- Measure GHG reduction quantification (excel spreadsheet)
- CEQA Defensible Measure Technical Appendix
- CEQA checklist to support staff and development applicant awareness of Plan requirements

Task CAP-7: Implementation and Monitoring Tool – CAPDash

To support future data collection and analysis, we would provide the City with its proprietary and award-winning inventory tool and dashboard, CAPDash. In our experience, the data collection process can take the greatest amount of time for reporting GHG emissions because data comes from multiple sources such as various utility providers. The CAPDash implementation and monitoring tool would allow the City to track emissions and implementation progress over time as well as communicate progress to the community. CAPDash allows jurisdictions to manage their own data so they can update their GHG inventory and track CAP implementation success without needing to rely on an outside consultant or expert. CAPDash provides a central place to track and quantify progress and share that progress with stakeholders, ensuring that the implementation and monitoring aspects required under CEQA section 15183.5 are met. We would provide training and present an overview of CAPDash to the City.

CAP-7 Deliverables

- Implementation and Monitoring Tool – CAPDash
- Annual reporting templates and tracking guidance document

Task CAP-8: Implementation and Monitoring Strategy

The updated CAP would contain a comprehensive Implementation and Monitoring Strategy Table that summarizes how the CAP measures and associated actions would be implemented, monitored, and adjusted over time to ensure that the City stays on track to achieve the CAP's targets for emissions reductions and adaptation goals. The table would identify agencies, divisions, and organizations responsible for implementation of action steps, anticipated time frames to implement actions, and indicators to assess actions and goal progress, funding availability, potential partnerships, and timelines.

Based on the results of working with City staff as part of identification, evaluation, and quantification of measures, our team would specifically include the following indicators for each action in the Implementation and Monitoring Strategy Table:

Quantified GHG reduction potential

Qualitative environmental co-benefits

Implementation cost scale estimates

Administrative feasibility and enforceability

Based on the above prioritization effort the following would then be identified:

Required reductions needed to meet target

Highest impact areas for potential reductions

Comprehensive list of potential GHG reduction measures, prioritized based on specific metrics (including GHG reduction potentials, costs, and savings)

The implementation plan would be linked to the CAPDash where metrics would be tracked to prove implementation of measures and regular GHG inventories would be completed to monitor and track progress with actual GHG reductions.

CAP-8 Deliverables

- Draft Implementation and Monitoring Strategy Table that would include the following elements:
 - Identify lead agencies and partners
 - Identify community-based programs to achieve GHG reduction targets and adaptation measures
 - Implementation of cost scale estimates
 - Time frame
 - Funding mechanisms
 - Final Implementation and Monitoring Strategy

Task CAP-9: Climate Action Plan Summary Document (appendix)

The CAP would be completed through an iterative process that is inspired by the findings of the GHG inventory and community feedback received during community outreach and facilitation. The CAP would be included as an appendix to the General Plan Update and summarize the processes completed prior to this task. Our team would develop a user friendly and readable CAP appendix document that aligns with current legislation (e.g. Senate Bill 32 and AB 1279) and leverages infographics, photos, and other visuals. The CAP would provide a creative and innovative roadmap for the City to achieve emission reductions and would include both near-term and long-term reduction measures as well as the departments and community partners who would generally be responsible for implementing them. The CAP would also set key performance indicators (KPI) that would help define a successful implementation of the CAP strategy as well as measure progress over time.

Our team would prepare a comprehensive CAP that would be consistent with the State Attorney General's recommendations and the California Environmental Quality Act (CEQA) Guidelines' definition of a "Qualified Greenhouse Gas Reduction Strategy" (Section 15183.5). To do this, the CAP would include clear measures for implementation and targets to ensure that the City and community are on track to achieve established goals. Specifically, the CAP would:

- Serve as a mechanism to tie together the City's existing and developing sustainability initiatives, strategies, and plans with the community's goals;
- Establish a set of cohesive and specific sustainability strategies, implementation plans, and metrics for regional and State strategies and initiatives;
- Activate and engage residents, businesses, and institutions with positive actions and tangible benefit;

- Be designed to include simple yet effective procedures for minor updates every two years, and significant updates every five years (to be refined based on the goals of the City).
- Meet the requirements of CEQA guidelines section 15183.5 for CEQA streamlining

CAP-9 Deliverables

- Administrative Draft CAP (electronically in Word and PDF)
- Public review Draft CAP (electronically in Word and PDF)
- Final CAP (electronically in Word and PDF)



COST PROPOSAL

In compliance with the Request for Proposals, our Cost Proposal for this Project is submitted concurrently but under separate cover. The amount of time key personnel will be involved in the respective portions of the project is shown in the Cost Proposals. We have included cost proposals for the following:

- **Two-Year Work Scope**
- **Three-Year Work Scope**
- **Optional Tasks**



APPENDIX A: DETAILED RESUMES

Appendix A includes the detailed resumes of our Team for the City of Arroyo Grande Comprehensive General Plan Update.





JIM HARNISH, JD

PRINCIPAL/OWNER

EDUCATION

Juris Doctor
McGeorge School of Law,
University of the Pacific

Bachelor of Arts, History
University of California, Davis

CERTIFICATIONS/ AFFILIATIONS

California State Bar Association
(Bar No. 99326)

American Planning Association

EXPERIENCE

Mintier Harnish
Principal/Owner

City of South San Francisco
Chief Planner

Sugnet & Associates
Vice President

City of Folsom
Community Development Director

City of Sacramento
Environmental Coordinator

Balfrey & Abbott
Attorney

Mintier Harnish & Associates
Partner

Sacramento Area Council of Governments
Planner

County of Sacramento
Planner

PROJECTS

General plans for over 25 cities and counties throughout California

Environmental impact reports for over 100 general plans and other projects

Zoning and subdivision ordinance revisions for 10 cities and counties

Jim Harnish is the Principal/Owner of Mintier Harnish. He has been a planner and project manager since 1970. He is also an attorney with extensive experience in land use and CEQA. He has managed public agencies and private consulting firms. He specializes in project management for general plans, specific plans, and large private planning projects; CEQA compliance and environmental document peer review; zoning and regulatory ordinance preparation; and public outreach and consensus-building.

