

# Comprehensive General Plan and Area Plans Updates and CEQA Document

for Lake County









July 5, 2023

Mireya G. Turner, Director  
County of Lake  
Community Development Department  
255 N. Forbes Street  
Lakeport, CA 95453

**Subject: Comprehensive General Plan and Area Plans Updates and CEQA Document**

Dear Mireya:

Please accept the attached submittal as PlaceWorks' proposal to prepare the Comprehensive General Plan and Area Plans Updates and CEQA Document for Lake County.

PlaceWorks is a recognized statewide leader in General Plan preparation, having worked on more than 100 General Plans across the state. We would be honored to help the Lake County community shape its future and privileged to work alongside County staff, striving to help you create an updated General Plan and Area Plans that will guide Lake County towards a thriving and sustainable future.

Throughout this effort we will work as if we are an extension of County staff – meaning regular and structured communication, meaningful deadlines, and flexibility in approach. PlaceWorks has a long history of assisting communities in preparing general plan updates and environmental review documents and is well suited to this role. We applaud County staff taking on the update to create consistent and implementable planning guidance throughout the entire county that meets modern standards and current regulatory requirements while supporting other important planning efforts.

We believe we have assembled the best team possible to assist you in this effort, including expert professionals from **Fehr & Peers Transportation Consultants** and **ECORP Consulting**. Our team has a rich history of working on general plan update efforts in similar communities and the region. Senior-level personnel from each company on our team will be intimately involved throughout the project. Each of our firms has the desire and capacity to take on this important project, and we are committed to its success.

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

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

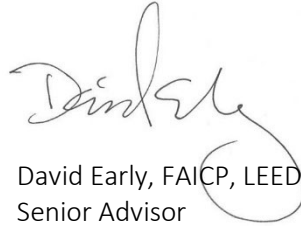
We look forward to your response.

Respectfully submitted,

**PLACEWORKS**

A handwritten signature in black ink, appearing to read "Tanya Sundberg". The signature is fluid and cursive, with a long horizontal stroke at the end.

Tanya Sundberg  
Associate Principal

A handwritten signature in black ink, appearing to read "David Early". The signature is cursive and includes a large, circular flourish at the bottom right.

David Early, FAICP, LEED AP  
Senior Advisor





**Proposal for Services | July 5, 2023**

# **Comprehensive General Plan and Area Plans Updates and CEQA Document**

for Lake County

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**Prepared By: PlaceWorks**

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**In Association With:**

**Fehr & Peers  
ECORP**

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# 1. UNDERSTANDING & APPROACH

Lake County lies about 135 miles north of San Francisco and surrounds Clear Lake, the largest natural lake wholly within California. It is the home of many recreational areas and retreat centers, both surrounding Clear Lake and taking advantage of the region's geothermal resources – the Geysers geothermal area is the largest geothermal field complex in the world. With a population of about 68,000, the local economy is based on agriculture (including pears, walnuts, vineyards, wineries, and cannabis), tourism, and geothermal production.

Lake County now seeks to hire a consultant team to complete a comprehensive update of the Lake County General Plan and its Local Area Plans, including a comprehensive Health and Safety Element with a Climate Vulnerability Analysis and Countywide Evacuation Study and a California Environmental Quality Act (CEQA) document. This proposal responds to the County's Request for Proposals (RFP) for this project.

## The PlaceWorks Approach

The current Lake County General Plan was adopted in September 2008 by the County Board of Supervisors. It has 11 elements with goals, policies, and regulations that set the long-term plan (blueprint) for the county's development. The County also has eight Local Area Plans that comprehensively cover the entire county and provide additional development guidance.

- **Overall General Plan Structure.** PlaceWorks proposes to prepare both an overall General Plan for the county as a whole (including needed Countywide Elements), as well as updates to all eight Local Area Plans.
  - » **Local Area Plans.** Since the Local Area Plans are well-loved throughout the county, we propose that the required contents of the Land Use, Circulation, Public Facilities, Open Space, Conservation, and Environmental Justice Elements be included in each Local Area Plan. Each Local Area Plan will follow the same outline and format, but each will also be customized to match local conditions. There are mutual lessons to be learned from each Area Plan; we will pull the best from each to create a unified and consistent approach to these plans.
  - » **Overview Document.** To provide an overview of the General Plan as a whole, including the Local Area Plans, we will prepare a brief Overview Document that introduces the General Plan, provides background about the county, and articulates a planning vision for the county as a whole.
  - » **Health and Safety Element.** PlaceWorks will provide a comprehensively updated Health and Safety Element with a Climate Vulnerability Analysis and Countywide Evacuation Study, as requested in the RFP.
  - » **Other Countywide Elements.** We will also update the other Countywide Elements to meet State law and maintain existing elements in the current General Plan. This will include the Noise, Geothermal, Agricultural Resources, and Water Resources Elements. (Based on our discussions with County staff, we have not included the Housing Element, Aggregate Resources Management Element, or a full Climate Action Plan in this proposal. We could prepare any or all of these documents under a contract amendment at a later date).

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- » **Special Study Areas.** As part of the Local Area Plans, PlaceWorks will develop and/or update community-specific policy and design guidance for as many as 21 Special Study Areas located throughout the county.
  - **Housing.** While the Housing Element Update is not included in this proposal, it is a key topic of concern for communities throughout the county. Therefore, the Local Area Plans will include robust information and policy guidance to promote access to housing that is affordable to all income levels in each community.
  - **Environmental Justice.** As a relatively new requirement, SB 1000 requires cities and counties across the state to address environmental justice in their general plans. It identifies CalEnviroScreen, a tool developed by the California Office of Environmental Health Hazard Assessment, as the primary screening method for identifying “disadvantaged communities,” which are low-income communities and communities of color that struggle with a disproportionate burden of pollution and health impacts and disproportionate social and economic disadvantages such as poverty or housing instability. Based on the latest CalEnviroScreen data, there are no disadvantaged communities in unincorporated Lake County. However, many rural communities have found limitations in the utility of the CalEnviroScreen data, including from the geographic scale of the data that overlooks the nuances of individual small communities. Therefore, we will work with CDD staff, environmental justice stakeholders, and local community members to identify the communities that may need policy solutions to support environmental justice.
  - **CEQA Document.** The RFP suggests that a variety of approaches may be used to fulfill the review requirements for the project under CEQA. Although we can see circumstances under which the project might be cleared with a Negative Declaration, we currently believe that a full programmatic EIR on the entire project (General Plan, all eight Local Area Plans, Health and Safety Element, and all other Countywide Elements) will be the best approach for this project, and we have scoped the project accordingly. Preparation of a full EIR will provide a clear environmental baseline against which to measure future changes, it will minimize the risk of legal challenges to the project, and it will allow for tiering and therefore simpler approval processes for future projects.
  - **Self-Mitigating Plan.** The General Plan and Area Plans Updates and EIR will be prepared concurrently so that the environmental analysis can inform the contents of the Plans. To the extent possible, the General Plan and Area Plans will be “self-mitigating” in the sense that they will incorporate mitigation measures as policies and actions. Preparation of the General Plan, Area Plans, and EIR will be a parallel and iterative process with information and analysis in each document informing the other.
  - **Community Engagement.** Working in coordination with County staff, PlaceWorks will prepare an engagement strategy that directs outreach throughout the project. Our approach includes engaging local community members through a community survey and community workshops held as part of Town Council meetings in each local planning area, ongoing engagement with a specially formed General Plan Advisory Committee, meetings with stakeholder focus groups on key topics of concern, and an ongoing project website.
  - **Geographic Information Systems (GIS).** As part of the project, we will create a GIS database that can be used by Community Development Department (CDD) staff for future planning activities.
  - **Graphic Excellence and Interest.** PlaceWorks prides itself in implementing innovative and creative approaches to create interesting, user-friendly, and visually appealing documents, and will bring this approach to the Lake County project.



- **Staff Involvement.** PlaceWorks looks forward to collaborating with CDD staff on this project. Our scope of work includes sufficient time for meetings and work sessions with staff. We will also rely on staff to share information about the county and to assist us in data collection. We understand and support the idea that CDD staff will also actively assist and participate in presentations of materials at all public forums, workshops, meetings, and hearings.
- **Agency Coordination.** PlaceWorks will consult and coordinate with, and file all necessary documentation with, the appropriate governmental agencies at the federal, State, regional, tribal, and local levels. Our strong track record in General Plan preparation means that we have a clear understanding of these agencies and their needs and requirements.
- **Schedule Adherence.** PlaceWorks understands that schedule adherence is an important part of the project. We have a strong track record of delivering projects on time and on budget, and Chapter 5 of this proposal details some of the ways that we maintain and achieve our schedules.

## Key Attributes of the PlaceWorks Team

In assessing this proposal, please consider the following key points which we believe differentiate us from other possible consultant teams:

- **Experts in General Plan Preparation.** With nearly a dozen principal-level General Plan practitioners throughout California, PlaceWorks' portfolio of General Plan projects and expertise is unparalleled. As shown in Figure 1, PlaceWorks has the distinction of having prepared more than 100 general plans for communities throughout California, 18 of which have won awards at the local and state levels from the American Planning Association (APA). The breadth of our experience includes small and large cities and counties, as well as rural, suburban, and unincorporated communities. We also have a broad range of experience in coastal, mountain, valley, and desert communities throughout the state.
- **Rural County Experience.** From our work on General Plan Updates in other rural counties, we have gained a deep understanding of the unique issues at play. In our work we have effectively addressed issues related to agricultural preservation, agri-tourism and recreation-based tourism, habitat and watershed protection, mining and geologic resources, natural hazards, small community revitalization, and access to quality housing, among other topics. For the recent Butte County General Plan Update, a major focus of our work was to help communities rebuild and recover from a series of devastating wildfires and flood emergencies. Meanwhile, through our work in eastern Contra Costa County, we are preparing policy guidance to help the small farming town of Byron capitalize on regional historic and local food tourism to help revitalize the downtown.
- **Experts in Safety Elements, Climate Vulnerability Analysis, and Evacuation Planning.** Our Climate Action and Resiliency Team will lead preparation of the climate change vulnerability analysis, evacuation study, and update of the Health and Safety Element. Our team has led the preparation of more than 50 safety element updates, including climate change vulnerability assessments, in compliance with SB 379 in recent years. Our experience has spanned urban and rural communities, with considerable experience in counties and smaller communities with economies dependent on agriculture, natural resource use and management, and recreation and tourism, as well as with projections for significant climate changes and high risks from climate

hazards. Our team leads development of best practices, research, and publications related to climate action and adaptation, including the California Adaptation Planning Guide (2020), which will guide preparation of the climate change vulnerability assessment for Lake County. We've been honored that many of our projects have received statewide recognition and awards, including the Santa Barbara County Climate Vulnerability Assessment (2021), Placer County Sustainability Plan, and the Resilient Inland Empire Regional Climate Adaptation Toolkit. Our interdisciplinary practice reflects our collaborative and comprehensive approach to partnering with agency staff, elected officials, advisory bodies, and community members to assess the impacts from climate change, and to develop locally appropriate and feasible short- and long-term strategies to adapt to a changing climate.

- **Community Engagement.** We have helped create positive change in communities we work with across the state through our caring and persevering efforts to reach out to everyone we can. Every community is different and so requires a unique constellation of outreach tools, and we have shown that with the help of residents and community groups, and the guidance of County staff and decision makers, we can overcome barriers to communication and establish public engagement that builds community. Our efforts are aimed at creating public support for a shared future vision and the policy changes necessary to achieve it. PlaceWorks has won awards all the way up to the national level for its community engagement work and looks forward to bringing these techniques to bear in Lake County.
- **Housing Expertise and HCD Relationship for LEAP/REAP Grant.** PlaceWorks offers the experience and skill of its Housing Team to support Local Area Plan information and policy guidance that will promote access to affordable housing. The team has worked with more than 100 agencies in California to develop and implement effective housing and community development projects, programs, and plans. We have worked with State (HCD) and federal (HUD) program staff on a broad range of programs and projects, as well as with numerous local committees on community-initiated programs. In addition, our close working relationship with HCD affords us timely updates about the LEAP/REAP grant funding and an understanding of how best to meet the grant funding requirements.



FIGURE 1 GENERAL PLAN EXPERIENCE





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## 2. STATEMENT OF QUALIFICATIONS

PlaceWorks has assembled a highly qualified team to complete the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document. This chapter describes the qualifications of the firms on the PlaceWorks team and the key personnel that will be assigned to the project.

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

### PlaceWorks

PlaceWorks will serve as the prime consultant and oversee all aspects of the project to ensure its successful and timely completion.

PlaceWorks is one of the West’s preeminent planning and design firms, with approximately 120 employees in six offices. Formerly known as The Planning Center|DC&E, PlaceWorks’ history dates back over 45 years. The Planning Center, established in 1975, was created with the intent to integrate individual design disciplines and work efforts into a greater whole. Similarly, Design, Community & Environment (DC&E) was founded over 25 years ago to offer high-quality, personalized, and comprehensive planning, design, and environmental review services. In 2011, these two highly respected planning and design firms merged, forming a company with an expanded set of disciplines and strengths.

PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review, urban design, landscape architecture, community outreach, and Geographic Information Systems (GIS). Our talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

### Key Staff

This section describes the key staff on the PlaceWorks team who will be assigned to the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document.

Company Ownership
Company Type: California S-Corporation
Office Locations
Berkeley
Santa Ana
Sacramento
San Luis Obispo
Los Angeles
Ontario
Primary Contact
Tanya Sundberg
Associate Principal
2040 Bancroft Way, Suite 400
Berkeley, CA 94704
510.848.3815 ext. 3390
tsundberg@placeworks.com
Website
placeworks.com

## Tanya Sundberg, Associate Principal, Principal-in-Charge



Tanya will serve as Principal-in-Charge and will ensure that all products are produced on-time, on-budget, and meet the highest standards of quality. Additionally, she will be available to facilitate public workshops and critical meetings throughout the process. Tanya brings valuable planning experience through her work in both the public and private sector. She is organized and detail-oriented, produces high-quality documents, and maintains open and communicative working relationships with her clients. Tanya's work at PlaceWorks has focused on general plans, specific plans, sustainability/climate action plans, cannabis planning and environmental services, complete streets plans, and environmental reviews. She brings recent county general plan experience to the Lake County project, including from her work managing the Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR and overseeing the Butte County 2040 General Plan Update and EIR, after having managed the prior Butte County 2030 General Plan Update that was completed in 2010. For many of her projects, Tanya managed or oversaw the development of the plan as well as its environmental review, thus facilitating the creation of self-mitigating plans and an efficient environmental review process.

## Andrea Howard, Senior Associate, Project Manager



Andrea will serve as the Project Manager and be responsible for day-to-day management, including coordination with staff, budget management, and schedule tracking. Andrea joined PlaceWorks in 2019, bringing four years of experience working for regional government, preceded by four years working in the private and nonprofit sectors in workforce development, youth and family health coverage, and private real estate. Andrea's cross-sectoral background affords her unique insights into project opportunities, needs, and stakeholder perspectives. She is a meticulous project manager and takes care to understand all environmental factors influencing a project's success and implement situationally appropriate plans. In the public sector, Andrea worked closely with elected officials and staff from city, county, and tribal governments, and fostered regular collaborations with a variety of agencies. Andrea's General Plan experience includes managing the recently completed Butte County 2040 General Plan Update and EIR and the ongoing Santa Rosa General Plan 2050 General Plan Update and EIR.

## Allison Giffin, Associate, Assistant Project Manager



Allison will serve as the Assistant Project Manager. Allison views planners as conveners and providers of tools and data to inform community-driven efforts. Allison has six years of professional planning experience managing, analyzing, and visualizing data as well as policy development and public outreach. At PlaceWorks, Allison manages data and mapping components of complex, multi-year planning projects like general plans and buildout analyses, transportation plans, regional housing needs assessments, and housing elements. She also manages standalone GIS projects, covering all aspects from client communication to methodology development and document production, and develops user-friendly web and mobile mapping applications to inform decision-making and streamline planning processes. Allison is experienced with a variety of technical software programs and platforms including GIS, Adobe Creative Suite, Python, and R.