Jim is currently Project Director on general plan updates for the cities of American Canyon, Livingston, Los Gatos, Millbrae, Rohnert Park, and the counties of Fresno, Kern, and Ventura, and zoning code updates for the cities of Folsom, Gilroy, and Santa Clara, and the counties of Fresno, Madera, Mariposa, Merced, and Sierra.

Jim's broad experience, in both the public and private sector, in land use planning, regulatory codes and ordinances, permit processing, environmental analysis, toxics and hazardous materials, wetlands and endangered species, and legal analysis enables him to bring a wealth of experience to every project.

Jim has extensive experience in supervising large planning staffs and managing interdisciplinary consultant teams on complex planning projects. Jim has managed or prepared general plans for the cities of Alturas, American Canyon, Folsom, Galt, Gilroy, Hayward, Healdsburg, Isleton, Livingston, Millbrae, Rohnert Park, Sacramento, South San Francisco, Ukiah, Union City, Wheatland, and Windsor, and the counties of Calaveras, Fresno, Kern, Merced, Modoc, San Benito, San Joaquin, and Ventura.

He has managed the preparation of specific plans for Southwest Live Oak, the Mountain House New Town in San Joaquin County, and the Gold Rush Ranch in Sutter Creek. He also assisted Genentech with the preparation and approval of its South San Francisco Campus Master Plan and EIR. Jim has also prepared zoning ordinance updates for several jurisdictions, including, Kern, Merced, and San Joaquin Counties and the cities of Santa Rosa, and South San Francisco.

Jim has been principal-in-charge of several regional planning projects in the San Joaquin Valley, including the San Joaquin Valley Blueprint implementation project, which included the Valley Planners Toolkit. He also managed the Metro Rural Loop Study for the Fresno Council of Governments and the San Joaquin Valley Greenprint II program.

Jim has managed the preparation of or conducted critical third party review of numerous EIRs and negative declarations. As Environmental Coordinator for the City of Sacramento, he led the restructuring of the City's environmental review procedures. He has worked extensively with State and Federal regulatory agencies in creating and negotiating Habitat Conservation Plans (Coalinga), 404 permits, and wetland mitigation plans.



BRENT GIBBONS, AICP

PRINCIPAL PLANNER

EDUCATION

**Bachelor of Science,
City and Regional Planning**
Cal Poly, San Luis Obispo

CERTIFICATIONS/ AFFILIATIONS

American Institute of Certified Planners

American Planning Association,
Sacramento Valley Section

enCode user Certification

EXPERIENCE

Mintier Harnish
Principal Planner, Senior Project
Manager, Project Manager, Associate

City of Turlock
Assistant Planner

Madera County
Planner II

San Mateo County Housing Authority
Housing and Community
Development (HCD) Intern

Hathaway Dinwiddie, Santa Clara
Project Engineer Intern

PROJECTS

General plans for the City of Gilroy, the Town Los Gatos, the Town of Windsor, and the Counties of Fresno, Sierra County, and Ventura

SB244: Disadvantaged Communities Report for Merced County

Zoning Ordinance updates for the Counties of Fresno, Merced, and Sierra, the Cities of Folsom, Gilroy and Santa Clara, and the Placer County Sunset Area Plan Implementing Zoning Regulations

Objective Design and Development Standards for the Cities of Folsom, Gilroy, South Lake Tahoe, and Ukiah, the town of Windsor, and the county of Mariposa

Town of Windsor Housing Element Update

Brent Gibbons has been a planner in both the public and private sectors since 2013. He specializes in architectural applications, urban design, site design, land use planning, public policy, geographic information systems, regulatory code and ordinances, CEQA analysis, and community engagement.

Brent started his professional career as a Planner I with Madera County, which included the review of project plans with the zoning administrator, operating the front planning counter, and regularly evaluating setback variances and zoning permits. Brent was promoted to Planner II after a year, and managed projects with greater responsibility. His overall experience at Madera County included the intake of permits, zoning ordinance development, presentations to the Planning Commission, formation of community/area plans, and serving as the lead on solar facility and wireless tower projects. Brent also had the opportunity to serve on several committees pertaining to the drought and well water demand, as well as community park planning and design in conjunction with public health agencies. Additionally, Brent worked as an Assistant Planner for the City of Turlock where he conducted project permitting, development of maps, the General Plan Annual Report, and project management. His work included interfacing with a multitude of stakeholders ranging from community members to real estate developers.

Prior experience includes an internship with Hathaway Dinwiddie (Santa Clara office) in 2008 on the Solyndra Project, where Brent served as the onsite contact between the City of Milpitas and the Project Engineer. Tasks delegated included project permitting, editing plans, and construction administration. Brent also interned for the Housing Authority of San Mateo County, where he amended the HOME Affordability Covenant, performed HOME rent reviews for 2004-2009, and evaluated year-end fiscal performance data.

Brent holds a Bachelor's Degree in City and Regional Planning from California Polytechnic State University (Cal Poly), San Luis Obispo. While at Cal Poly San Luis Obispo, Brent served as the Associated Students in Planning (ASP) President, and the American Institute of Architecture Students (AIAS) President, where he sat on a national board that provided student connection to the American Institute of Architects (AIA). He represented Cal Poly at two international student architecture conferences in Minneapolis in 2009 and Toronto, Ontario, in 2010. Brent also was part of the project team that took 1st Place in the Bank of America Low Income Housing Challenge in 2012 for the Alere development.



MICHAEL GIBBONS

PROJECT MANAGER

EDUCATION

Bachelor of Science in City and Regional Planning
Cal Poly, San Luis Obispo

Associate of Science in Mathematics with a Concentration in Architecture
Cuesta College, San Luis Obispo

California Peace Officer Standards and Training Certificate
Napa Valley Police Academy, Napa

AFFILIATIONS

American Planning Association,
Sacramento Valley Section

EXPERIENCE

Mintier Harnish
Associate, Planner, Intern

City of Napa
Police Officer

City of Napa
Assistant Planner

PROJECTS

General Plans for the Cities of American Canyon, Bakersfield, Gilroy, Livingston, Lompoc, Los Gatos, Pleasant Hill, Rohnert Park, San Ramon, Solvang, Susanville, Ukiah, Visalia, and the Counties of Kern, Siskiyou, and Trinity

Zoning Ordinances/Codes for the Cities of Folsom, Gilroy, Kerman, Pleasant Hill, Reedley, Santa Clara, Selma, Stockton, Town of Windsor, Visalia, and the Counties of Calaveras, Madera, Mariposa, Sierra, Siskiyou, and Trinity

Objective Design and Development Standards for the Cities of Gilroy, Santa Clara, Hayward, Kerman, Ukiah, Town of Windsor, and Counties of El Dorado, and Madera

Additional Projects:
SJV REAP Housing Study and Technical Assistance Team, San Joaquin

Michael Gibbons is a Project Manager at Mintier Harnish specializing in land use planning, regulatory compliance, crime prevention through environmental design (CPTED), urban design, and community outreach. He has prepared and managed a variety of projects throughout California, including general plans, zoning and development codes, housing elements, specific plans, and design guidelines. Michael has a unique perspective having worked as planner in both the private and public sector, as well as serving as a police officer. Through this lens, Michael understands the innerworkings of local government and the important role that planning has in addressing the everchanging needs of communities. Michael's work is driven by his hands on experience in all levels of land use planning and a passion for quality design and community engagement.

Prior to working at Mintier Harnish, Michael was an Assistant Planner for the City of Napa. As part of the Current Planning team, Michael facilitated the filing and processing of a range of projects, including multi-family housing, subdivisions, mixed-use developments, cannabis dispensers, and historic preservation projects. Most notably, Michael assisted in the preparation and implementation of the City's first accessory dwelling unit and cannabis ordinances. Additionally, he developed the City of Napa's first development and impact fee assessment calculator.

During his tenure with the City of Napa, Michael decided to serve the community in a different capacity. Working in the community he served and lived in fueled his desire to transition into law enforcement, where he became a City of Napa Police Officer. Michael received his California POST Peace Officer Certification from the Napa Valley College Criminal Justice Training Center. Using his experience in planning and community engagement, Michael implemented a holistic approach to policing by working alongside community groups and other law enforcement agencies to address the needs of local concern (e.g., homelessness, addiction, mental health). Michael transitioned back into land use planning in 2019.

Michael's prior experience includes working as a Community Development Intern for the City of Hollister and City of Gilroy. In these roles, Michael performed site and architectural review, processed use permits and variances, and assisted in preparing staff reports.

Michael graduated with honors from California Polytechnic State University (Cal Poly), San Luis Obispo, and holds a Bachelor's Degree in City and Regional Planning. While at Cal Poly, Michael minored in both Real Estate Development and Sustainable Environments, and served two terms as the Associated Students in Planning (ASP) President. Michael also holds an Associate of Science in Mathematics with a concentration in Architecture from Cuesta College in San Luis Obispo.



NIKKI ZANCHETTA

PLANNER

EDUCATION

Master of City Planning
San Diego State University

Bachelor of Science in Community & Regional Development
University of California, Davis

Minor in Professional Writing
University of California, Davis

AFFILIATIONS

American Planning Association,
Sacramento Valley Section

EXPERIENCE

Mintier Harnish
Planner

San Diego Association of Governments (SANDAG)
Regional Planner

San Diego Association of Governments (SANDAG)
Regional Planning Intern

PROJECTS

General Plan Update for Trinity County
Housing Elements for the Cities of Visalia, St. Helena, and Lompoc

Nikki Zanchetta is a Planner with Mintier Harnish. She specializes in housing policy and planning, community development, community engagement, public policy, regional planning, and land use planning. Prior to working for Mintier Harnish, Nikki was a Regional Planner for the San Diego Association of Governments (SANDAG) where she worked on the 2021 San Diego Regional Plan and standing up the Housing Acceleration Program developed using Regional Early Action Planning (REAP) Grant funding from the state. Her experience includes Sustainable Communities Strategies, interpreting housing policy and law, drafting housing and land use documents, community engagement, and creating regional programs to accelerate the production of affordable housing. Nikki has a strong background in writing both technical and public facing planning documents and emphasizes writing styles that allow complicated planning concepts to be easily understandable by various audiences. As a regional planner at SANDAG she was the lead drafter of the Housing Acceleration Program Strategy for the San Diego region, various sections of the 2021 Regional Plan, and public comment responses regarding the Regional Plan.

Nikki is an advocate of place-based planning strategies and building walkable, bikeable, and sustainable communities. She believes that communities can implement higher density housing to meet housing needs while maintaining unique community character.

Nikki holds a Master's degree in City Planning from San Diego State University where she served as the City Planning Student Association and was the recipient of the 2021 California Planning Foundation San Diego Section Scholarship, the 2021 WTS Paulette Duve Memorial Scholarship, and the 2020 San Diego APA Student Scholarship. Nikki also received a Bachelor's Degree in Community & Regional Development and Minor in Professional Writing from UC Davis.



MATTHEW JUMAMOY

PLANNER

Matthew is a Planner with Mintier Harnish. He specializes in updating housing elements and designing informative municipal websites. Matthew is an advocate for affordable housing with notable experience promoting Accessory Dwelling Unit expansion in the City of San Jose. Matthew believes in a holistic community-based approach to planning and enjoys working with and learning from community stakeholders of diverse backgrounds. Matthew graduated from Stanford University with a Bachelor of Arts in Urban Studies with a focus on Environmental Sustainability and has an interest in the interrelated nature of transit opportunity, wealth inequality, and environmental sustainability. Matthew has contributed to the general plans for the cities of Ukiah, Rohnert Park, Millbrae, and American Canyon. He has also contributed significantly to the sixth cycle housing elements of Solvang, Pleasant Hill, and St. Helena.