## David Early, FAICP, LEED AP, Senior Advisor



David will serve as an advisor to the PlaceWorks team and provide planning expertise. David is renowned throughout California as an expert on smart growth and sustainable development, with work in the fields of comprehensive planning, plan implementation, public participation, urban design, transportation, and environmental review. His work spans diverse fields such as downtown revitalization, transit-oriented development, bicycle planning, greenhouse gas reduction, and agricultural preservation. David is an expert facilitator, and he has helped numerous groups achieve consensus on difficult development and conservation issues. He also has extensive knowledge of GIS planning concepts and has overseen the application of GIS to a number of major projects. David has over 35 years of experience in planning and design and has master's degrees in both Architecture and City Planning. He is a member emeritus of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California. He is a frequent speaker and teacher, and his work has won awards at the local, State, and national levels. David was inducted as a Fellow of the American Institute of Certified Planners (FAICP) in 2020 and named a Planner Emeritus Network Honoree in 2019.

## Tammy L. Seale, Principal, Climate Lead



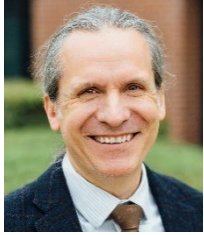
Tammy directs PlaceWorks' Climate Action and Resiliency Practice and will serve as the climate lead on the project. She is a leader in the field of local climate action and resiliency planning, with over 25 years of local environmental and land use planning experience. She collaborates with communities to holistically address sustainability, climate change, and resiliency in local environmental and land use plans and implementation programs, including comprehensive plans, climate action plans, hazard mitigation plans, and zoning codes. She leads planning processes that are informed by robust technical analysis, such as climate change vulnerability assessments and GHG emissions inventories. She also leads inclusive, meaningful engagement with agencies and community stakeholders to develop effective and locally appropriate climate mitigation and adaptation strategies.

## Terri McCracken, Associate Principal, Environmental Impact Report Lead



Terri is an extremely organized and efficient planner with a detailed understanding of the environmental review process and will serve as the EIR lead on the project. With 20 years of environmental planning experience, she is a valuable asset to any project team. Terri is responsible for the day-to-day management of environmental review projects, maintaining regular contact with clients, coordinating subconsultants, and attending meetings. Terri's work at PlaceWorks has focused on the application of CEQA, NEPA, as well as other State and federal environmental regulations and guidelines. Terri effortlessly manages, coordinates, reviews, and conducts research for various types of environmental review documents for a broad range of projects, including long-range plans, municipal codes, residential, commercial, industrial, recreational, resort, and public works. She is responsible for the preparation of environmental constraints, feasible mitigation measures, and viable project alternatives, as well as for responding to public and agency comments on environmental documents.

## Rob Mazur, Associate Principal, Director of GIS



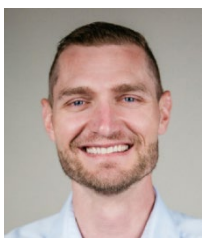
Rob has extensive experience creating maps and datasets for a range of planning projects. He specializes in all facets of geodatabase development, data management, web GIS, and spatial and tabular analyses for improved decision-making, information retrieval, and cartography. His experience in a wide variety of planning projects, coupled with his expertise in GIS and field data collection, make him a key asset to any team. Rob excels at quantitative and spatial analysis, including buildout calculations, walkability, community health modeling, cartography, and land use scenario modeling. He works directly with clients and staff to develop effective, efficient, and informative GIS processes. Rob is well versed in advanced and current planning practices in both the public and private sector and has an excellent understanding of the relationship between data management and its importance in achieving service delivery standards for the work of community development and public works departments. Rob has brought his GIS skills to a number of general plan updates throughout California and has managed a variety of mapping projects in Los Angeles County, the Bay Area, and beyond.

## Nicole Vermilion, Principal, Air Quality/Energy/GHG/Noise Services



Nicole oversees project staffing and timing for the air quality, greenhouse gas (GHG), and noise technical team's impact evaluations under CEQA. She is responsible for expanding and fine-tuning the team based on changes in technology, legislation, and client needs and for ensuring that PlaceWorks' air quality and GHG studies are defensible and consistent with recent case law. She closely follows the rapid changes in requirements and the latest information on CEQA thresholds and analysis methodology. She has performed numerous GHG emissions inventories for individual projects as well as citywide emissions inventories for general plans. Nicole frequently presents at conferences, including the California Chapters of both APA and AEP. She is a beta tester for the CalEEMod program. As a member of AEP's Climate Change Committee, Nicole has contributed to white papers addressing GHG emissions inventories for climate action plans and general plans, post-2020 GHG thresholds, and Friant Ranch.

## Lance Park, Senior Associate, Air Quality/Energy/GHG



Lance has nearly six years of experience as an air quality analyst preparing CEQA analyses for individual land use development projects and long-range planning documents. As an air quality scientist, he has prepared extensive emissions modeling and calculations consistent with different California air district methodologies, including the Bay Area Air Quality Control District, South Coast Air Quality Management District, San Joaquin Valley Air Pollution Control District, and Sac Metro Air Quality Management District. With PlaceWorks, he functions as a leading expert in air quality, GHG emissions, health risk, and energy CEQA analyses, and offers strategic insight into different CEQA document types and streamlining opportunities with project clients and lead agencies. Lance is also 40-hour HAZWOPER certified, is currently attaining his Certified Professional in Erosion and Sediment Control-In Training accreditation and has several years' experience conducting Phase I and Phase II Site Assessments and SWPPP Construction Site Monitoring.

## Jacqueline Protsman Rohr, Associate, Planning Support



Jacqueline enjoys working on a variety of projects ranging from CEQA analysis, comprehensive planning, and climate adaptation planning. With a background in environmental analysis, and an enthusiasm toward climate adaptation planning, she aspires to help create healthier, sustainable, equitable, and resilient communities. Jacqueline also possesses a comprehensive set of technical skills through both her educational and work experience. Jacqueline is currently managing CEQA analyses for development projects in Cupertino and was a lead preparer for the update to the California Adaptation Planning Guide, Resilient IE Toolkit, Santa Barbara Climate Change Vulnerability Assessment, and the Eastern Sierra Sustainable Recreation Partnership Resilience Assessment.

## Staff and Relevant Project Matrix

The table below indicates which key staff members participated in the relevant projects described in this chapter. In most cases, staff performed a similar role in these projects as they would perform for the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document.

Project	Tanya Sundberg	Andrea Howard	Allison Giffin	David Early	Tammy L. Seale	Terri McCracken	Rob Mazur	Nicole Vermillion	Lance Park	Jacqueline Protsman Rohr
Butte County General Plan Update and EIR	X	X	X	X	X		X	X	X	X
Butte County Upper Ridge Community Plan <sup>1</sup>	X	X			X		X			X
Contra Costa County General Plan Update	X		X		X		X	X	X	X
CCTA Action Plans			X	X			X			
Yolo County General Plan Update				X						
Calistoga General Plan and EIR				X						
San Bernardino Countywide Plan					X		X	X	X	X
Santa Rosa General Plan Update		X	X		X	X	X	X	X	X
Placer County Sustainability Plan and Safety Element					X		X	X	X	X
Imagine Livermore 2045					X	X	X	X	X	X
Stockton General Plan Update	X				X		X	X		
Cannabis Planning and Permitting	X									

<sup>1</sup>The Butte County Upper Ridge Community Plan used a different project management team than the staff shown in this table; staff identified in this row supported the project and coordination with the General Plan Update.

## Relevant Projects

This section describes PlaceWorks' projects similar in scope to the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document.

### BUTTE COUNTY GENERAL PLAN UPDATE AND EIR

Butte County sits just 70 miles north of Sacramento and encompasses some 1,670 square miles. The County's outgoing General Plan 2030 (also completed by PlaceWorks) was intended to guide development for many years, but conditions have changed significantly since its adoption in 2010. In addition to the global pandemic, the county endured several local disasters—including the 2017 Oroville Dam failure; the 2018 Camp Fire, the deadliest and most destructive wildfire in the state's history; and the 2020 North Complex Fire. PlaceWorks helped the County develop creative policies to rebuild and recover from these events, preserve agriculture and open lands, optimize community resilience and safety, and address equity and environmental justice. The new General Plan maintains policies to support agriculture throughout the county, including policies to ensure compatibility between agriculture and other nearby uses, and to support uses such as agricultural processing and agritourism. The PlaceWorks team also provided nimble solutions to meet requirements of the California Environmental Quality Act (CEQA) in a way that best fit the county's needs.



### BUTTE COUNTY UPPER RIDGE COMMUNITY PLAN

PlaceWorks worked with Butte County to develop a community plan for the Upper Ridge area, which is located in an unincorporated portion of Butte County near the Town of Paradise. The 2018 Camp Fire highlighted the Upper Ridge's vulnerability to wildland fires and has changed the population, landscape, and priority for this area for many years to come. Within the Upper Ridge area, 2,158 homes



were destroyed by the Camp Fire, along with many other non-residential structures, especially in the lower Paradise Pines subdivision. The Upper Ridge Community Plan is an extension of the County's General Plan, and addresses land use planning, fire safety, evacuation routes, community and economic development, affordable housing, infrastructure, recreation, and quality of life.



Work on the Upper Ridge Community Plan included the following tasks: creating a land use blueprint for post-Camp Fire recovery and providing important policy direction for future growth, circulation, infrastructure, conservation, and development; working with the community to develop a vision for the future; planning for a vibrant, youth-friendly town center providing needed commercial services; exploring the use of an innovative transfer of development rights program to encourage a variety of housing types, including affordable housing; and including best practices for developing a resilient and fire-adapted community. The project recently received the following awards – *2022 Vernon Deines Award for Outstanding Comprehensive Plan for a Large Jurisdiction*, National APA, Small Town and Rural Planning Division; *2022 Comprehensive Planning Award of Merit: Small Jurisdictions*, California APA, Sacramento Valley Section

## CONTRA COSTA COUNTY GENERAL PLAN UPDATE, CLIMATE ACTION PLAN, ZONING SUPPORT, AND EIR

Contra Costa County, in the San Francisco Bay area, is a large and diverse county, encompassing farms and orchards, intact historic communities, high-density transit-oriented neighborhoods, suburban subdivisions, and extensive natural open space. Guiding development and conservation across this diverse landscape is challenging given the age of the County's existing General Plan, which is still replete with the data, attitudes, and assumptions of the 1970s and 1980s. This General Plan and Zoning Code Update is an opportunity to significantly streamline both documents and improve their accessibility and usability.

The updated documents, along with a parallel Climate Action Plan, will reflect present-day issues like sustainability, resilience, and public health, while carrying forward enduring themes of compact growth, agricultural preservation, and economic vitality that remain strongly supported by Contra Costa County voters. The update process is organized around focused planning in dozens of distinct communities, and includes over 80 public meetings throughout the county, as well as online engagement tools to reach far-flung residents. PlaceWorks is also preparing a programmatic EIR covering the updated General Plan, Climate Action Plan, and Zoning Code. The project will conclude with clear statements of the County's vision for its future and simplified and responsive regulations for development, contained in both a graphically rich print version of the General Plan and an interactive online Plan to maximize access and understanding.



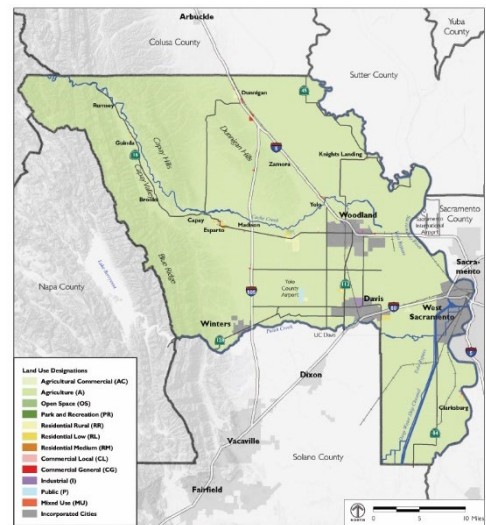


## CONTRA COSTA TRANSPORTATION AUTHORITY ACTION PLANS

PlaceWorks recently completed an update of five subarea Action Plans for the Contra Costa Transportation Authority (CCTA). This effort involved a complex combination of analysis, agency facilitation, community engagement, and policy/action development. The project required a highly technical but understandable approach, real caring, and understanding of community needs. We developed the five plans to be consistent with each other while also addressing local needs in each of the five subareas. We foresee a similar approach for the Lake County Local Area Plans.

## YOLO COUNTY GENERAL PLAN UPDATE

The rural environment of Yolo County, with its open spaces, dispersed population, and scattered small towns, exemplifies the traditional farming landscape that once dominated California but is quickly disappearing today. The County has been recognized for its decades-long commitment to promoting responsible growth and preserving agricultural lands by directing development into its four incorporated cities. While this approach has allowed both the Cities and the County to protect and enjoy natural and scenic resources, it has also had fiscal consequences in terms of low property and sales tax revenues. In preparing an updated General Plan, the County faced pressure from a growing population, increased demand for services, and State housing mandates. PlaceWorks worked with the Board of Supervisors, Planning Commissioners, representatives from the incorporated Cities, and other key stakeholders to explore responses to these challenges. The updated General Plan defined the County's vision for its desired future and created a policy framework that preserves the county's unique character while promoting a healthy and sustainable economy and ensuring adequate provision of services to all residents.



## CALISTOGA GENERAL PLAN AND EIR

PlaceWorks prepared a complete revision of the General Plan of this Napa Valley town. Beyond State-mandated elements, the Plan includes infrastructure, economic development, and implementation elements. Additionally, as part of this effort, PlaceWorks prepared the City's Geothermal Element, so we have an understanding of planning issues related to geothermal resources.

The public input process included planning open houses, public workshops, and regular meetings with a Citizens' Advisory Committee. An implementation matrix ensured the General Plan can be used to guide annual budgeting and departmental planning efforts. Work on the EIR was folded into the General Plan so that the General Plan is largely "self-mitigating," with few impacts and mitigation measures left to the EIR.

## SAN BERNARDINO COUNTYWIDE PLAN

PlaceWorks led an effort to go farther than any county or city has ever gone with a general plan. This web-based “complete county” plan complements the countywide vision, covers all County government services, and guides County decision making, financial planning, and communications. Users are able to easily access a wealth of data on the county and its operations as well community action guides to enable local residents to undertake positive change with and without the County’s assistance. The plan was developed over five years, with additional support over the first two years on focused implementation and refinement. The countywide plan includes a County Policy Plan, which is an update and expansion of the



County’s General Plan for unincorporated areas, a Community Plans Continuum, which articulates what is important to each community, and a County Business Plan that outlines the County’s approach for providing municipal and regional services. PlaceWorks utilized both modeling tools and GIS mapping and analysis to understand the potential implications of county growth and create dynamic and interactive maps through which County staff and the public could comment, edit, and make decisions directly. PlaceWorks conducted both online and in-person public engagement using a project website and other tools and held over 80 public meetings with the public and stakeholders in unincorporated communities. This web-based approach allowed for greater accessibility and easier use and navigation by the public, decision-makers, staff, and other stakeholders. PlaceWorks additionally prepared an Environmental Impact Report for the County Policy Plan and streamlined CEQA review for future planning and development projects.