EDUCATION

Bachelor of Arts in Urban Studies
Stanford University

AFFILIATIONS

American Planning Association,
Sacramento Valley Section

EXPERIENCE

Mintier Harnish
Planner

Stanford University,
Department of Sociology
Undergraduate Research Assistant

PROJECTS

General Plans for the Cities of
Ukiah, Rohnert Park, Millbrae,
American Canyon, the Town of Los
Gatos, and the County of Trinity

6th Cycle Housing Elements for the Cities
of Pleasant Hill, Solvang, Lompoc, St.
Helena, and the County of Stanislaus

Zoning Ordinance Update
for the City of Reedley



Matt Maddox, AICP

Principal

Mr. Maddox serves as Principal within Rincon's Environmental Planning and Sustainability Consulting Group and oversees Rincon's Sacramento office. In this capacity, he is involved in a wide range of urban planning and land use studies, sustainable, resilient and adaptation policy development, air quality and greenhouse gas analysis, CEQA/NEPA environmental documentation, as well as community involvement and permitting activities. Mr. Maddox has a strong background in long range planning, policy, and environmental planning. He has contributed to successful environmental and planning projects ranging from general plans to focused inner city redevelopment studies, to climate action and adaptation plans and documentation for compliance with environmental regulations, to greenhouse gas emissions analysis for industrial facilities. Mr. Maddox has developed a focus in the area of urban planning, sustainable design and resiliency policy, and greenhouse gas analysis.

EDUCATION

MESM, Bren School of
Environmental Science and
Management, University of
California, Santa Barbara

BA, Political Science, Cal Poly-
San Luis Obispo

CERTIFICATIONS/ REGISTRATIONS

American Planning Association
– AICP Certified (No. 02663)
Accredited Greenhouse Gas
Emissions Lead Verifier –
California Air Resources Board

YEARS OF EXPERIENCE

17

SELECT PROJECT EXPERIENCE

Regional Plans and Programmatic Environmental Review

- Principal-in-Charge, City of Port Hueneme – General Plan Update and Environmental Impact Review, Port Hueneme
- Principal-in-Charge, City of Novato – General Plan Technical Studies and Environment Impact Report, Novato
- Principal-in-Charge, City of San Luis Obispo – CEQA Greenhouse Gas Thresholds/Guidance and Climate Action Plan/Greenhouse Gas Thresholds Initial Study-Negative Declaration, San Luis Obispo
- Principal-in-Charge, County of Sonoma – Housing Element, Environmental Justice and Safety Element Update, Sonoma County
- Project Manager, City of Avalon – Avalon 2030 General Plan and EIR, Avalon
- Project Manager, City of Calipatria – Calipatria 2035 General Plan, Calipatria
- Principal-in-Charge, County of Fresno – General Plan Update, Fresno County

Principal-in-Charge, Mintier Harnish, Various Counties/Cities

- Principal-in-Charge, Mintier Harnish – Town of Windsor 2040 General Plan Update and Environmental Impact Report, Sonoma County
- Principal-in-Charge, Mintier Harnish – General Plan Update and Environmental Impact Report, Union City
- Principal-in-Charge, Mintier Harnish/City of Livingston – Livingston General Plan Update 2035 and EIR, Merced County
- Principal-in-Charge, Mintier Harnish/Town of Los Gatos – Los Gatos General Plan Update EIR, Los Gatos
- Principal-in-Charge, Mintier Harnish/City of Millbrae – Millbrae General Plan Update EIR, San Mateo County
- Environmental Project Manager, Mintier Harnish/City of Lompoc – Lompoc Housing and Safety Element Update and CEQA, Santa Barbara County
- Environmental Project Manager, Mintier Harnish/City of Solvang – Solvang General Plan Update and EIR, Santa Barbara County





Chris Bersbach, MESM

Supervising Environmental Planner/Program Manager

Mr. Bersbach manages and prepares CEQA and NEPA documentation in the California central coast region and technical air quality, greenhouse gas emissions, and noise analyses for public agencies and private sector clients throughout California. He has 15 years of planning experience with an emphasis on environmental planning and technical environmental analysis. His experience includes a wide range of technical environmental and planning studies, including land and infrastructure development projects, urban redevelopment projects, general plans and specific plans, solar power facilities and other energy projects, waste and wastewater management facilities, and other long-range planning projects.

EDUCATION

MESM, Conservation Planning;
Bren School of Environmental
Science & Management,
University of California, Santa
Barbara

BA, Psychology; Brandeis
University

YEARS OF EXPERIENCE

15

SELECT PROJECT EXPERIENCE

General, Specific, and Community Planning

- Project Manager, City of Pismo Beach – Pismo Beach General Plan and Local Coastal Plan (GP/LCP) Update Program EIR, Pismo Beach
- Project Manager, City of Morro Bay – Morro Bay General Plan and Local Coastal Program Update and EIR, Morro Bay
- Project Manager, City of Paso Robles – Olsen-South Chandler Ranch Specific Plan EIR, Paso Robles
- Project Manager, City of San Luis Obispo – San Luis Ranch Specific Plan Project EIR, San Luis Obispo

CEQA and NEPA Compliance

- Project Manager, City of Morro Bay – Embarcadero Road Battery Electric Storage System Project EIR, Morro Bay
- Project Manager, City of San Luis Obispo – 600 Tank Farm Road Mixed-Use Project & AASP Amendment EIR, San Luis Obispo
- Project Manager, City of Goleta – Heritage Ridge Residential Project EIR, Goleta
- Project Manager, City of Arroyo Grande – Housing Authority of San Luis Obispo Oak Park Affordable Housing Project, Class 32 Categorical Exemption, Arroyo Grande
- Project Manager, Cannon Engineering – Leanna Drive Creek Crossing Waterline Project IS-MND and Biological Permitting, City of Arroyo Grande

Transportation Infrastructure

- Project Manager, City of San Luis Obispo (subconsultant to GHD) – Prado Road-U.S. 101 Interchange Project; Caltrans PEAR, CEQA/NEPA Environmental Technical Studies, and IS-MND/EA, City of San Luis Obispo, CA
- Project Manager, Santa Barbara County (subconsultant to TYLin) – San Ysidro Road/North Jameson Lane/U.S. 101 Roundabout Project; Caltrans NEPA Environmental Technical Studies and CEQA Analysis, Santa Barbara County
- Project Manager, County of San Luis Obispo (subconsultant to Wallace Group) – Avila Beach Drive/U.S. 101 Interchange Connection Visual Impact Assessment, San Luis Obispo County



Lexi Journey, MESM

Senior Environmental Planner/CAP Specialist

Lexi Journey is a Senior Environmental Planner with Rincon's Environmental and Land Use Planning Group. Ms. Journey's experience includes project management, planning policy analyses, technical analyses, and outreach for assignments such as General Plans, Community Plans, CAPs, and Local Coastal Plans as well as CEQA environmental assessments. She has managed various projects including the Port Hueneme General Plan Update, Avila Community Plan, Local Oxnard Coastal Plan Update, and the County of Santa Barbara Climate Action Plan. Her passions and specialties are climate vulnerability and adaptation, community engagement, and environmental justice. She uses her wide breadth of planning expertise to teach *Principles and Practice of Environmental Planning* at the Bren School of Environmental Science & Management during the fall quarter.

EDUCATION

MESM, Bren School of
Environmental Science &
Management, University of
California, Santa Barbara

BS, Ecology, Evolution and
Behavior, University of
California, Los Angeles

INSTRUCTOR

ESM 275 Principles and
Practice of Environmental
Planning, Bren School of
Environmental Science &
Management, University of
California, Santa Barbara

SELECT PROJECT EXPERIENCE

Climate Action Plans

- Program Manager, Santa Barbara 2030 County Climate Action Plan and EIR, Santa Barbara County
- Project Manager, City of Santa Barbara Climate Action Plan and IS-MND, Santa Barbara
- Project Manager, City of Camarillo Climate Action Plan, Camarillo
- Project Manager, County of Merced Climate Action Plan, City of Merced
- Project Manager, City of South Pasadena Climate Action Plan, South Pasadena
- Project Manager, City of La Cañada Flintridge Climate Action Plan, La Cañada Flintridge

General, Local Coastal, Wildfire, and Community Plans

- Project Manager, Avila Community Plan, County of San Luis Obispo
- Program Manager, Port Hueneme General Plan Update and Climate Action Plan and EIR, Port Hueneme
- Project Manager, City of Rancho Mirage General Plan Update, Rancho Mirage
- Project Manager, City of Alhambra General Plan Update, Alhambra
- Project Manager, City of Ventura General Plan Update, Raimi and Associates
- Project Manager, City of Thousand Oaks General Plan Update, Raimi and Associates
- Project Manager, City of Palmdale General Plan Update, Raimi and Associates
- Project Manager, City of Ojai General Plan Updates and EIR, Raimi and Associates
- Project Manager, Garland Ranch Regional Park Fuel Mitigation and Fire Management Plan, Monterey Peninsula Regional Park District
- Project Manager, Peer Review of Ventura County Community Wildfire Protection Plan, Ventura Regional Fire Safe Council
- Project Manager, City of Oxnard Local Coastal Program (LCP) Update, Oxnard



Ryan Russell, MCRP

Senior Planner/Project Manager

Ryan Russell is a Senior Planner within Rincon's Environmental and Land Use Planning group. Ryan's experience includes project management, environmental analysis, stakeholder and community outreach, planning and policy development for long range plans, entitlement processing, and public presentations. Ryan has experience with all aspects of the environmental review process including preparing CEQA documents such as Initial Studies, IS-MNDs, complex programmatic and project-level EIRs. Ryan has managed and supported environmental analysis of numerous long-range planning documents such as Port Hueneme General Plan and Housing Element and EIR, City of Lompoc Housing Element and associated CEQA analysis, and Paso Robles Olson South Chandler Ranch Specific Plan EIR. Ryan is knowledgeable in land use planning, Coastal Act, CEQA regulations, and municipal entitlement processing. Between his project experience and technical expertise, Ryan is uniquely positioned to provide quality environmental review for complex, long-range planning projects.

EDUCATION

M.S., City and Regional Planning, California Polytechnic State University San Luis Obispo, 2017

B.S., Field and Wildlife: Biological Sciences, California Polytechnic State University San Luis Obispo, 2012

YEARS OF EXPERIENCE

6

SELECT PROJECT EXPERIENCE

- Project Manager, City of Goleta – Goleta Train Depot Master Plan EIR, City of Goleta
- Project Manager, City of West Hollywood – West Hollywood Housing Element Update and EIR, West Hollywood
- Project Manager, City of Lompoc Housing Element Update and CEQA, Lompoc
- Project Manager, City of Lompoc – Organic Liberty and Mustang Cannabis IS-MNDs
- Project Manager, City of St. Helena – Housing Element Update and CEQA, St. Helena
- Assistant Project Manager, City of Port Hueneme – Port Hueneme Housing Element and General Plan Update and EIR, Port Hueneme
- Assistant Project Manager, City of Paso Robles – Olsen-South Chandler Ranch Specific Plan EIR, City of Paso Robles
- Assistant Project Manager, City of Arroyo Grande – Housing Authority of San Luis Obispo Oak Park Affordable Housing Project, Class 32 Categorical Exemption, Arroyo Grande
- Assistant Project Manager, City of San Luis Obispo – 600 Tank Farm, San Luis Obispo
- Assistant Project Manager, City of Riverside, The Exchange EIR, Riverside
- Assistant Project Manager, City of Berkeley – 3100 San Pablo Avenue Office and R&D Project, Supplemental EIR, Berkeley, CA
- Assistant Project Manager, Antelope Valley College Master Plan EIR, Lancaster



Todd Tregenza, AICP Senior Project Manager

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

Connected: Young Professionals in Transportation Sacramento Chapter, Co-Founder; American Planning Association

Professional Summary: Todd Tregenza has 15 years of professional experience in various areas of transportation consulting with an emphasis on transportation planning projects. He has assisted dozens of agencies on short and long-range planning efforts, including the development of travel demand models, general plan circulation elements, specific plans and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analysis, and impact analyses. His experience spans public and private sector work for a broad range of projects that require circulation, safety, and operational analysis from a transportation perspective. Todd also has extensive experience as an On-Call transportation planner for local agencies, assisting in the preparation of transportation studies and grant applications, performing peer reviews of impact studies, and developing CEQA impact analyses for development projects of all sizes.