## SANTA ROSA GENERAL PLAN UPDATE

PlaceWorks is leading a comprehensive update to Santa Rosa’s General Plan built on multi-faceted, meaningful engagement to help the community “bounce forward” to redesign physical and social structures damaged by the 2017 Tubbs Fire, impacts of COVID-19, and racial injustice, with the goal of becoming more resilient and cohesive than ever before. The four-year project commenced in Spring 2020 with a community-driven refinement of the project’s comprehensive Community Involvement Strategy to connect with all segments of the community, including those often excluded from civic processes. With the Community Involvement Strategy as a foundation, we’ve employed a nimble

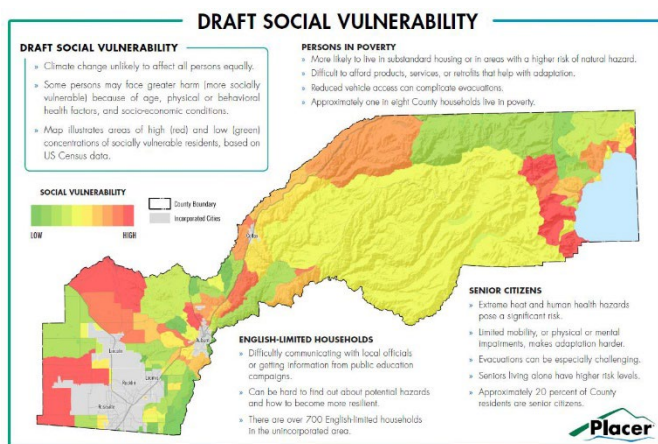
mix of high-touch and high-tech engagement tools and methods—a comprehensive project website, informational videos in English and Spanish, interactive online surveys, paper surveys, school-based projects included in local high school curriculums, in-person and virtual workshops and open houses, and pop-up events—to reach community members with diverse backgrounds and points of view for each phase of the project completed to date. This summer, we will release the Draft General Plan that is built around the previously created Preferred Alternative and Community Vision for the future which emphasizes health, equity, resilience, and adaptation to climate change.



## PLACER COUNTY SUSTAINABILITY PLAN AND SAFETY ELEMENT

PlaceWorks prepared the Sustainability Plan for Placer County, a comprehensive strategy to reduce greenhouse gas (GHG) emissions and to adapt to changing climate conditions. It also streamlines environmental review for new development projects, as well as supports County goals and State regulations. The Sustainability Plan reflects the varied economies and character of Placer County, including suburban communities, agricultural areas, forests, and the visitor and recreation-based economy of Lake Tahoe. The Sustainability Plan is based on a GHG inventory and forecast and a detailed vulnerability assessment. The inventory and forecast identify the current and anticipated future sources of GHG emissions in Placer County, while the vulnerability assessment builds on existing hazard mitigation efforts to identify climate-related hazards, how these hazards may change as a result of climate change, and how populations and community assets may be affected. The Sustainability Plan will reduce GHG emissions to meet both short-term and long-term State reduction goals and will improve community resiliency to reduce the threat of injury, death, and property damage resulting from climate-related hazards. The Sustainability Plan also includes implementation support tools to assist County staff in funding and implementing policies and to monitor their effectiveness. The Plan received the 2020 Innovation in Green Community Planning Award of Merit from the Sacramento Valley Section of the California Chapter of APA.

PlaceWorks additionally worked with the County to update the Health and Safety Element in the County's existing General Plan. This update builds resilience among Placer County community members, buildings, infrastructure systems, and other important community assets. The update responded to updated State requirements and incorporates recent County planning efforts, including the Placer County Sustainability Plan, the Community Wildfire Protection Plan, and the Lake Tahoe Climate Adaptation Action Portfolio, among others. The updated Health and Safety Element provides a framework for more comprehensive protection against issues such as wildfire, drought, pandemics, and extreme temperatures, among others.





## IMAGINE LIVERMORE 2045

PlaceWorks is updating the Livermore General Plan to reflect the issues, ideas, and aspirations of today and plan ahead for the next 20 years. PlaceWorks' predecessor firm, Design, Community, & Environment, prepared the current plan that is being updated through a process branded as Imagine Livermore 2045. The update process will look deeply at citywide growth, development, land use, circulation, conservation, sustainability, equity, housing, infrastructure, safety, and other significant issues that will affect all residents. Engaging the community on these topics throughout the process is crucial for developing a General Plan for 2045 that speaks to the needs and interests of the Livermore community and will be effectively implemented over time. Traditional outreach methods include community events where the General Plan team goes to meet residents where they are; General Plan Advisory Committee meetings open to the public; and Planning Commission and City Council meetings. PlaceWorks is also expanding efforts to hard-to-reach communities through coordination with the Livermore Valley Joint Unified School District and non-profit team member La Familia Tri-Valley / Cultura y Bienestar, and by working closely with City staff and a local video production company to produce a series of four short documentaries over the course of the project. As part of Imagine Livermore 2045, PlaceWorks also prepared the City's sixth cycle Housing Element, which was certified by HCD in March 2023, and will complete the General Plan EIR.



## STOCKTON GENERAL PLAN UPDATE

PlaceWorks updated the City of Stockton General Plan to respond to the settlement of a lawsuit involving the General Plan that the City had adopted in 2007. PlaceWorks led a comprehensive update to the General Plan to fulfill the City's obligations under the Settlement Agreement and to reflect a significantly different set of conditions and trends resulting from the economic recession that came on the heels of the previous General Plan. The update will help Stockton create a stronger, sustainable local economy and enhanced quality of life. It is built on customized corridor-specific components to shift from aging industrial infrastructure into vibrant mixed-use neighborhood arteries. Through meaningful public input, the project team explored land use and circulation options to target areas that can catalyze positive change, and developed creative policies that promote infill development and economic sustainability. The EIR evaluates the General Plan, as required by CEQA, and the team conducted a detailed review of the City's Development Code to identify needed updates following General Plan adoption. The General Plan was awarded the 2019 awards for Comprehensive Planning for a Large Jurisdiction from both APA California and APA California's Sacramento Valley Section.



## CANNABIS PLANNING AND PERMITTING

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PlaceWorks brings extensive planning and environmental experience to the cannabis realm, having helped numerous cities and counties navigate complex State regulations. We've helped local agencies establish development and operational standards that minimize environmental impacts via self-mitigating cannabis ordinances, developed recommendations regarding the appropriate level of CEQA review for cannabis projects, and prepared the associated CEQA documentation.

## Fehr & Peers Transportation Consultants

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. The firm derives inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust Fehr & Peers to help them overcome barriers and uncertainty by combining advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, Fehr & Peers actively listens to client and community needs and handles every project with diligence and focus.

Fehr & Peers differentiate themselves by investing in research and development to anticipate needs, explore the unknown, and collaboratively imagine a better future. Fehr & Peers' culture of applied innovation generates an appetite for new and better ways of approaching problems, motivates them to explore emerging transportation concepts and mobility trends, and inspires the firm to develop new analytical tools and techniques.

As Fehr & Peers grows, their commitment to inclusive, local, and long-term community relationships remains central to their philosophy. Many Fehr & Peers client relationships are decades long, built on years of listening, understanding, collaboration, and successful outcomes. Clients have appreciated Fehr & Peers' long-term commitments to the communities they serve, trusting them as their objective partners in transportation since 1985. Together with their clients, Fehr & Peers is motivated by shared success, inclusive partnerships, and the positive impact their work has on the communities they serve.

## Relevant Projects

### LAKE APC VMT REGIONAL BASELINE STUDY (LAKE AREA PLANNING COUNCIL)

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Fehr & Peers developed a strategy and tools for the Lake Area Planning Council and local jurisdictions to implement SB 743 in Lake County. They reviewed existing travel demand models, developing baseline VMT data, methodology, and thresholds; identifying priority mitigation measures; conducting public outreach; and developing a VMT forecasting tool.



## BUTTE COUNTY GENERAL PLAN UPDATE (BUTTE COUNTY)

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Fehr & Peers served as a subconsultant to PlaceWorks to assist with an update to the Butte County General Plan.

## ATTORNEY GENERAL WILDFIRE AND EVACUATION IMPACT GUIDANCE (CALIFORNIA ATTORNEY GENERAL'S OFFICE)

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Fehr & Peers is providing expert services to the California Attorney General's Office to develop evacuation impact analysis guidance for CEQA compliance. The need for this guidance has emerged from multiple CEQA court decisions highlighting the potential adverse effects new land use development projects may have on the evacuation conditions of existing residents. Their work will include an evaluation of quantitative and qualitative methods considering the wide range of land use contexts in California.

### Key Staff

#### Ron Milam, PTP, AICP, Principal

Ron is the director of evolving the status quo at Fehr & Peers and co-leads the company's research and development. He is actively involved in a variety of project work and teaches transportation planning and CEQA transportation impact analysis courses for UC Berkeley Tech Transfer and UC Davis Extension. A unique part of Ron's experience is thinking long-term and helping clients understand the future outcomes of their decisions. His recent work has focused on disruptive trends, SB 743 implementation, and new metrics to help inform challenging transportation policy and technical questions.

#### Jimmy Fong, TE, Senior Transportation Planner

Jimmy is a senior transportation engineer with over 11 years of experience. Jimmy manages and serves as lead engineer on a variety of projects, notably in areas of travel modeling for citywide transportation plans, general plans, corridor studies, infrastructure projects, planning studies, and model development projects. Jimmy applies his comprehensive expertise to understand and analyze projects with highly complex travel patterns.

#### Alex Murray, Transportation Planner

Alex is a transportation planner with experience in transit planning, bicycle and pedestrian planning, and CEQA. He is proficient in ArcGIS, data analysis, traffic analysis software, and the Adobe Creative Suite. Prior to joining Fehr & Peers, Alex worked for the Los Angeles County Metropolitan Transportation Authority (Metro) and the City of Culver City. As a transportation planner at LA Metro, Alex was a member of the Transit Access Pass (TAP) regional fare card team, where he provided operational support for the launch and expansion of Metro fare projects, including Phase II of Metro Bike Share payment integration, the LIFE fare subsidy program, all-door bus boarding, and inter-agency transfer fares. At Culver City, Alex worked on a

variety of multimodal transportation projects, including the installation of the first Class IV protected bike lanes in the city.

## ECORP Consulting, Inc.

ECORP assists public and private clients with a wide range of environmental services including technical studies for biological, cultural, paleontological, air quality, noise, and water resources; land use planning; and regulatory compliance with CEQA, National Environmental Policy Act (NEPA), Clean Water Act, federal and State Endangered Species Acts (ESAs), National Historic Preservation Act (NHPA), and other laws and regulations. ECORP provides support over the life of a project, from initial baseline studies to environmental planning and review, to community engagement and public outreach. ECORP brings to clients an experienced team of CEQA and NEPA specialists, environmental permitting specialists, environmental analysts, terrestrial and aquatic biologists, wetland specialists, noise analysts, archaeologists/cultural resource specialists, architectural historians, water resource analysts, and GIS specialists.

Founded in 1987, ECORP's headquarters are in Rocklin, with four additional offices in Chico, Santa Ana, Redlands, and San Diego. ECORP is committed to excellent service and client satisfaction. To ensure the success of their clients' projects, ECORP uses a combination of well-tested practices. ECORP builds the best team for the job, drawing from their own professionals and a large network of relationships with other technical and scientific experts. ECORP uses a carefully honed project management approach based on a client-focused, responsive, and results-driven philosophy. ECORP implements real quality control provided by seasoned technical professionals as peer reviewers and editors.

## Relevant Projects

### CLEARLAKE DAM ROAD ROUNDABOUT PROJECT

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The City of Clearlake retained ECORP to provide cultural technical services for the Dam Road Roundabout Project. This ongoing project with the City of Clearlake has the ECORP cultural group examining the potential impacts on known cultural resources as part of the proposed reconfiguration of the existing Dam Road/Dam Road Extension intersection from a side-street stop-controlled intersection to a four-legged roundabout. The roundabout will include multi-lane entries on all approaches and four physically separated 10-foot shared use pathways, as well as dedicated crosswalks for pedestrians and bicycles. The project will include splitter islands, earthwork, full asphalt concrete replacement, and landscaping.

ECORP is in the process of preparing various technical studies for this project. As part of this process, ECORP surveyed the proposed project area and potential staging areas and is preparing to conduct subsurface testing to verify the presence or absence of cultural material within the study area. Additionally, ECORP has been assisting Caltrans with Section 106 consultation.

## CITY OF SAN BERNARDINO GENERAL PLAN UPDATE

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ECORP was contracted to assist in updating the General Plan for the City of San Bernardino. This project included the primary tasks of updating General Plan text for both cultural and biological resources, reviewing biological resources, cultural and historical resources, and tribal cultural resources sections of the City's CEQA document, and updating the City's Development Code for cultural and tribal cultural resources. Additionally, ECORP provided support for tribal consultation under AB 52 and SB 18.

## BUTTE COUNTY GENERAL PLAN UPDATE

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ECORP was part of the PlaceWorks team to prepare Butte County General Plan 2040. ECORP's tasks included conducting updated research and literature reviews, preparing updated text, and updating information in the Biological Resources and Cultural Resources chapters of the County's Settings and Trends report. ECORP also supported outreach and community engagement, prepared updated technical studies and analysis for the EIR, and authored programmatic procedures for addressing biological and cultural resources as part of future land planning efforts under the General Plan. In addition, ECORP's cultural team provided support to County staff in consulting with California Native American tribes under AB 52 and SB 18.

### Key Staff

#### Seth Myers, Noise Task Manager

With 17 years of experience as an environmental planner and air quality/noise analyst, Seth is involved in the preparation of a full range of CEQA and NEPA environmental compliance and review documents, including EIRs. He has extensive expertise conducting noise analyses and has a comprehensive working knowledge of the associated regulatory environment. He is proficient in the use of SoundPLAN, the Roadway Construction Model, the Federal Highway Administration (FHWA) Highway Traffic Noise Prediction Model, and other industry standard noise modeling tools. In addition, Seth prepares implementation documents and programs such as zoning ordinance updates, design review programs, and planning program guidelines. He holds a B.A. in Environmental Studies and Planning and a Minor in Biology, from Sonoma State University, California.

#### Jeremy Adams, Cultural Resources Task Manager

Jeremy is a Cultural Resources Manager and Senior Architectural Historian with 12 years of experience in preparing inventories, evaluations, and management strategies for cultural resources of the built environment. He meets the Secretary of the Interior's (SOI) Professional Qualification Standards for Architectural History and History. Mr. Adams serves as Principal Investigator for all architectural history components of projects and is well-versed in the laws and regulations of Section 106 of the NHPA and CEQA. Jeremy has completed Caltrans Historic Property Survey Reports (HPSRs), Historical Resources Evaluation Reports (HRERs), and multiple versions of Finding of Effect (FAE) documents and has evaluated numerous historic-age buildings and properties, as well as assisted lead agencies with State Historic Preservation Office (SHPO) consultation. He is a contributing author to several cultural resources technical reports and is the principal investigator and author for multiple architectural history evaluation reports. He holds a M.A. in

History (Public History) from California State University in Sacramento and a B.A. in History from the California State University in Chico.

### Krissy Walker Berry, Biological Resources Task Manager

Krissy is a Senior Biologist with more than 15 years of experience in project management, permit compliance, field surveys, biological monitoring, and report preparation for biological resources throughout California. Her experience includes serving as a Project Manager on a wide range of projects, including projects with a large biological monitoring effort and preserve monitoring and management projects, preparing and coordinating with agencies for regulatory permits, and assisting clients with permit compliance. She is experienced in conducting arborist surveys, focused and general surveys for listed and sensitive plants, general surveys for nonnative plants, vegetation mapping and assessment, jurisdictional wetland delineations, protocol surveys and habitat assessments for burrowing owls, nesting bird surveys, and biological construction monitoring related to all the above categories. She holds a B.S in Environmental Science from the University of Redlands in Redlands, California.

## References

As requested in the RFP, references for PlaceWorks and subconsultants are provided below, and more will be provided upon request. We encourage the County to contact each and every one of these references to gain an idea of our history of work.