Project Manager | Circulation Element, CIP, and TIF Update | City of Arroyo Grande | Arroyo Grande, CA | Managed preparation of adopted 2021 Arroyo Grande Circulation Element Update. Project includes update of City's Capital Improvement Program and Transportation Impact Fee programs, using a local area model developed and maintained by GHD that has been updated to be consistent with the most recent version of the SLOCOG regional model. The City's Transportation Impact Analysis Guidelines were also updated to include VMT policies and guidelines in compliance with SB 743.

Project Manager | US 101 Broadway Multimodal Corridor Plan | Humboldt County Association of Governments | Eureka, CA | Managed the preparation of a multimodal corridor plan for US 101 in the City of Eureka, following the Caltrans Corridor Planning Guidelines. The corridor suffers a lack of multimodal accessibility, poor travel reliability, and high rates of severe and fatal pedestrian and bicycle collisions. The corridor plan proposes major reconfiguration of the roadway including provision of robust Class IV bikeways, transit prioritization through dedicated lanes and queue jump pockets, shortened pedestrian crossings, and new couplets to redistribute traffic. The study includes close coordination with City and Caltrans partners, and seeks to inform competitive grant applications including Solutions for Congested Corridors Program.

Project Manager | Circulation Element, CIP, and TIF Update | City of Galt | Galt, CA | Managing preparation of third consecutive update to the City's AB 1600 TIF and nexus study, concurrent with a focused update to the City's Circulation Element. Led update to capacity needs assessment based on full buildout of the City's General Plan with an updated 2020 travel demand model. As part of this contract, also developed low-VMT screening maps and SB 743 policies to guide the City's development review.

Project Manager | Imola Corridor Complete Streets Improvement Plan | Napa Valley Transportation Authority | Napa, CA | Managed the development of a 3.5-mile multimodal complete streets plan for Imola Avenue in the City and County of Napa. The plan primarily addressed safety improvements for all road users and improved pedestrian and bicyclist mobility. Coordinated plan development with agency and community stakeholders to ensure a community-driven process. Improvements were prioritized and programmed according to various measures of effectiveness, including benefit-cost, constructability, and environmental stewardship.

Project Manager | Comprehensive Development Impact Fee Update | Economic & Planning Systems | Benicia, CA | Managed the preparation of transportation impact fee update for the City. Led evaluation of various fee structures that could address VMT, and defensible methodologies for incorporating bicycle and pedestrian projects, without using LOS, from the Solano Transportation Authority regional ATP. Oversaw revisions to the Solano Napa Activity-Based Model travel demand model to better reflect anticipated land use growth.

Transportation Planner | General Plan Update | City of Turlock | Turlock, CA | Responsible for preparation of the Circulation Element update, including policies and planned improvements. Assisted in the preparation of the CEQA document for the update, including all technical analysis for the transportation and alternatives sections of the EIR. As part of the General Plan update, responsible for development of new Travel Demand Model, updated to current conditions, used to evaluate proposed land use and circulation alternatives. Technical analysis included various traditional and new performance metrics such as vehicle-miles traveled, Vehicle Hours Traveled, volume-to-capacity ratio, and delay.





Colin Burgett Project Manager



Qualified: MCRP, City & Regional Planning, Cal Poly San Luis Obispo, 1998; BS, Political Science, University of Oregon, 1993.

Professional Summary: Colin has over two decades of professional experience with expertise in multimodal transportation and integrated transportation/land use planning. He specializes in strategic planning for large-scale projects, including citywide transportation plans, large area plans, campus plans, bicycle and pedestrian master plans, EIR transportation studies, vehicle miles travelled (VMT) policy development and assessments, bus rapid transit (BRT) corridor studies, and transit station area plans.

Colin has extensive experience with projects that emphasize corridor revitalization, transit-oriented development, and complete streets planning. He manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns and urban design components.

Project Manager | Redding 2045 General Plan Transportation Element | City of Redding | Redding, CA | Prepared a comprehensive update to Redding's Transportation Element incorporating revisions to Redding's planned complete streets network and an emphasis on providing low-stress bicycling and walking routes, and continuing the trend of implementing "road diets" on arterials with excess capacity.

Project Manager | Ukiah 2040 General Plan Mobility Element | City of Ukiah | Ukiah, CA | Prepared a comprehensive update to Ukiah's Circulation Element incorporating complete streets components and recommended vehicle miles traveled (VMT) methodology and performance metrics.

Project Manager | American Canyon 2045 General Plan Circulation Element | City of American Canyon | American Canyon, CA | Updated American Canyon's Circulation Element incorporating complete streets components and refined street improvement plans.

Project Manager | Seaside 2040 General Plan Mobility Element | City of Seaside | Seaside, CA | Prepared a Mobility Element incorporating complete streets components, revisions to citywide bikeway network, identification of pedestrian priority focus areas, and related land use and mobility projects. The bikeway network component included a comprehensive revision to the City's planned bikeway network to include bicycle boulevard corridors and protected bike lanes. Facilitated public workshops and advisory committee meetings.

Project Manager | Create Tiburon 2040 General Plan Mobility Element | Town of Tiburon | Tiburon, CA | Developed an updated Mobility Element with an implementation-focus as part of a comprehensive General Plan update. Facilitated community input concerning transportation topics.

Project Manager | Brisbane Baylands Specific Plan EIR | City of Brisbane | Brisbane, CA | Developed transit-oriented development plan alternatives for a large brownfield site, including a former railyard and commuter rail station, adjacent to

the San Francisco Bay.

Project Manager | Development Parking Studies | Town of Windsor | Windsor, CA | Project Manager for parking studies conducted for the Bell Village, Windsor Mill, Shiloh Mixed Use and Windsor Town Green Hotel projects in the Town of Windsor. Provided recommendations concerning shared parking to increase the efficient supply of parking.

Task Leader | Downtown Development Cap Study | City of Palo Alto | Palo Alto, CA | Assessed parking supply/demand, parking management, and traffic conditions, as part of a larger effort to review developmental trends and calculate potential developmental capacity in Downtown Palo Alto.

Task Leader | Comprehensive Pedestrian & Bicycle Plan | City of Belmont | Belmont, CA | Prepared a citywide pedestrian and bicycle master plan, and the first such plan adopted by the City of Belmont. Developed citywide bikeway network and pedestrian priority improvement recommendations. Worked with team on cost estimates. Worked closely with City staff and technical advisory committee and led walking tour. Prepared strategic implementation plan and CIP list with recommended phasing.

Project Manager | Active Transportation Plan | City of Scotts Valley | Scotts Valley, CA | Developed bicycle and pedestrian improvement options and concept designs as a subconsultant to Ecology Action. Conducted community outreach, facilitated workshop discussions to gather input on key needs, and presented improvement options to community members.

Project Manager | Active Transportation Plan | City of Patterson | Patterson, CA | Managed initiation of a citywide Active Transportation Plan (ATP) that focuses on non-motorized forms of travel, identifies challenges to the current non-motorized network, proposes solutions and identifies potential funding sources. Oversaw development of a project website to facilitate community outreach and led discussions with the citizens' advisory committee.



Rosanna Southern, EIT Transportation Planner



Qualified: BS, Civil, Environmental and Infrastructure Engineering, George Mason University, Fairfax, VA, 2012; Engineer-in-Training, VA #420063509

Connections: Young Professionals in Transportation, Sacramento Chapter; Women in Transportation Seminar, Sacramento Chapter

Professional Summary: Rosanna Southern is a transportation engineer with 10 years of experience who specializes in traffic engineering and transportation planning, assisting dozens of agencies on short and long-range planning efforts, including the development of travel demand models, general plan circulation elements, traffic impact fee studies, corridor studies, and complete street plans. Rosanna provides multi-modal operational analysis and traffic impact studies for a variety of projects aimed at analyzing traffic operations. The support she provides includes utilizing various software, such as VISSIM, Synchro, SimTraffic, Sidra, HCS, TransCAD, and Cube.

Transportation Planner | City of Pismo Beach Circulation Element | City of Pismo Beach | Pismo Beach, CA | Prepared an update to the City's General Plan Circulation Element consistent with regional, statewide, and federal legislation - specifically related to multimodal transportation. Mapped existing multimodal conditions and proposed circulation improvements in GIS format. Prepared the Multimodal Circulation Plan. Assisted the City to develop active transportation goals and policies, including citywide and downtown LOS policies.

Transportation Planner | McSwain Community Transportation Circulation Study and Traffic Impact Fee Update | Merced County | Merced, CA | Prepared the circulation study, including a Capital Improvement Program (CIP), Nexus, and fee study. Created a nested community-level travel demand model within the regional travel demand model. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. Utilized the model to forecast General Plan buildout conditions, establish Nexus and regional share, develop a CIP, and propose a fee schedule. Prepared figures using GIS software. Prepared reports and memorandums including existing and forecasted intersection and roadway traffic volumes, LOS analysis using Synchro software, and documenting multi-modal facilities and plans, the traffic impact fee Nexus and CIP.

Transportation Planner | Franklin-Beachwood Transportation Circulation Study and Traffic Impact Fee Update | Merced County | Merced, CA | Prepared the circulation study, including a CIP, Nexus, and fee study. Created a nested community-level travel demand model within the regional travel demand model. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. Utilized the model to forecast general plan buildout conditions, establish Nexus

and regional share, develop a CIP, and propose a fee schedule. Prepared figures using GIS software. Prepared reports and memorandums including existing and forecasted intersection and roadway traffic volumes, LOS analysis using Synchro software, documenting multi-modal facilities and plans, the traffic impact fee Nexus, and CIP.

Transportation Planner | Templeton Area Travel Demand Model and Circulation Study Update | County of San Luis Obispo | San Luis Obispo, CA | Comprehensively updated Templeton community travel demand model to current baseline conditions. Baseline socio-economic data was aggregated at the parcel level using GIS. TAZ structure was comprehensively overhauled to increase the resolution of the model and to be consistent with the boundaries of the community's three distinct fee areas. Utilized the model to forecast General Plan buildout conditions, establish Nexus and regional share, developed a CIP, and propose fee schedule.

Transportation Planner | Avila Circulation Study and Traffic Impact Fee Update | San Luis Obispo County | San Luis Obispo, CA | Prepared the circulation study, including a CIP, Nexus, and Fee Study. Created a new area-wide travel demand model for the Avila Beach community. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. Utilized the regional travel demand model to calibrate the XX and IX/XI trip information for the base and forecast models. Utilized the model to forecast General Plan buildout conditions, establish Nexus and regional share, develop a CIP, and propose a fee schedule. Prepared figures using GIS software. Prepared reports and memorandums including existing and forecasted intersection and roadway traffic volumes, LOS analysis using Synchro software, documenting multi-modal facilities and plans, the traffic impact fee Nexus, and CIP.



TNDG – Roger A. Dale, Managing Principal

Education: MA, Resource and Environmental Economics, UC Riverside
BA, Economics, Claremont McKenna College

Mr. Dale has been affiliated with TNDG for 34 years (since 1988) and currently serves as the firm’s managing principal. His background encompasses the fields of real estate development, economic development, regional economic analysis, environmental and land use policy, financial forecasting, and renewable energy. His project experience with TNDG includes real estate market forecasting, pro forma financial analysis, demographic research and modeling, fiscal impact analysis, cost/benefit assessment, redevelopment/revitalization strategies, business retention/attraction, workforce development program assessments, and preparation of regional-scale economic development strategic plans. Selected project experience is listed below.