PlaceWorks	
Client Contact	Project
<b>Dan Breedon</b> , AICP, Butte County Department of Development Services, Planning Division   530.552.2538   DBreedon@buttecounty.net	Butte County General Plan Update and EIR
<b>Will Nelson</b> , Principal Planner, Contra Costa County Department of Conservation and Development   925.655.2898   will.nelson@dcd.cccounty.us	Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR
<b>Angel Green</b> , Senior Planner, Planning Services Division, Placer County Community Development Resource Agency   530.745.3084   agreeen@placer.ca.gov	Placer County Sustainability Plan and Safety Element

Fehr & Peers	
Client Contact	Project
<b>Lisa Davey Bates</b> , Executive Director, Lake Area Planning Council   707.263.7799   ldaveybates@dbcteam.net	Lake APC VMT Regional Baseline Study
<b>Dan Breedon</b> , AICP, Butte County Department of Development Services, Planning Division   530.552.2538   DBreedon@buttecounty.net	Butte County General Plan Update
<b>Nicole Rinke</b> , Deputy Attorney General, Department of Justice   916.210.7797   Nicole.Rinke@doj.ca.gov	Attorney General Wildfire and Evacuation Impact Guidance
ECORP	
Client Contact	Project
<b>Heidi Duron</b> , Planning Director, County of San Bernardino   909.387.4110   Heidi.Duron@lus.sbcounty.gov	San Bernardino County General Plan Update
<b>Adeline Brown</b> , Engineer Tech/Construction Manager, City of Clearlake   707.994.8201   abrown@clearlake.ca.us	Clearlake Dam Road Roundabout Project
<b>Dan Breedon</b> , AICP, Butte County Department of Development Services, Planning Division   530.552.2538   DBreedon@buttecounty.net	Butte County General Plan Update



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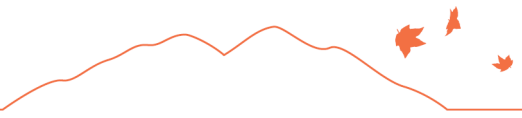




### 3. WORK SAMPLES

The RFP requests that we provide recent examples of our work, including a General Plan Update and an environmental review document. We are providing links as follows:

- Contra Costa County Community Profiles (prepared for the Contra Costa County General Plan Update): <https://envisioncontracosta2040.org/documents/> (click on “Draft Community Profiles”)
- Butte County General Plan 2040: <https://www.buttecounty.net/367/Butte-County-General-Plan-2040> (complete General Plan and individual chapters available as links under the heading “Butte County General Plan 2040”)
- Butte County General Plan 2040 EIR: <https://www.buttecounty.net/367/Butte-County-General-Plan-2040> (Final EIR available as a link under the heading “Butte County General Plan 2040” and Draft EIR chapters available as links under the heading “Draft Environmental Impact Report”)



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## 4. SCOPE OF SERVICES

This chapter describes the scope of services to be completed by the PlaceWorks team for the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document. To facilitate your review of this proposal, we have prepared a concise scope that emphasizes key components of our approach to this project.

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

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

In order to fulfill all project objectives and requirements in the most expeditious manner, we have reordered the tasks shown in the RFP. For ease of reference, task numbers from the RFP are included where relevant.

### Task 1. Project Initiation and Management

In this task, the PlaceWorks team will initiate the project and provide on-going project management throughout the project.

#### 1.1 Kick-Off Meeting and County Tour

PlaceWorks will hold a project kick-off meeting with CDD staff to discuss the project, set expectations, review the scope of work, and discuss details of each task. As part of this visit to Lake County, we will also make an all-day tour of the county, and we would welcome CDD staff participation.

#### 1.2 Data Collection and GIS Creation

With assistance from CDD staff, PlaceWorks will assemble needed background information about Lake County, including both written materials and GIS data layers. As part of the project, we will create a GIS database that can be used by CDD staff for future planning activities.

As part of the project, we will create a GIS database that can be used by CDD staff for future planning activities. The GIS will meet the following requirements found in the RFP:

- Mapping and feature layer development shall be done in ArcGIS Pro 3 x. Esri software versions used in the project shall not be older than two versions beyond the most recent version released by Esri at the time of project completion.
- Feature layers shall be created using the file geodatabase (fGDB), feature class format.
- Maps and layers shall use Lake County's standard projection: NAD83 / California zone 2 (feet, US), also known as EPSG:2226.
- All data layers shall meet ISO 19139 metadata standards.

As part of this task, we will also create a countywide base map that will be used throughout the project. The base maps for each Area Plan will be created in Task 5 and will align with the format and base layers used in this countywide base map.

**Table 1 Work Program Summary**

**Task 1: Project Initiation and Management**

- |                                       |   |
|---------------------------------------|---|
| 1.1 Kick-Off Meeting and County Tours | 1.3 Initial Meetings  |
| 1.2 Data Collection and GIS Creation  | 1.4 On-Going Project Management and Coordination (RFP Task 1) |

**Task 2: Community Outreach and Engagement**

- |                                     |  |
|-------------------------------------|--|
| 2.1 Community Engagement Plan       | 2.4 Stakeholder Focus Group Meetings   |
| 2.2 General Plan Advisory Committee | 2.5 Project Website and Communications |
| 2.3 Town Council                    | 2.6 Online Survey                      |

**Task 3: Background Research**

**Task 4: General Plan Overview Document**

**Task 5: Local Area Plan Updates (RFP Task 5)**

- |  |                                       |
|--|---------------------------------------|
| 5.1 Local Area Plan Meetings Round #1                | 5.5 Plan Format and Outline           |
| 5.2 Background Information and Issues Identification | 5.6 Special Study Areas               |
| 5.3 Alternatives and Recommendations                 | 5.7 Plan Preparation                  |
| 5.4 Local Area Plan Meetings Round #2                | 5.8 Local Area Plan Meetings Round #3 |

**Task 6: Health and Safety Element Update (RFP Task 4)**

- |   |  |
|---|--|
| 6.1 Technical Study: Climate Vulnerability Assessment | 6.3 Technical Study: Health and Safety Element Background Report and Mapping |
| 6.2 Technical Study: Countywide Evacuation Study      | 6.4 Health and Safety Element Update   |

**Task 7: Other Countywide Elements**

- |                                    |                             |
|------------------------------------|-----------------------------|
| 7.1 Noise Element                  | 7.4 Water Resources Element |
| 7.2 Geothermal Element             |                             |
| 7.3 Agricultural Resources Element |                             |

**Task 8: EIR Preparation (RFP Task 3)**

- |  |  |
|--|--|
| 8.1 EIR Project Management and Data Collection | 8.6 Draft EIR and Public Review            |
| 8.2 Notice of Preparation and Scoping          | 8.7 Final EIR and Response to Comments     |
| 8.3 Project Description                        | 8.8 Findings and Overriding Considerations |
| 8.4 Environmental Analysis                     | 8.9 Administrative Record                  |
| 8.5 Alternatives Evaluation                    |  |

**Task 9: Implementation Measures/Monitoring Program (RFP Task 8)**

**Task 10: Final EIR, EIR Certification and Adoption (RFP Tasks 6 and 7)**

### 1.3 Initial Meetings

PlaceWorks will make initial presentations about the project to meetings of the Planning Commission and Board of Supervisors. We will also initiate contact with appropriate governmental agencies at the federal, State, regional, tribal, and local levels.

### 1.4 On-Going Project Management and Coordination (RFP Task 1)

The PlaceWorks team will provide ongoing communication and coordination with CDD staff throughout the project, including meetings, phone conferences, email exchanges, and other communications to ensure timely delivery and adoption of Lake County's updated General Plan and Local Area Plans, Climate Vulnerability Analysis, and EIR.

Our budget includes time for weekly check-in meetings for the first year of the project (when work is most intensive), and bi-weekly check-in meetings for two years thereafter.

#### Task 1 Deliverables and Meetings

- Kick-Off Meeting and County Tour (in person)
- GIS Database
- Countywide Base Map (draft and final)
- Board of Supervisors and Planning Commission Meetings (two meetings total, in person)
- Weekly/Biweekly Check-In Meetings (virtual)

## Task 2. Community Outreach and Engagement

PlaceWorks will develop and implement a program that effectively reaches, educates, and engages the community throughout the Local Area Plan and General Plan Update process. Outreach will begin early in the process and continue throughout, for feedback on all aspects of the Local Area Plans, Countywide General Plan Elements, Climate Vulnerability Analysis, and EIR.

### 2.1 Community Engagement Plan

At the outset of the process, PlaceWorks will prepare a Community Engagement Plan intended to ensure broad inclusion, particularly for hard-to-reach groups and special needs populations, with special attention given to communicating information so it is accessible and easy to understand. The Plan will include both virtual and in-person meetings and will include provisions for both engagement and reporting on outcomes.

Specific junctures for engagement are noted throughout this proposal, and include:

- Creation and maintenance of a project website.
- Social media posts, press releases, and newspaper ads regarding the project.
- Initial presentations about the project to the Board of Supervisors and Planning Commission.
- Creation of a General Plan Advisory Committee (GPAC) and up to five meetings with it.

- Three meetings with each of the Town Councils overseeing the Local Area Plans, set up to also function as a community workshop.
- Three stakeholder focus group meetings to discuss specific topics of concern for the General Plan Update, such as environmental justice, economic development, and tourism.
- An online survey to hear from community members who may not have the time or interest to attend meetings.

We anticipate engagement of environmental justice communities to occur primarily through the Town Council meetings so that we can focus on the issues of local concern to each community. We also anticipate meeting with local environmental justice community leaders through one or more of the stakeholder focus group meetings, during which we will seek guidance for the best way to reach those who are most impacted by environmental justice issues.

## 2.2 General Plan Advisory Committee

Although not specifically called out in the RFP, PlaceWorks proposes to create a General Plan Advisory Committee (GPAC) to advise the General Plan Update process. In this task, we will assist CDD staff in creating the GPAC by drafting a charter identifying GPAC member roles and responsibilities and supporting recruitment efforts by preparing outreach materials. We recommend that the GPAC have no more than 15 members representing a cross-section of interests from throughout the county. This scope assumes the GPAC would meet up to 5 times over the course of the project.

## 2.3 Town Council

As indicated in Task 5, we will meet with Town Councils for each Local Area Plan twice over the course of the Area Plans Updates. Based on our discussions with CDD staff, there are existing entities that advise the Board of Supervisors on local planning issues, similar to the function of a Municipal Advisory Council, for six out of the eight Area Plans in the county. Because there is not a consistent name for these entities, we are using the term “Town Council” to refer to them throughout this proposal. In this task, we will work with CDD staff and the Board of Supervisors to confirm the Town Councils that will guide each Local Area Plan Update.

## 2.4 Stakeholder Focus Group Meetings

PlaceWorks will host three stakeholder focus group meetings to discuss specific topics of concern for the General Plan Update. We will work with CDD staff to confirm the focus of these meetings, which could cover such topics as environmental justice, economic development, and tourism. We will also coordinate with staff to identify the composition of these focus groups, which we anticipate could include representatives from community-based organizations, chambers of commerce, and major retreat centers operating in the county.

## 2.5 Project Website and Communications

PlaceWorks will create a website for the Comprehensive General Plan and Area Plans Update. The website will include a description of the process, meeting dates, and project updates as major milestones are achieved. PlaceWorks will publish PDF versions of important documents and meeting materials on the website when available to the public.



This task also includes other forms of periodic communications as needed over the course of the project, such as social media posts, press releases, and newspaper ads.

## 2.6 Online Survey

PlaceWorks will create an online survey in English and Spanish that will solicit input from community members on key opportunities and challenges and a vision for the future. The survey will be conducted early in the Local Area Plans Updates process and will request that survey participants identify their community so that we can disaggregate the data among the Local Area Plans. As part of this task, PlaceWorks will prepare outreach materials, such as flyers and postcards, directing participants to the survey using a QR code, so that staff may seek participation in a variety of venues.

### Task 2 Deliverables and Meetings

- Community Engagement Plan (administrative draft and final)
- GPAC Meetings (up to five, virtual)
- Stakeholder Focus Group Meetings (up to three, virtual)
- Project Website (draft and final)
- Online Survey (draft and final)

## Task 3. Background Research

PlaceWorks will review and compile background data related to key issues for the General Plan and Area Plans Updates. This will include review of baseline environmental information compiled for the EIR's Environmental Setting sections, plus additional topics of concern that are not covered by CEQA, such as compiling, reviewing, and mapping environmental justice, economic development, housing, and other land use data and information.

## Task 4. General Plan Overview Document

In this task, PlaceWorks will set the overall format for the General Plan, its Countywide Elements, and the eight Local Area Plans. We will prepare a brief Overview Document that introduces the Countywide General Plan and Local Area Plans, provides background about the county, and articulates a planning vision for the county as a whole.

### Task 4 Deliverables

- Draft General Plan Overview Document (administrative and public drafts)

## Task 5. Local Area Plan Updates (RFP Task 5)

The PlaceWorks team will engage in a comprehensive process to review, evaluate and update the County's eight Local Area Plans, which are:

- Lower Lake Area Plan
- Cobb Mountain Area Plan

- Kelseyville Area Plan
- Lakeport Area Plan
- Shoreline Communities Area Plan
- Upper Lake-Nice Area Plan
- Rivas Area Plan
- Middletown Area Plan

### 5.1 Local Area Plan Meetings Round #1

PlaceWorks will hold eight individual in-person meetings (one in each local planning area) with Town Councils to introduce the project to each set of communities and identify key issues for the Local Area Plan Updates. We will also use this first round of meetings to introduce the background information and issues identification checklist that will be completed in Task 5.2 in coordination with the Town Council members.

We will set up these meetings to function as a community workshop, with the Town Council convening at the end of the meeting to provide direction based on the community conversations. For each meeting, PlaceWorks will provide outreach (e.g., a flyer) and workshop materials in English and Spanish. We will also bring a Spanish speaker to lead a small group discussion in Spanish.

### 5.2 Background Information and Issues Identification

Using the information compiled in Tasks 1, 2, and 3, as well as the first round of community conversations in Task 5.1, PlaceWorks will work with CDD staff and Town Council members to identify key issues in each of the eight local planning areas. This will include creation of a checklist or similar vehicle to allow local Town Councils to provide local demographic, economic, and planning information relevant to the effort, and to provide input on the identification of Special Study Areas, as described in Task 5.6.

### 5.3 Alternatives and Recommendations

PlaceWorks will identify alternative approaches to address the issues identified for each Local Area Plan in Tasks 5.1 and 5.2. This will include corrections that must be made to text and/or exhibits in the Area Plans to bring them into compliance with State law, as well as land use, development, housing, conservation, design, and environmental justice issues that need to be addressed.

### 5.4 Local Area Plan Meetings Round #2

PlaceWorks will hold a second round of eight individual virtual meetings with Town Councils to review the results of Tasks 5.1 through 5.3 and make policy decisions regarding identified issues and alternatives. We will also discuss which Special Study Areas will be included, as described in Task 5.6.

As with the first round of meetings, the meetings will function as a community workshop, with the Town Council convening at the end of the meeting to provide direction. PlaceWorks will provide outreach and meeting materials in English and Spanish. We will also bring a Spanish speaker to lead a small group discussion in Spanish and provide a simultaneous interpretation for the duration of the meeting.

### 5.5 Plan Format and Outline

Drawing on our experience with other similar projects, PlaceWorks will prepare a template format and outline for use in all eight Local Area Plans. This document will include the overall Plan structure, an outline

of chapters and sections, and key goals and policies to be included in each Local Area Plan. As part of this task, we will work with CDD staff to identify opportunities to streamline and shorten the Area Plans for ease of use and implementation, in part by eliminating redundancy with the Countywide Elements and establishing a uniform structure among the Area Plans, while covering all required topics and other important community topics.

From conversations with CDD staff, we also understand that the communities who most recently prepared their Area Plans – Riverias and Middletown – may be interested in retaining their existing structure and/or content, even if it is different than the other Area Plans. We assume updates to these most recent Area Plans will be relatively minor compared to the older Area Plans to preserve the work put in by the community, and they may follow a different outline than the other Area Plans.