- Market study and Economic Development Element for City of San Ramon General Plan Update
- Fiscal impact modeling and land use forecasts for County of San Luis Obispo negation of city-county tax sharing agreements
- Market and pro forma financial analysis for City of Calabasas General Plan update
- Market and fiscal impact analysis for City of Monterey Park General Plan update
- Market, fiscal impact, and pro forma financial analysis of City of Alhambra General Plan update
- Market and fiscal impact analysis for City of Costa Mesa General Plan update
- Market and pro forma financial analysis for Fullerton Downtown Core/Corridors Specific Plan
- Market study and development strategy for City of Santa Maria Downtown Specific Plan
- Demographic forecasting and economic analyses for Cambria Community Services District
- Retail market analysis and fiscal impact studies for proposed hotel and automobile dealership projects (City of San Luis Obispo)
- Hotel market analysis for City of Port Hueneme General Plan Update
- Retail demand analysis for City of Carpenteria
- Fiscal analysis for County of Ventura 2040 General Plan
- Land use and cost/benefit forecasts for City of Los Angeles General Plan Framework Study
- County of Ventura Economic Vitality Strategic Plan
- City of Camarillo Economic Development Strategic Plan (including real estate market study)
- Market and fiscal impact studies for proposed reconfiguration of Camarillo Springs Golf Course
- Real estate market study (including hotel demand forecast) and pro forma financial analysis for Downtown Oxnard
- Developer outreach and pro forma financial analysis for Garvey Avenue Specific Plan (City of Rosemead)
- City of Beaumont Economic Development Strategic Plan
- City of Menifee Comprehensive Economic Development Strategy
- City of Escondido Comprehensive Economic Development Strategy
- City of Palm Desert Economic Development Strategic Plan



TNDG – Joseph E. McClure, Senior Associate

Education: MS, Urban Planning, University of Arizona
BS, Architecture, University of Cincinnati



Mr. McClure has served as principal or manager of land economics research and advisory-services organizations for over 35 years. Mr. McClure’s multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. McClure completed additional post-graduate work in economic geography at UA. He is a registered architect in Arizona. Joe’s organizational affiliations include the Western Regional Science Association, the Urban Land Institute (ULI), and the Arizona Association for Economic Development (AAED). McClure helps coordinate the firm’s technical focus on regional/land economic services and creative activities within the firm that include promoting innovation in community development strategic planning and fiscal and economic impact assessments. McClure has served both private developers and public agencies at all levels of government, for projects in small and large cities, undeveloped and heavily developed regions, and regions with special demographic and cultural characteristics. Selected project experience is listed below.

- Market study and Economic Development Element for City of San Ramon General Plan Update
- Fiscal impact modeling and land use forecasts for County of San Luis Obispo negation of city-county tax sharing agreements
- Market and pro forma financial analysis for City of Calabasas General Plan update
- Market and pro forma financial analysis for Fullerton Downtown Core and Corridors Specific Plan
- Market study and development strategy for City of Santa Maria Downtown Specific Plan
- Retail market analysis and fiscal impact studies for proposed hotel and automobile dealership projects (City of San Luis Obispo)
- Fiscal analysis for County of Ventura 2040 General Plan
- Market, fiscal impact, and pro forma financial analysis of City of Alhambra General Plan update
- County of Ventura Economic Vitality Strategic Plan
- City of Camarillo Economic Development Strategic Plan (including real estate market study)
- Market and fiscal impact studies for proposed reconfiguration of Camarillo Springs Golf Course
- City of Beaumont Economic Development Strategic Plan
- City of Menifee Comprehensive Economic Development Strategy
- City of Escondido Comprehensive Economic Development Strategy
- City of Palm Desert Economic Development Strategic Plan
- An economic impact of bicycle tourism in Arizona (AZ Department of Transportation)
- Market assessment and benefits analysis for major tourist-oriented, destination retail centers, and estimates of tourist spending (in Phoenix, AZ and Sparks, NV)
- Metropolitan area siting and economic/fiscal impact study for major league sports facility (in metro Phoenix)





TNDG – Alan Levenson, Senior Associate

Education: MBA, University of California, Los Angeles
BA, Economics and Political Science, UC Riverside

Alan Levenson has been affiliated with TNDG for 22 years. His areas of expertise include economic development strategic planning, regional economic analysis, fiscal impact analysis, retail market evaluation, and real estate development feasibility assessment. He has completed over 80 economic impact studies as part of CEQA/NEPA processes, and has been involved in range of complex fiscal and economic impact studies for residential and mixed-use development projects. He has also been a principal participant in the preparation of a number of economic development strategic plans, many of which have featured tourism as a targeted economic activity. His MBA from UCLA included a concentration in real estate development and finance. Selected project experience is listed below.

- Market study and Economic Development Element for City of San Ramon General Plan Update
- Fiscal impact modeling and land use forecasts for County of San Luis Obispo negation of city-county tax sharing agreements
- Market and pro forma financial analysis for Fullerton Downtown Core/Corridors Specific Plan
- Market study and development strategy for City of Santa Maria Downtown Specific Plan
- Retail market analysis and fiscal impact studies for proposed hotel and automobile dealership projects (City of San Luis Obispo)
- Hotel market analysis for City of Port Hueneme General Plan Update
- Retail demand analysis for City of Carpinteria
- Fiscal analysis for County of Ventura 2040 General Plan
- Market and pro forma financial analysis for City of Calabasas General Plan update
- Market and fiscal impact analysis for City of Monterey Park General Plan update
- Market, fiscal impact, and pro forma financial analysis of City of Alhambra General Plan update
- Market and fiscal impact analysis for City of Costa Mesa General Plan update
- County of Ventura Economic Vitality Strategic Plan
- City of Camarillo Economic Development Strategic Plan (including real estate market study)
- Market and fiscal impact studies for proposed reconfiguration of Camarillo Springs Golf Course
- City of Beaumont Economic Development Strategic Plan
- City of Menifee Comprehensive Economic Development Strategy
- City of Escondido Comprehensive Economic Development Strategy
- City of Palm Desert Economic Development Strategic Plan
- Assessment of recreational and amenity benefits associated with County of Los Angeles watershed management programs
- Simi Valley Restaurant Site Review (Rancho Simi Park and Recreation District)
- Economic Development Asset Assessment: comprehensive data-mapping documentation of public/private tourism assets for inventory, analysis, and visual mapping (Larimer County, CO)

TNDG