## 5.6 Special Study Areas

Each Local Area Plan will also provide more detailed policy and design guidance for one to four Special Study Areas within the local planning area, for up to a total of 21 Special Study Areas. Five Local Area Plans currently contain Special Study Areas, for which PlaceWorks will conduct minor revisions to update the existing policy and design guidance:

- Upper Lake Nice
  - » Upper Lake Community Area
  - » Nice Community Area
  - » Blue Lakes Area
- Lakeport
  - » South Main Street/ Soda Bay Road
  - » North Lakeport Blvd
  - » Scotts Valley
- Riverias
  - » Soda Bay
  - » Clear Lake Riviera Community
- Shoreline
  - » “The Promenade” Lucerne
  - » “The Strand” Lucerne
  - » “The Plaza” Clearlake Oaks
  - » “East Clearlake Oaks Commercial District”
- Middletown
  - » Middletown
  - » Coyote Valley (including Hidden Valley Lake)
  - » Langtry/Guenoc

PlaceWorks will also add community-specific policy and design guidance to the following Area Plans that currently do not have Special Study Areas, illustrated with stock photos and readily available diagrams. Preliminarily, we recommend the following additions:

- Kelseyville
  - » Kelseyville
  - » Finley
  - » Big Valley
- Cobb Mountain
  - » Cobb Valley
  - » Loch Lomond
- Lower Lake
  - » Lower Lake

Final determinations regarding the Special Study Areas for each Local Area Plan and the issues to be addressed and updated in each will be made in coordination with CDD staff and local Town Councils in Tasks 5.1 through 5.4.

### 5.7 Plan Preparation

Building on the results of Tasks 5.1 through 5.6, the PlaceWorks team will create drafts of each of the eight Local Area Plan updates.

As noted in Chapter 1, each Local Area Plan will include all required contents of the Land Use, Circulation, Open Space, Conservation, and Environmental Justice Elements, as well as the contents that have historically been included in the County's Public Facilities Element. And while the Housing Element Update is not included in this scope, the Local Area Plans will also address the need for housing that is affordable to all income levels in each community.

As part of this task, Fehr & Peers will conduct a technical analysis to inform updates to the circulation maps in each Area Plan. The traffic operations analysis will evaluate conditions on up to 50 roadway segments. Forecasts will be developed using the Caltrans Lake and Mendocino County travel demand model expected to be released during the summer of 2023.

### 5.8 Local Area Plan Meetings Round #3

PlaceWorks will hold a third round of eight individual virtual meetings with the local Town Councils to review the draft Local Area Plans and make any changes deemed necessary by the Councils. The draft Local Area Plans will then be forwarded to the Planning Commission and Board of Supervisors for adoption during Task 10.

As with the second round of virtual meetings, the meetings will function as a community workshop, and PlaceWorks will provide outreach and meeting materials in English and Spanish, bring a Spanish speaker to lead a small group discussion in Spanish, and provide a simultaneous interpretation for the duration of the meeting.

## Task 5 Deliverables and Meetings

- Local Area Plan Round 1 Meetings (eight total, in person, to be held over the course of one week)
- Alternatives and Recommendations Memo (one for each local planning area; administrative and public drafts)
- Local Area Plan Round 2 Meetings (eight total, virtual)
- Template and Outline for Local Area Plans (administrative and final)
- Draft Local Area Plans (administrative and public)
- Local Area Plan Round 3 Meetings (eight total, virtual)

## Task 6. Health and Safety Element Update (RFP Task 4)

The Health and Safety Element is part of Lake County’s comprehensive strategy to reduce the risks posed by natural and human-caused hazards to the unincorporated communities in the county. Since adoption of the County’s existing General Plan in 2008, the regulatory requirements for safety elements have expanded as have the intensities, frequency, and duration of many hazard events. We understand that an effective safety element is one that not only helps protect the health of all community members, but also reduces the risk of damage to buildings and key infrastructure, helps foster a resilient agricultural and tourism economy, supports a thriving natural ecosystem, and minimizes the potential for economic disruption and social displacement.

### 6.1 Technical Study: Climate Vulnerability Assessment

State law requires local governments to prepare a climate change vulnerability assessment to inform preparation of climate adaptation and resiliency goals, policies, and strategies that are now required in general plans. PlaceWorks will prepare the vulnerability assessment for the unincorporated areas of the county and the cities of Lakeport and Clearlake to be consistent with guidance from the California Adaptation Planning Guide. The vulnerability assessment will consider State, federal, and tribal lands, but will only assess vulnerabilities for areas under jurisdiction of Lake County or the cities of Lakeport and Clearlake. Consistent with State guidance, PlaceWorks will ensure the vulnerability assessment includes information from local sources and agencies where possible, and will be supplemented by federal, State, and regional information where needed. We will rely on the most accurate and up-to-date science on the effect of climate change, using Cal-Adapt, the California Fourth Climate Assessment, local studies and reports, and all other relevant sources, such as the Caltrans District 1 Climate Change Vulnerability Assessment.

PlaceWorks will prepare a list of all hazards, populations, and assets to be assessed based on our understanding of the conditions in Lake County, State guidance, and best practices. We will use the hazards, populations, and community assets to evaluate how vulnerable the county and incorporated cities are to climate change hazards. These results will be translated into a vulnerability score, ranging from low (minimum vulnerability) to very high (severe vulnerability). We will work closely with County and City staff to ground truth the results of the climate vulnerability assessment to ensure that the assessment accurately reflects community. PlaceWorks will prepare a Vulnerability Assessment Report, which will describe the project; summarize the methods used; list and discuss the hazards, populations, and assets analyzed in the vulnerability assessment; present the results and key findings from the analysis; and recommend next steps to improve community resilience.

## 6.2 Technical Study: Countywide Evacuation Study

To address the requirements of SB 99 and AB 747, the PlaceWorks team will prepare a Countywide Evacuation Study for the unincorporated areas of the county and the cities of Lakeport and Clearlake. The PlaceWorks team will prepare a map of evacuation routes and locations, including State Highways 20, 29, 53, 175, and 281, as well as key facilities that are considered evacuation centers. We will also work with County and City staff to determine which hazard scenarios to consider for the analysis, which may include wildfire, landslides, and flooding hazards. Once confirmed by County staff, the PlaceWorks team will use this information to conduct a qualitative evaluation of evacuation route capacity, safety, and viability under the determined scenarios.

After the evacuation study is prepared and finalized, the PlaceWorks team will prepare an Evacuation Study memo providing an overview of the methods, results, and implications for the Health and Safety Element Update. To meet SB 99 requirements, the memo will include a map showing evacuation-constrained residential parcels based on the existing evacuation route framework in the county.

## 6.3 Technical Study: Health and Safety Element Background Report and Mapping

PlaceWorks will prepare a comprehensive Background Report concurrently with the Vulnerability Assessment Report that will provide hazard-specific information and details to meet Government Code requirements. The Background Report content will provide details on all hazards affecting the county, including geologic and seismic hazards, flooding, fire hazards, hazardous materials, airport hazards, and additional climate change hazards covered in the Vulnerability Assessment Report. Each hazard section will define the hazard and extent of the hazard, include applicable mapping of the hazard, provide an overview of historic occurrences, explain the likelihood of future occurrence, describe how climate change will affect the likelihood and severity of future occurrences (pulling information from the Vulnerability Assessment Report where feasible), and provide implications for the Health and Safety Element Update. We will also include a section on emergency preparedness and response that will cover evacuation constrained areas based on the findings of the Countywide Evacuation Study, agencies responsible for emergency response, and mutual-aid agreements.

The California Government Code requires that the Health and Safety Element includes up-to-date maps on flood hazards, wildfire hazards, and climate-related hazards. The PlaceWorks GIS team will prepare a comprehensive set of maps for the Health and Safety Element that will include data from the California Department of Forestry and Fire Protection (CAL FIRE), Federal Emergency Management Agency (FEMA), California Geological Survey (CGS), California Department of Water Resources (DWR), California Public Utilities Commission (CPUC), and other State or regional agencies. We will prepare a base map that identifies critical facilities and infrastructure essential for daily operations and emergency events, drawing from the County's Local Hazard Mitigation Plan (LHMP) where possible.

## 6.4 Health and Safety Element Update

The Health and Safety Element will require a comprehensive update to incorporate the Office of Planning and Research's (OPR's) latest General Plan Guidelines for compliance with California Government Code 65302(g) updates resulting from SB 379 and 1035 regarding climate change adaptation and resilience, in





addition to SB 1241, SB 99, AB 747, and others related to wildfire mapping, hazard mitigation, and evacuation routes.

### **Existing Plan Review**

PlaceWorks will review the existing Health and Safety Element for consistency with State general plan requirements. We will identify any gaps in the existing Health and Safety Element, including those created by recent changes to State legislation, existing or anticipated conditions in the county, or emerging best practices. The policy review will determine what has been implemented and what is working in the county, and programs that can be added to meet the future needs of the community.

Following review of the existing Health and Safety Element and identification of updated and new content required for compliance with California Government Code Section 65302(g), PlaceWorks will review other existing County plans, such as the 2023 LHMP, 2020 Emergency Operations Plan and associated annexes, and the 2022 Lake County Community Wildfire Protection Plan (CWPP), which could be used to support compliance with Section 65302(g). We will review these plans and programs for best practices and for recent content that could be integrated into the updated Health and Safety Element.

PlaceWorks will prepare an existing plan review crosswalk, which will compare the Government Code requirements with the content in the existing Health and Safety Element, along with other hazard and adaptation planning documents, to identify gaps that can be addressed during the update process. The plan review crosswalk will provide recommendations on how to address regulatory gaps in the existing Health and Safety Element, either through integration of existing technical studies and analyses, policies, or other content, as well as updates of existing information, and preparation of new analyses, maps, or content.

### **Health and Safety Element Preparation**

PlaceWorks will prepare an updated Health and Safety Element that complies with all applicable State laws to protect the public health, safety, and welfare of Lake County. Our approach to this update is to address key issues related to natural and environmental hazards in Lake County while being responsive to the requirements of the California Government Code and State agencies. As noted in the Existing Plan Review task, we are also aware that Lake County is in the last stage of updating its LHMP and has a recently updated Emergency Operations Plan and CWPP, and we propose to leverage information and strategies from these efforts to avoid duplicating work and maintain consistency in Lake County's hazard planning efforts. As part of this Health and Safety Element preparation process, we recommend coordinating review by the County's fire protection agencies, including Lake County Fire Protection District, Lakeport Fire District, Kelseyville Fire Protection District, Northshore Fire Department, South Lake County Fire Protection District.

The Health and Safety Element will also include climate adaptation and resilience policy guidance that responds to the findings from the vulnerability assessment conducted in Task 6.1, consistent with SB 379; this policy guidance will be designed to reduce the identified vulnerabilities and increase resilience and preparation for anticipated climate-related hazards. Although many of the climate adaptation and resiliency goals and policies have an obvious home in the Health and Safety Element, achievement and implementation of the goals and policies requires a cross-sector approach. In response to the updated requirements for general plans, our approach includes climate adaptation and resiliency as integral components, integrated throughout elements as applicable and nested in the safety element. We emphasize a "no regrets" approach that builds short- and long-term community resiliency and provides co-benefits such as financial savings, a

resilient economy, conservation of natural resources, and improvements to public health. We will streamline the element by creating policies that address multiple issues of concern and provide multiple benefits.

### State Agency Review

Currently, the majority of Lake County is in a CAL FIRE-designated High or Very High Fire Hazard Severity Zone (FHSZ) in a State Responsibility Area, which means the County is required to submit the draft Health and Safety Element for review by CAL FIRE/Board of Forestry and Fire Protection. CAL FIRE is currently updating the State Responsibility Area mapping, and this process is expected to be completed by the end of 2023. As applicable, we will coordinate with CAL FIRE for informal pre-review of the existing Health and Safety Element to identify initial recommendations on fire safety that we will incorporate into the updated element. We will submit the updated Health and Safety Element for review to CAL FIRE at the time of the public review and will incorporate recommendations from CAL FIRE as appropriate.

We will also coordinate with the California Office of Emergency Services, OPR's Integrated Climate Adaptation and Resiliency Program, and the Department of Conservation's California Geological Survey as necessary and appropriate.

### Task 6 Deliverables and Meetings

- Climate Hazards, Populations, and Assets Memo (administrative draft and final)
- Vulnerability Assessment Scoring Workbook (administrative draft and final)
- Vulnerability Assessment Report (administrative draft, public draft, and final)
- List of Evacuation Routes and Locations and Hazard Scenarios (administrative draft and final)
- Evacuation Study Memo (administrative draft, public draft, and final)
- Background Report (administrative draft and final)
- Existing Plan Review Crosswalk
- Draft Health and Safety Element (administrative and public)
- CAL FIRE Review Matrices
- Board of Forestry and Fire Protection Meeting (virtual)

## Task 7. Other Countywide Elements

In this task, PlaceWorks will prepare four additional Countywide Elements for the General Plan, as follows:

### 7.1 Noise Element

PlaceWorks will update the existing Noise Element. This element will provide information about current and projected noise levels for roadways and airports, and include goals, policies, and implementation measures that set noise standards and protect noise-sensitive uses from excessive noise that might be generated by roadways, airports, mining or industrial facilities, and/or agricultural uses.

## 7.2 Geothermal Element

Lake County contains the nation's largest geothermal resource area and the largest geothermal plant in the world. Moreover, there has been increasing interest in further developing geothermal resources in the county.

The County has long had a Geothermal Element in its General Plan. In this task, PlaceWorks will conduct background research through interviews and research to understand the state of the geothermal industry in the county, nationally, and worldwide. We will then update the existing Element to address any new issues that we encounter. PlaceWorks also prepared the Geothermal Element for the Calistoga General Plan, so we understand planning issues related to geothermal resources.

Currently, the County does not have the ability to review or permit geothermal exploratory wells or power plants, so it has requested that the California Geologic Energy Management Division (CalGEM) and the California Energy Commission, respectively, act as lead agencies for such projects. The updated Geothermal Element might consider whether the County should attempt to add technical capabilities so as to be able to undertake review and permit processes on its own.

## 7.3 Agricultural Resources Element

The General Plan contains an Agricultural Resources Element that contains policies and programs to support the county's agriculture industry. Lake County is historically tied to agriculture consisting of walnuts, grapes, pears, and cattle. Over the past few decades, several large and small wineries have also been permitted. Additionally, following legalization of commercial cannabis in California, several permits for large cannabis grow sites have been approved, while currently over 100 applications are waiting to be processed.

PlaceWorks will review the Agricultural Resources Element and update it to address new issues, such as changes in traditional agriculture; the rise of vineyards, wineries, and cannabis operations; agricultural tourism; and agricultural preservation techniques.

## 7.4 Water Resources Element

PlaceWorks will update the existing General Plan's Water Resources Element, which includes goals, policies, and implementation measures to address groundwater protection, water quality, water resource sustainability, watershed management, and conservation and reuse. Particular issues to be addressed in the update include the potential for ongoing and renewed drought, declining water quality in Clear Lake, the large number of water districts in the county, and the cost of water delivered by water districts.

### Task 7 Deliverables and Meetings

- Draft Countywide Elements (administrative and public)

## Task 8. EIR Preparation (RFP Task 3)

In this task, the PlaceWorks team will prepare an EIR on the proposed General Plan and Area Plans described in Tasks 4 through 7. At the outset of the project, PlaceWorks will consult with CDD staff to discuss options for the CEQA document. CDD staff may want to consider preparing an Addendum or Subsequent EIR to the County's previous General Plan EIR, or a robust Initial Study followed by a focused EIR. PlaceWorks will help

CDD staff to navigate these options and weigh the “pros and cons” of each. For the purposes of this proposal, it is assumed that the CEQA process for the Comprehensive General Plan and Area Plans Updates will entail a brief Initial Study circulated with the Notice of Preparation to scope out environmental topics on which it is clear that the project would have no impact, but that most environmental topics will be analyzed in the EIR.

### 8.1 EIR Project Management and Data Collection

The PlaceWorks team will participate in a kick-off meeting with CDD staff at the onset of the CEQA process that focuses on the options for the CEQA document and the program components that will be evaluated. The kick-off meeting will allow for a review of the CEQA schedule and any CEQA-specific data needs that are relevant to the project. We will coordinate with CDD staff on the CEQA schedule and data needs on a routine basis.

### 8.2 Notice of Preparation and Scoping

PlaceWorks will draft a Notice of Preparation (NOP) of an EIR pursuant to CEQA Section 15082. The NOP will include an environmental scoping study with a brief project history and a brief Initial Study describing the topics to be analyzed in the EIR. During the 30-day comment period on the NOP, PlaceWorks will conduct a scoping meeting to hear comments on the environmental issues to be addressed in the EIR. PlaceWorks will facilitate the scoping meeting and will prepare a consolidated written summary of the environmental issues raised at the scoping meeting for inclusion in the Draft EIR.

### 8.3 Project Description

PlaceWorks will draft a project description that clearly demonstrates the buildout potential through the planning horizon of the updated General Plan and Area Plans. The project description will be organized to clearly describe all components of the project at the appropriate level of detail to facilitate future tiering from the EIR. Upon approval by CDD staff, the Project Description will be distributed among the PlaceWorks team for reference.

### 8.4 Environmental Analysis

PlaceWorks will prepare an EIR that focuses on CEQA resource categories where substantial evidence of a potentially significant environmental impact exists, while scoping out environmental issues on which it can be seen with certainty that the project would have no significant negative impact based on existing documentation and regulation. Where appropriate, PlaceWorks will recommend policy language to be incorporated into the General Plan and Area Plans to avoid significant impacts. Where necessary, PlaceWorks will recommend mitigation measures to reduce impacts. Our analysis and summary results will be organized by the eight local planning areas.

As a first step in the environmental analysis process, PlaceWorks will prepare a Thresholds of Significance Memorandum for review and approval by the County prior to commencing the analysis. The PlaceWorks team will identify the thresholds of significance for each area of environmental analysis for use in evaluating the potential impacts of implementing the project based on guidelines contained in Appendix G of the CEQA Guidelines, Lake County Air Quality Management District, State Attorney General’s Office guidance on the preparation of wildfire evacuation analyses for CEQA, and other applicable sources. In identifying the thresholds of significance, the PlaceWorks team will consider construction-period and operational impacts

for future development throughout the planning horizon. Any environmental topics that were determined in the Initial Study not to require additional analysis will not be included.

In keeping with the requirements of CEQA, the environmental review will include a detailed analysis to determine the environmental impacts for the following resource categories:

- **Aesthetics.** The aesthetics analysis will review the land use map, policies, and programs that may impact scenic vistas and other scenic resources. PlaceWorks will use its expertise in urban design and visual assessment, and its familiarity with the visual resources in Lake County, to analyze potential aesthetic impacts.
- **Agriculture and Forestry Resources.** The EIR will address potential impacts associated with the conversion of agricultural lands and forestry lands to other non-agricultural or forestry land uses.
- **Air Quality and Greenhouse Gas Emissions.** PlaceWorks will prepare an air quality, greenhouse gas (GHG) emissions, and community risk and hazards analysis to evaluate impacts associated with development allowed as a result of implementation of the General Plan and Area Plans Updates. The analysis will be prepared in accordance with the Lake County Air Quality Management District's (LCAQMD) guidance for program-level analyses. In the absence of available guidance from LCAQMD, PlaceWorks will use guidance from surrounding air districts, as applicable. The technical information will be summarized in the Draft EIR and modeling data will be included as an appendix.
- **Biological Resources.** ECORP will conduct a biological resources assessment (BRA) for the EIR Study Area. This BRA will include a desktop analysis to identify potential special-status species, natural communities, and aquatic resources within Lake County.
- **Cultural Resources and Tribal Cultural Resources.** ECORP will complete a records search of Lake County and prepare a literature review summary of the results. This work will include a review of reasonably available literature and current cultural resources, lists, and databases. All work will be conducted by, or under the direct supervision of, a Registered Professional Archaeologist, who meets the Secretary of the Interior's Professional Qualifications Standards for prehistoric and historical archaeology. The EIR will analyze potential impacts from implementation of the General Plan and Area Plans on prehistoric, historic, and tribal cultural resources.
- **Energy.** PlaceWorks will prepare the energy section of the EIR, in compliance with Appendix F of the CEQA Guidelines and the energy thresholds in Appendix G of the CEQA Guidelines, which address energy consumption, renewable energy, and energy efficiency.
- **Geology and Soils.** The EIR will analyze the potential for significant direct and/or indirect environmental impacts as they relate to geology, soils, and seismicity. An experienced PlaceWorks senior geologist, professionally licensed in the State of California, will prepare this section of the EIR.
- **Hazards and Hazardous Materials.** PlaceWorks will describe hazards and hazardous materials issues and evaluate the potential exposure to these hazards through future development. This section will include a database search of properties that use, store, or transport hazards of hazardous materials in the study area.
- **Hydrology and Water Quality.** This section will identify and mitigate any flooding or water quality issues that could arise due to future development under the General Plan and Area Plans.

- **Land Use and Planning.** The EIR will discuss whether the project will physically divide an established community or conflict with any applicable land use plan, policy, or regulation of an agency with jurisdiction over the project that is adopted for the purposes of avoiding an environmental impact.
- **Mineral Resources.** PlaceWorks will evaluate the potential loss of mineral resources available in Lake County as a result of potential future projects that implement the General Plan and Area Plans.
- **Noise.** ECORP will identify potential noise-related impacts, including those associated with vibration, as a result of implementation of the General Plan and Area Plans. The analysis will discuss the relevant standards and criteria for noise exposure and be based on federal, State, and local ordinances, policies, and standards. The technical information will be summarized in the Draft EIR and modeling data will be included as an appendix. As part of this work, ECORP will provide updated noise contour maps that reflect existing and projected future traffic noise volumes throughout the county.
- **Population and Housing.** This section will focus on the potential for displacement of people or housing and for substantial population growth that could result from implementation of the General Plan and Area Plans. PlaceWorks will also consider the potential growth-inducing impacts, including indirect growth from increased employment opportunities.
- **Public Services and Recreation.** PlaceWorks will evaluate the potential need for expanded public services as a result of the project, including law enforcement, fire protection, libraries, schools, parks, and recreational facilities. As part of this evaluation, PlaceWorks will contact service providers for background information, assistance with impact assessments, and mitigation recommendations, as needed.
- **Transportation.** Fehr & Peers will evaluate the potential transportation impacts of the General Plan and Area Plans. The analysis will address the aviation, roadway, transit, bicycle, pedestrian, safety, and wildfire evacuation components of the transportation system. Fehr & Peers assessment of roadway impacts will be based on the County's preferred approach to SB 743 implementation, which could include the VMT metrics available from the new Caltrans Lake and Mendocino County model. The analysis will include an evaluation of VMT generation from residential and non-residential land uses based on a VMT efficiency metric and a significance threshold selected by the County.
- **Utilities and Service Systems.** PlaceWorks will prepare the utilities and service systems section of the EIR, covering water supply, wastewater, stormwater, and solid waste utility systems, with respect to both generated demand and system capacity. Recommended improvements needed to serve planned future development will be identified in the EIR. This analysis will be prepared by PlaceWorks' California-registered engineers.
- **Wildfire.** PlaceWorks will evaluate the potential for implementation of the General Plan and Area Plans to result in wildfire-related impacts, consistent with Appendix G of the CEQA Guidelines.

## 8.5 Alternatives Analysis

The PlaceWorks team will evaluate up to three alternatives to the proposed project, one of which will be the CEQA-required No Project Alternative. CEQA Guidelines allow the alternatives to be evaluated in less detail than the project, but they still will need adequate metrics to allow comparison. Accordingly, the alternatives



will be evaluated at a qualitative level. Based on this analysis, the Environmentally Superior Alternative will be identified, as required by CEQA.

## 8.6 Draft EIR and Public Review

Following the completion of the above tasks, PlaceWorks will compile the information into the Draft EIR. PlaceWorks will also prepare and submit the Notice of Completion (NOC) regarding the Draft EIR to the State Clearinghouse, which will begin the legally required 45-day public review period.

## 8.7 Final EIR and Response to Comments

Immediately following the completion of the 45-day public review period, PlaceWorks will discuss with CDD staff comments received during the public review period and the approach to responding to the comments. PlaceWorks will incorporate public and/or agency comments received on the Draft EIR and the responses to these comments, as appropriate, into the Final EIR document. PlaceWorks will also include any needed revisions to the Draft EIR.

## 8.8 Findings and Overriding Considerations

PlaceWorks will prepare draft findings and resolutions to allow for certification of the EIR and adoption of the General Plan and Area Plans. These findings and resolutions will summarize any significant impacts of the Plans, present mitigation measures required to reduce impacts to less-than-significant levels, allow adoption of the Mitigation Monitoring and Reporting Program, and include, if necessary, statements of overriding consideration. The findings and resolutions will be finalized by CDD staff.

## 8.9 Administrative Record

During the course of the project, the PlaceWorks team will be mindful of record-keeping for the purpose of building the administrative record for the EIR. At the completion of the EIR, PlaceWorks will compile all documents in the administrative record and electronically submit them to the CDD staff.

### Task 8 Deliverables and Meetings

- All CEQA Required Notices (Notice of Preparation, Notice of Availability, Notice of Completion, and Notice of Determination)
- Scoping Meeting (virtual)
- Project Description (administrative draft and final)
- Thresholds of Significance Memorandum
- Draft EIR (administrative and public)
- Facts and Findings and Statement of Overriding Consideration (if applicable)
- Administrative Record

## Task 9. Implementation Measures/Monitoring Program (RFP Task 8)

PlaceWorks will develop implementation strategies for inclusion in the Plan documents, as well as a Mitigation Monitoring and Reporting Plan as required by CEQA. Where implementation strategies are the

outgrowth of impacts or mitigation measures included in the EIR, the required mitigation features will also be integrated into the Countywide General Plan and Area Plans as appropriate, thereby resulting in a “self-mitigating” set of Plans. These mitigating policies and implementation measures will be denoted in the General Plan with a symbol to make it clear to future users of the role of those items in mitigating impacts.

### **Task 9 Deliverables and Meetings**

- Mitigation and Monitoring Program

### **Task 10. Certification and Adoption Hearings (RFP Tasks 6 and 7)**

PlaceWorks will coordinate with CDD staff on presenting the Draft General Plan, Local Area Plans, and EIR to the Planning Commission and Board of Supervisors at public hearings. As requested in the RFP, we have included a total of five hearings in this task.

Prior to the final adoption hearings, PlaceWorks will work closely with CDD staff to respond to any comments and produce final Plan documents for adoption.

### **Task 10 Deliverables and Meetings**

- Public Hearings before the Planning Commission and Board of Supervisors (up to five total, in person)
- Final General Plan Overview Document
- Final Countywide Elements
- Final Local Area Plans



## 5. SCHEDULE, PRODUCTS, & CONTRACTING

### Schedule

PlaceWorks' proposed schedule for completion of the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document is shown in Figure 2. As shown in the schedule, we anticipate that the project can be completed within three years, which is quicker than the schedule shown in Attachment A of the RFP.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with our clients. Over years of managing projects similar to the Lake County Comprehensive General Plan and Area Plans Updates and CEQA Document, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

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

## Products

PlaceWorks' product deliverables are itemized under each task in Chapter 4. All written products will be submitted in Microsoft Word to allow County staff to review and suggest edits in "Track Changes." PDF copies may also be submitted as appropriate. Final editions of the Comprehensive General Plan and Area Plans will be provided as two hard copies plus an Accessible PDF. All documents will be designed to accommodate future updates and amendments.

## Contract

PlaceWorks has reviewed the County's Agreement in its entirety. We propose the following changes:

### 5. INDEMNIFICATION AND HOLD HARMLESS. [Select one of the three following options]

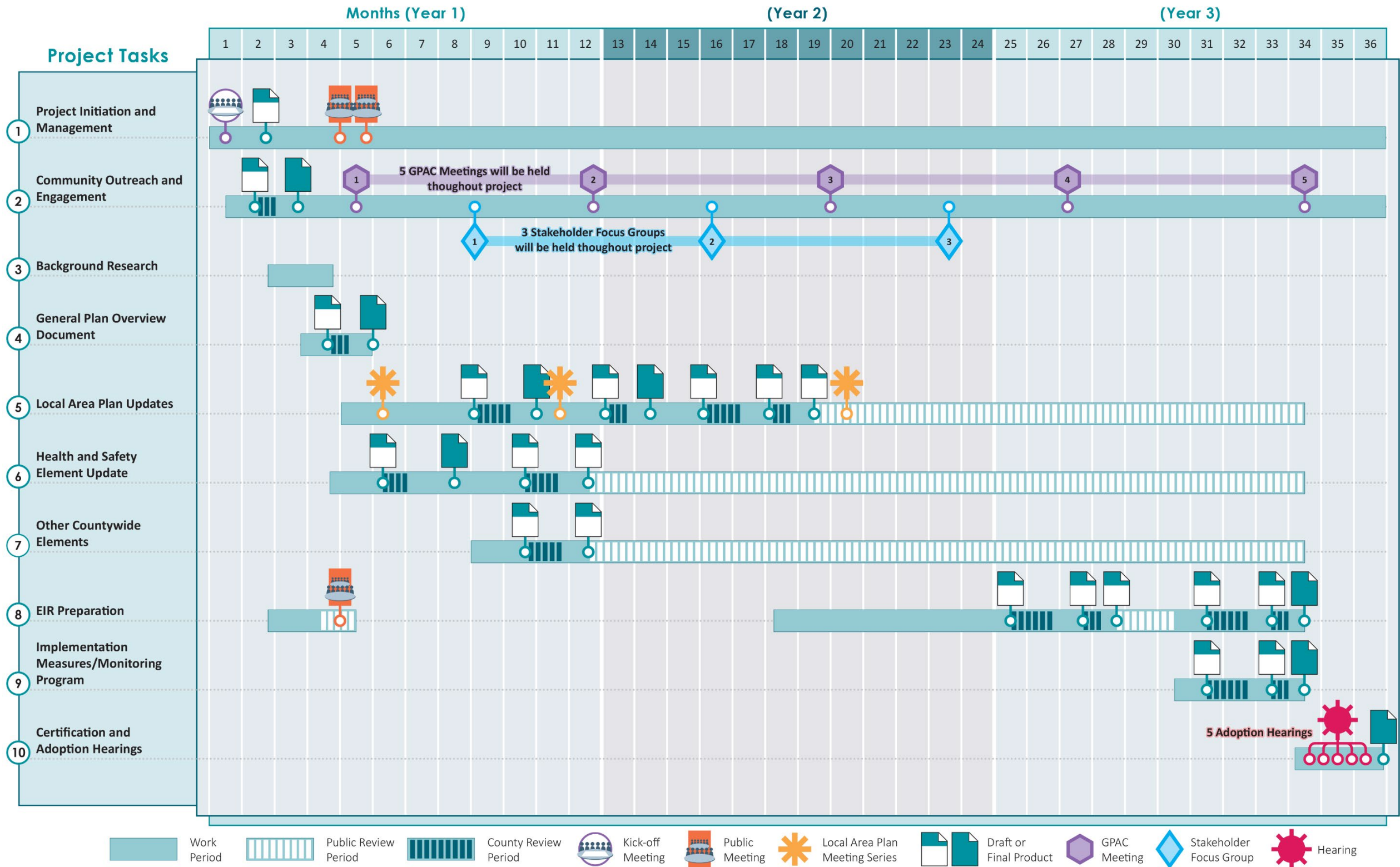
[1]Contractor shall indemnify and defend County and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including reasonable attorney's fees and other costs of defense incurred by County, whether for damage to or loss of property, or injury to or death of person, including properties of County and injury to or death of County officials, employees or agents, to the extent arising out of ~~or connected with~~ Contractor's operations hereunder or the negligent performance of the work described herein, unless such damages, loss, injury or death is caused solely by the negligence of County.

Contractor's obligations under this Section shall survive the termination of the Agreement.

### 14. OWNERSHIP OF DOCUMENTS. All non-proprietary reports, drawings, renderings,

Or other documents or materials prepared by Contractor hereunder are the property of County once payment has been received by the Contractor. If County desires to reuse any documents or other deliverables, including electronic media, pertaining to the project prepared by Contractor, County may do so, but if such documents or other deliverables are reused by County for any purpose other than that for which such documents or deliverables were originally prepared, or if County causes such documents or deliverables to be altered without Contractor's written consent, such reuse shall be at County's risk.

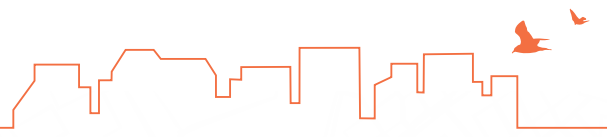
FIGURE 2 SCHEDULE





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# RESUMES







# TANYA SUNDBERG

## Associate Principal

Tanya brings valuable planning experience through her work in both the public and private sector. She is organized and detail-oriented, produces high-quality documents, and maintains open and communicative working relationships with her clients.

Tanya's work at PlaceWorks has focused on general plans, specific plans, sustainability/climate action plans, cannabis planning and environmental services, complete streets plans, and environmental reviews. She is currently managing the Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR and overseeing the Modesto General Plan Update and EIR and the Butte County General Plan Update and EIR. She recently completed the City of Stockton General Plan Update and EIR, which included a Municipal Service Review and which won an Award of Excellence for Comprehensive Planning for a Large Jurisdiction from the APA California Chapter; the Murphys State Route 4 Complete Streets Corridor Plan and Project Prioritization; and the Lake of the Pines Long-Range Strategic Plan. For many of her projects, Tanya managed or assisted in the development of the plan as well as its environmental review, thus facilitating the creation of self-mitigating plans and an efficient environmental review process.

## HIGHLIGHTS OF EXPERIENCE

- Modesto 2050 General Plan Update and EIR | Modesto CA
- Butte County General Plan 2040 Update and EIR | Butte County CA
- Envision Contra Costa 2040 General Plan Update, Climate Action Plan, Zoning Code Update, and EIR | Contra Costa County CA
- Tuolumne County Planning Services and Comprehensive Zoning Code Update | Tuolumne County CA
- Envision Stockton General Plan and EIR | Stockton CA
- Murphys State Route 4 Complete Streets Corridor Plan | Calaveras County CA
- Lake of the Pines Long-Range Strategic Plan | Auburn CA
- Moraga Hillside and Ridgelines Project | Moraga CA
- Butte County Utility-Scale Solar Guide | Butte County CA
- Oroville Sustainable Code Update and Climate Action Plan | Oroville CA
- Oroville Area Urban Greening Plan | Butte County CA
- Vacaville General Plan Update and EIR | Vacaville CA
- Butte County General Plan 2030 Update and EIR | Butte County CA
- Tracy General Plan and EIR | Tracy CA
- Tracy Sustainability Action Plan | Tracy CA
- Napa Housing Element Update and EIR | Napa County CA
- Butte Regional Conservation Plan EIR/EIS | Butte County CA
- Trinity County GIS Economic Development Mapping Plan | Trinity County CA
- Santa Clara Cannabis Ordinance and Mitigated Negative Declaration | Santa



## EDUCATION

- Master of Environmental Planning, University of California, Berkeley
- BA, Human Ecology, College of the Atlantic, Bar Harbor ME

## AFFILIATIONS

- American Planning Association

Team member since 2006



## TANYA SUNDBERG

### Associate Principal

tsundberg@placeworks.com

Clara CA

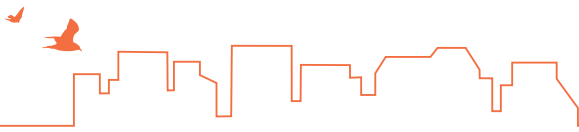
- Concord Cannabis Code Amendment | Concord CA
- Vallejo Cannabis Code Amendment | Vallejo CA
- San Carlos Cannabis Consulting Services | San Carlos CA
- Supplemental EIR for Agriculture Policy Changes | Butte County CA
- Supplemental EIR for a Special Events Facilities Ordinance | Butte County CA
- Los Gatos Sustainability Plan | Los Gatos CA
- Broadway Plaza Retail Expansion EIR | Walnut Creek CA

## AWARDS

- 2019 American Planning Association California Chapter Award of Excellence for Comprehensive Planning by a Large Jurisdiction , Envision Stockton General Plan | Stockton CA
- 2019 American Planning Association Sacramento Valley Section Award of Excellence for Comprehensive Planning by a Large Jurisdiction , Envision Stockton General Plan | Stockton CA
- 2018 American Planning Association Sacramento Valley Section Award of Merit for Best Practices , Butte County Utility-Scale Solar Guide | Butte County CA
- 2018 California Association of Environmental Professionals Award of Merit for an Environmental Resource Document , Butte County Utility-Scale Solar Guide | Butte County CA
- 2016 Planning Award for Hard-Won Victories | APA California Chapter, Vacaville General Plan Update
- 2016 Award for Hard-Won Victories, APA CA Northern California Section | Vacaville General Plan Update
- 2016 Award for Innovation in Green Community Planning, APACA Sacramento Valley Section | Oroville Area Urban Greening Plan
- 2011 Comprehensive Planning Award for a Small Jurisdiction, APACA Sacramento Valley Section | Butte County General Plan Update
- 2011 Merit Award for Innovation in Green Community Planning, APACA Sacramento Valley Section, Tracy Sustainability Action Plan

## SPEAKING ENGAGEMENTS

- “Community-Building Through the General Plan” , 2019 American Planning Association California Chapter Conference | Santa Barbara CA
- “Shaping a Comprehensive and Effective Cannabis Policy” , 2018 American Planning Association California Chapter Conference | San Diego CA
- “Crafting Programmatic EIRs: Lessons Learned and Practical Tips” , 2017 Association of Environmental Professionals California State Conference | San Francisco CA
- “First-Time Project Managers: Strategies for Success” , 2017 American Planning Association California Chapter Conference | Sacramento CA



# ANDREA HOWARD

## Senior Associate

Andrea joined PlaceWorks in 2019, bringing four years of experience working for regional government, preceded by four years working in the private and nonprofit sectors in workforce development, youth and family health coverage, and private real estate. Andrea's cross-sectoral background affords her unique insights into project opportunities, needs, and stakeholder perspectives. She is a meticulous project manager and takes care to understand all environmental factors influencing a project's success and implement situationally appropriate plans.

In the public sector, Andrea worked closely with elected officials and staff from city, county, and tribal governments, and fostered regular collaborations with a variety of agencies, including transportation authorities, councils of government, metropolitan planning organizations, and Caltrans.

Andrea's past experience includes leading projects in community health planning, climate adaptation and resiliency, economic development, policy analysis and lobbying, and a variety of special project areas.

## HIGHLIGHTS OF EXPERIENCE

- Santa Rosa General Plan Update | Santa Rosa CA
- Butte County General Plan Update | Butte County CA
- BCAG 2024 Sustainable Communities Strategy | Butte County CA
- Contra Costa County Measure X Housing Fund Allocation Plan | Contra Costa County CA
- Fresno COG 6th Cycle Regional Housing Needs Plan | Fresno County CA
- BCAG 6th Cycle Regional Housing Needs Plan | Butte County CA
- Solano Subregion 6th Cycle Regional Housing Needs Plan | Solano County CA
- Solano Housing Investment Partnership | Solano County CA
- WRCOG Regional Housing Trust Initiative | Western Riverside County CA
- WRCOG Innovation Hub Phase II Implementation | Western Riverside County CA
- Lafayette Parking Ordinance & Strategies Staffing Assistance | Lafayette CA
- Downtown Livermore 9212 Report | Livermore CA

## PRIOR EXPERIENCE

Western Riverside Council of Governments, Riverside CA | Program Manager | 2015 to 2019

- Regional Toolkit for Climate Resilient Transportation Infrastructure, Project Manager
- Experience Regional Sustainability Center Feasibility Analysis, Project Manager
- BEYOND \$4.1 M Grant Program for Member Agencies, Program Manager
- Public Service Fellowship Program, Program Manager

## EDUCATION

- Master of Planning, University of Southern California
- BS, Business, San Francisco State University

## AFFILIATIONS

- American Planning Association

Team member since 2019





## ANDREA HOWARD

Senior Associate

ahoward@placeworks.com

- Subregional Climate Action Plan CAPtivate, Project Coordinator
- Planning Directors Committee, Lead Organizer and Facilitator
- Template Healthy Cities Resolution, Author
- Regional Healthy Communities Initiative, Program Manager
- Agency Legislative Platform, Program Manager
- Policy Analysis and State and/or national Lobbying, Program Manager
  - » Affordable Housing and Sustainable Communities Program
  - » Riverside County Habitat Conservation Agency- Stephens Kangaroo Rat
  - » *State Housing Policy*

## LEADERSHIP & COMMUNITY

- APA CA-IES Section, Programs Vice Chair, 2017-2019

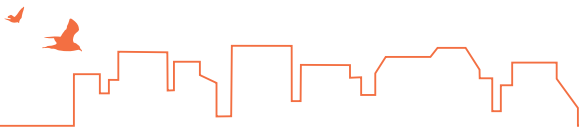
## SPEAKING ENGAGEMENTS

- APA California 2018 Conference, Planning Through a Public Health Lens
- California Climate Action Planning Conference, 2017, Measuring Success in Climate Action Planning
- APA California Planners for Health Conference, 2017, Cross-Sector Collaborations for Health Planning

## AWARDS

- 2016 Master of Planning Comprehensive Exam Award—Social and Community Planning, USC Sol Price School of Public Policy





# ALLISON GIFFIN

## Associate

Allison views planners as conveners and providers of tools and data to inform community-driven efforts. Allison has six years of professional planning experience managing, analyzing, and visualizing data as well as policy development and public outreach. At PlaceWorks, Allison manages data and mapping components of complex, multi-year planning projects like general plans and buildout analyses, transportation plans, Regional Housing Needs Assessments, and housing elements. She also manages standalone GIS projects, covering all aspects from client communication to methodology development and document production, and develops user friendly web and mobile mapping applications to inform decision-making and streamline planning processes. Allison is experienced with a variety of technical software programs and platforms including GIS, Adobe Creative Suite, Python, and R.

## HIGHLIGHTS OF EXPERIENCE

- San Rafael General Plan Update | San Rafael, CA
- Contra Costa General Plan Update | Contra Costa County, CA
- Los Banos SR 152 and Pioneer Road Corridor Plans | Los Banos, CA
- CCTA Community Based Transportation Plan | Richmond, CA
- Sean Leandro Shoreline Development Project CEQA Addendum | San Leandro, CA
- Elections Code Section 9212 Report for the Central Park Initiative | Livermore, CA
- East Bay Regional GHG Inventory | Alameda and Contra Costa Counties, CA
- BCAG 6th Cycle Regional Housing Needs Plan | Butte County CA
- Butte County General Plan Update | Butte County CA

## PRIOR EXPERIENCE

### City of San Rafael, Paraprofessional Temp | 2018 - 2019

- Authored two policy analysis white papers for San Rafael City Council and worked on various mapping projects for the Community Development Department.

### Oregon Metro, Public Involvement Intern | 2015 - 2017

- Assisted with various aspects of public involvement for two concurrent projects: an extension of Portland's light rail system into the Southwestern metro region (the Southwest Corridor Plan), and a rapid bus project (the Division Transit Project).



## EDUCATION

- Masters of City Planning, University of California, Berkeley
- Bachelors of Environmental Studies (Economics), Reed College

## AFFILIATIONS

- American Planning Association

Team member since 2019



## ALLISON GIFFIN

### Associate

agiffin@placeworks.com

#### 1000 Friends of Oregon, Gerhardt Intern | 2015

- Wrote a literature review and comprehensive guide for local Oregon governments on using Fiscal Impact Analysis to compare long-term infrastructure costs and tax revenues from major land use decisions like UGB expansion or infill projects.

#### Community Cycling Center, Campaign Specialist | 2014 - 2015

- Planned and executed major fundraising events and campaigns, designed promotional materials, and coordinated 100+ volunteers for major annual event.

## LEADERSHIP & COMMUNITY

- Dept. of City and Regional Planning Alternate Rep, UC Berkeley Graduate Student Assembly, Spring 2018

## PUBLICATIONS

- Short-Term Rentals in San Rafael, Graduate Professional Report
- Surface Parking Lot Air Rights Study, City of San Rafael Staff Report



## DAVID EARLY FAICP, LEED AP

### Senior Advisor



David is renowned throughout California as an expert on smart growth and sustainable development, with work in the fields of comprehensive planning, plan implementation, public participation, urban design, transportation, and environmental review. His work spans diverse fields such as downtown revitalization, transit-oriented development, bicycle planning, greenhouse gas reduction, and agricultural preservation. David is an expert facilitator, and he has helped numerous groups achieve consensus on difficult development and conservation issues. He also has extensive knowledge of GIS planning concepts and has overseen the application of GIS to a number of major projects. David has over 35 years of experience in planning and design, and has master's degrees in both Architecture and City Planning. He founded Design, Community & Environment in Berkeley in 1991; the firm became part of PlaceWorks in 2005. David is a member emeritus of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California. He is a frequent speaker and teacher, and his work has won awards at the local, State, and national levels. David was inducted as a Fellow of the American Institute of Certified Planners (FAICP) in 2020 and named a Planner Emeritus Network Honoree in 2019.

## HIGHLIGHTS OF EXPERIENCE

### Comprehensive Planning

- Hollister General Plan | Hollister, CA
- SB 1000 Implementation Toolkit, CA (Statewide)
- Concord Hills Regional Park Land Use Plan and EIR, Concord CA
- Morgan Hill 2035 | Morgan Hill CA
- Vacaville General Plan Update and EIR | Vacaville CA
- Palo Alto Comprehensive Plan Update and EIR | Palo Alto CA
- Butte County General Plan update and EIR | Butte County CA
- Yolo County General Plan Update | Yolo County CA
- Sacramento County General Plan Update | Sacramento County CA
- Envision Chino-- General Plan 2025 and EIR | Chino CA
- National City General Plan, EIR, & Climate Action Plan | National City CA
- Livermore General Plan | Livermore CA
- Tracy General Plan and EIR | Tracy CA
- Eden Area General Plan and EIR | San Lorenzo CA
- Newman General Plan Update and EIR | Newman CA

### Urban Design

- Concord Naval Weapons Station Specific Plan | Concord, CA
- Moraga Downtown Specific Plan | Moraga, CA

## EDUCATION

- Master of Architecture, University of California, Berkeley
- Master of City Planning, University of California, Berkeley
- BA, Community Studies, University of California, Santa Cruz

## CERTIFICATIONS

- Fellow of the American Institute of Certified Planners
- Leadership in Energy and Environmental Design Accredited Professional

## AFFILIATIONS

- American Planning Association
- Congress for the New Urbanism
- California Planning Roundtable

Team member since 1995



## DAVID EARLY

### Senior Advisor

dearly@placeworks.com

- Livermore Downtown Specific Plan Update | Livermore, CA
- Gilroy High-Speed Rail Station Visioning Project | Gilroy CA
- Hillsdale Station Area Plan | San Mateo CA
- Irvington Concept Plan | Fremont CA
- Cambria Design Plan | San Luis Obispo County CA
- Avila Beach Specific Plan and EIR | San Luis Obispo County CA
- Windsor Downtown Plan | Windsor CA
- Larkspur Downtown Specific Plan | Larkspur CA

### Facilitation and Community Involvement

- East Bay Hills Wildfire Prevention Regional Planning | Alameda and Contra Costa Counties, CA
- Sunnyvale City Council Redistricting Process | Sunnyvale, CA
- LA Countywide Parks and Recreation Needs Assessment | Los Angeles County CA
- I-80/Gilman Intersection Improvement Project Approval & Environmental Documentation | Alameda County CA
- Measure A Outreach & Implementation | Los Angeles County CA
- Downtown Livermore Public Outreach | Livermore CA
- State Route 239 Planning and Outreach | Contra Costa County CA
- BART to Livermore Extension Planning Public Outreach Facilitation | Livermore CA
- Sonoma Marin Area Rail Transit (SMART) Community Outreach Project | Sonoma and Marin Counties CA
- Livermore Vision Project | Livermore CA
- Measure J Reauthorization Outreach, Facilitation, and Strategic Planning | Contra Costa County CA

### Regional Planning

- Contra Costa Transportation Authority On-Call Planning, including updates to subregional Action Plans and the Countywide Transportation Plan | Contra Costa County, CA
- Fresno Council of Governments Regional Housing Needs Plan | Fresno County, CA
- Butte Council of Governments Regional Housing Needs Plan | Butte County, CA
- Solano County RHNA Strategy | Solano County CA
- Regional Smart Growth/Transit-Oriented Development Plan | San Joaquin County CA
- Bay Area Regional Smart Growth Strategy | San Francisco Bay Area CA

### AWARDS

- 2018 Best Practices (Merit), APA California: SB 1000 Implementation Toolkit
- 2018 Resource Document (Merit), AEP California: SB 1000 Implementation Toolkit
- 2017 Public Outreach, APA California: Los Angeles County Comprehensive Parks and Recreation Needs Assessment
- 2016 Marketing and Communications Award of Excellence, California Park and Recreation Society: Los Angeles County Comprehensive Parks and Recreation Needs Assessment
- 2016 Hard-Won Victory Award, APA California: Vacaville General Plan
- 2015 Comprehensive Planning/Small Jurisdiction (Merit), APA California Northern Section: Benicia Urban Waterfront Enhancement and Master Plan



# TAMMY L. SEALE

## Principal

Tammy L. Seale directs PlaceWorks' Climate Action and Resiliency Practice. She is a leader in the field of local climate action and resiliency planning, with over 25 years of local environmental and land use planning experience. She collaborates with communities to holistically address sustainability, climate change, and resiliency in local environmental and land use plans and implementation programs, including comprehensive plans, climate action plans, hazard mitigation plans, and zoning codes. She leads planning processes that are informed by robust technical analysis, such as climate change vulnerability assessments and GHG emissions inventories. She also leads inclusive, meaningful engagement with agencies and community stakeholders to develop effective and locally appropriate climate mitigation and adaptation strategies.

Tammy is a frequent presenter and workshop participant at conferences and special lectures. She pursues research, publication, and curriculum development that provide best practices and guidance to climate action planners. She is also a member of the AEP Climate Change Committee and has contributed to committee white papers. Her most recent book, co-authored with Michael Boswell and Adrienne Greve, is *Climate Action Planning: A Guide to Creating Low-Carbon, Resilient Communities* (2019), a guidebook that provides resources, best practices, and tools to address climate change mitigation and adaptation in the local planning process.

## HIGHLIGHTS OF EXPERIENCE

- California Adaptation Planning Guide 2020 Update | State of California
- Eastern Sierra Climate Adaptation and Resilience Initiative | Eastern Sierra Sustainable Recreation Partnership
- Butte County General Plan Update and Climate Action Plan | Butte County CA
- Contra Costa County General Plan, Vulnerability Assessment, and Climate Action Plan Update | Contra Costa County CA
- Mendocino County LHMP & General Plan Safety Element | Mendocino County CA
- Placer County Sustainability Plan and Safety Element Update | Placer County CA
- Resilient Inland Empire: Regional Climate Adaptation Toolkit and Risk Analysis Integration Plan | Western Riverside County and San Bernardino County
- Resilient Mammoth Lakes: Climate Adaptation Strategy and Safety Element Update | Mammoth Lakes CA
- Resilient Richmond Roadmap | Richmond CA
- San Carlos Climate Mitigation and Adaptation Plan | San Carlos CA
- San Leandro Climate Action Plan Update | San Leandro CA
- East Bay Energy Watch Regional GHG Inventory | Alameda and Contra Costa Counties CA
- San Mateo Climate Action Plan 2020 | San Mateo CA



## EDUCATION

- MSP, Urban and Regional Planning, Florida State University, Tallahassee
- BA, Environmental Conservation, University of Colorado, Boulder

## AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals
- California Planning Foundation, Board of Directors (2016-2020)
- AEP Climate Change Committee
- Urban GHG Inventory Specialist, City Climate Planner Certificate Program (World Bank Group, 2017)

Team member since 2017





## TAMMY L. SEALE

Principal

tseale@placeworks.com

- Santa Barbara County Climate Change Vulnerability Assessment | Santa Barbara County CA
- Walnut Creek Environmental Sustainability and Climate Action Plan | Walnut Creek CA

## ADDITIONAL EXPERIENCE

### Climate Action and Adaptation Plans

- |                       |                    |                        |
|-----------------------|--------------------|------------------------|
| » Benicia             | » Merced           | » Santa Barbara County |
| » Calimesa            | » Milpitas         | » Santa Clara          |
| » Contra Costa County | » Novato           | » Seal Beach           |
| » Laguna Woods        | » Palmdale         | » Sunnyvale            |
| » Lancaster           | » San Luis Obispo  | » Tulare               |
| » Los Altos           | » San Mateo County |                        |

## PUBLICATIONS

- Boswell, Michael R., Adrienne I. Greve, and Tammy L. Seale, *Climate Action Planning: A Guide to Creating Low Carbon, Resilient Communities* (Washington, DC: Island Press, 2019).
- Tammy L. Seale, contributing author. *Guiding Principles for City Climate Action Planning*. (United Nations Human Settlements Programme, 2015).
- Boswell, Michael R., Adrienne I. Greve, and Tammy L. Seale. *Local Climate Action Planning*. (Washington, DC: Island Press, 2012).

## AWARDS

- 2022 Innovation in Green Planning Award of Excellence, APA California Chapter Award | Santa Barbara County Climate Change Vulnerability Assessment
- 2020 Innovation in Green Community Planning Award, California APA, Inland Empire Section | Resilient IE
- 2020 Innovation in Green Community Planning Award of Merit, California APA, Sacramento Valley Section | Placer County Sustainability Plan
- 2018 Best Practices Award of Merit, California APA, Sacramento Valley Section | Butte County Utility-Scale Solar Guide
- 2018 Environmental Resource Document Award of Merit, California AEP | Butte County Utility-Scale Solar Guide

## SPEAKING ENGAGEMENTS & TEACHING

- "California's Adaptation Planning Guide: Navigating the Path to Community Resilience" (Parts 1 & 2), 2020 AEP Virtual Conference (Moderator/Panelist)
- "Climate Action Plans: Are They Making a Difference or Just Satisfying Regulations?", 2019 APA California Conference, Santa Barbara (Speaker/Panelist)
- Climate Action Planning, Security & Sustainability Forum National Webinar, August 2019 (Speaker/Panelist)
- "Implementing Integrated Local Climate Action Planning", 2017 UCLA Lake Arrowhead Symposium
- "First-Time Project Managers: Strategies for Success" | 2017 State Conference, APA California | Sacramento CA
- "Emerging Issues in Climate Action" | 2017 California Climate Action Planning Conference | San Luis Obispo CA (Moderator)
- "Local Climate Action Planning" | Leadership SLO 2017, Sustainability Day | San Luis Obispo CA
- "The Future of Streets: Hacking Streetmix for Community-Based Outreach" | 2016 Code for America Summit | Oakland CA





# TERRI MCCRACKEN

## Associate Principal

Terri is an extremely organized and efficient planner with a detailed understanding of the environmental review process. With 20 years of environmental planning experience, she is a valuable asset to any project team. Terri is responsible for the day-to-day management of environmental review projects, maintaining regular contact with clients, coordinating subconsultants, and attending meetings. Terri's work at PlaceWorks has focused on the application of CEQA, NEPA, as well as other State and federal environmental regulations and guidelines. Terri effortlessly manages, coordinates, reviews, and conducts research for various types of environmental review documents for a broad range of projects, including long-range plans, municipal codes, residential, commercial, industrial, recreational, resort, and public works. She is responsible for the preparation of environmental constraints, feasible mitigation measures, and viable project alternatives, as well as for responding to public and agency comments on environmental documents. She is also responsible for facilitating public meetings and managing project schedules in order to provide work products on time and within budget.

## HIGHLIGHTS OF EXPERIENCE

### Environmental Review

- Los Banos General Plan 2042 EIR | Los Banos CA
- University of California, Berkeley, Long Range Development Plan and Housing Project #1 and #2 EIR | Berkeley CA
- The Gateway New Academic Building Project, Addendum #1 to the University of California, Berkeley, Long Range Development Plan and Housing Project #1 and #2 EIR | Berkeley CA
- Academic Replacement Building Project, Addendum #4 to the University of California, Berkeley, Long Range Development Plan and Housing Project #1 and #2 EIR | Berkeley CA
- San Rafael General Plan Update and Downtown Specific Plan EIR | San Rafael CA
- San Vicente Redwoods Land Use and Public Access Plan IS/MND | Santa Cruz CA
- Santa Rosa Southeast Greenway General Plan Amendment and Rezoning EIR | Santa Rosa CA
- Butcher's Corner Mixed-Use Project EIR | Sunnyvale CA
- Cupertino General Plan Update and Rezoning EIR | Cupertino CA
- Menlo Park General Plan Update and Zoning Amendment EIR | Menlo Park CA
- 88 Broadway and 735 Davis Street Affordable Housing and Senior Housing IS/



## EDUCATION

- BA, Urban Studies and Planning, California State University, Sonoma CA
- BS, Environmental Education, University of Oklahoma, Norman OK

## CERTIFICATIONS

- Certified Green Building Professional

## AFFILIATIONS

- Association of Environmental Professionals
- American Planning Association
- San Francisco Bay Area Planning and Urban Research Association

Team member since 2010



## TERRI MCCRACKEN

### Associate Principal

tmccracken@placeworks.com

- MND | San Francisco CA
- Hayward Downtown Specific Plan EIR | Hayward CA
- Millbrae Station Area Specific Plan Update and TOD Projects #1 and #2 EIR | Millbrae CA
- The Forum at Rancho San Antonio Continuing Care Senior Housing Project EIR | Cupertino CA
- Westport Residential, Senior Housing, and Commercial EIR | Cupertino CA
- De Anza Hotel Project IS/MND | Cupertino CA
- Village Hotel Project IS/MND | Cupertino CA
- Marina Plaza Mixed-Use Project IS/MND | Cupertino CA
- The Landing at Walnut Creek Residential EIR | Walnut Creek CA
- Industrial Road Hotel EIR | San Carlos CA
- Hilton Garden Inn IS/MND | San Carlos CA
- The Hamptons Residential Project IS/MND | Cupertino CA
- Canyon Crossing Mixed-Use Project IS/MND | Cupertino CA
- 22690 Stevens Creek Boulevard Residential Project IS/MND | Cupertino CA
- The Northwest Specific Plan EIR | Rohnert Park CA
- Woodbury Highlands Residential Project IS/MND | Lafayette CA
- 640 Morecroft Road Residential Project IS/MND | Lafayette CA
- Lafayette Town Center Phase 3 IS/MND | Lafayette CA
- Cupertino General Plan Amendment, Housing Element Update and Associated Rezoning EIR | Cupertino CA
- BottleRock Festival CEQA Exemption | Napa CA
- Devil's Slide CEQA Documentation Report | San Mateo County CA
- Housing Element Update, General Plan Consistency Update, and associated Zoning Ordinances amendments | Menlo Park CA
- Terraces of Lafayette EIR | Lafayette CA
- Village Entrance Parking Garage Revised EIR | Laguna Beach CA
- Brighton Landing Specific Plan EIR | Vacaville CA
- Vacaville General Plan Update EIR | Vacaville CA
- San Leandro General Plan Update EIR | San Leandro CA

## AWARDS

- 2022 Environmental Analysis Award of Merit, California AEP | San Rafael General Plan 2040 and Downtown San Rafael Precise Plan EIR
- 2017 Environmental Analysis Document Award of Merit, California AEP | Millbrae Station Area Plan Specific Plan Update and TOD #1 & #2 EIR

## SPEAKING ENGAGEMENTS

- Guest Lecturer, How to Prepare an Environmental Impact Report, 2011 to 2019, Bren School of Environmental Science & Management, UC Santa Barbara CA
- Presenter, Casino Serving Land Uses Panel, 2014, American Planning Association State Conference, 2014, Anaheim CA
- Presenter, Environmental Professional Career Panel, 2014, Association of Environmental Professionals State Conference, 2013, Huntington Beach CA
- Presenter, Basics CEQA Workshop, Association of Environmental Professionals Advanced CEQA Workshop, Eureka CA
- Panel Moderator, Advanced CEQA Workshop, 2011 Association of Environmental Professionals Advanced CEQA Workshop, Eureka CA



# ROBERT MAZUR

## Associate Principal, Director of GIS

Rob has extensive experience creating maps and datasets for a range of planning projects. He specializes in all facets of geodatabase development, data management, web GIS, and spatial and tabular analyses for improved decision-making, information retrieval, and cartography. His experience in a wide variety of planning projects, coupled with his expertise in GIS and field data collection, make him a key asset to any team. Rob excels at quantitative and spatial analysis, including buildout calculations, walkability, community health modeling, cartography, and land use scenario modeling. He works directly with clients and staff to develop effective, efficient, and informative GIS processes.

Rob is well versed in advanced and current planning practices in both the public and private sector, and has an excellent understanding of the relationship between data management and its importance in achieving service delivery standards for the work of community development and public works departments. Rob has brought his GIS skills to a number of general plan updates throughout California, and has managed a variety of mapping projects in Los Angeles County, the Bay Area, and beyond.

## HIGHLIGHTS OF EXPERIENCE

- SB 2 Grant Application Assistance, Statewide CA
- Los Angeles County SD5 Trails, Los Angeles CA
- Los Angeles County Sustainable Parks Master Plan, Los Angeles CA
- Los Angeles Comprehensive Countywide Park Needs Assessment, Los Angeles CA
- Santa Ana River Parkway and Open Space Plan, Santa Ana CA
- Vallejo Integrated Revitalization Program and Comprehensive General Plan Update, Vallejo CA
- First 5 CA, Montclair WeCare, Montclair CA
- San Carlos GIS, San Carlos CA
- San Mateo General Plan Update, San Mateo CA
- Contra Costa Transportation Authority On-Call Planning, Contra Costa County CA
- Contra Costa County General Plan Update, Contra Costa County CA
- Hollister General Plan Update, Hollister CA
- Elk Grove Disaster Preparedness Project, Elk Grove CA
- Morgan Hill 2035 General Plan, Morgan Hill CA
- Menlo Park Housing Element EA, Menlo Park CA
- Upland General Plan Update and EIR, Upland CA
- Downtown Livermore Facilitation Services, Livermore CA
- Vacaville General Plan Update, Climate Action Plan, and EIR, Vacaville CA
- Stockton General Plan Update, Stockton CA
- Palo Alto Comprehensive Plan Update, Palo Alto CA
- Butte County General Plan Update and EIR, Butte County CA
- Healthy High Desert, San Bernardino CA
- Santa Cruz TOD, Santa Cruz CA



## EDUCATION

- BA, Geography, Edinboro University, Edinboro, PA

## CERTIFICATIONS

- GIS Professional

## AFFILIATIONS

- Bay Area Automated Mapping Association

Team member since 2011



## ROBERT MAZUR

**GIS Director**

rmazur@placeworks.com

- Tulare TOD Plan & General Plan Amendment, Tulare CA
- Walnut Creek BART Transit Village Plan EIR, Walnut Creek CA

### PRIOR EXPERIENCE

- FEMA Digital Flood Insurance Rate Map Production, FEMA Region IX
- Sidewalk Inventory Project, Oakland CA
- Sidewalk Inventory Project Seminar, Oakland CA
- Worldwide Defense Mapping for the National Imagery Mapping Association
- Curb Ramp Inventory, Oakland CA
- True Green Land Care, San Jose CA

### SPEAKING ENGAGEMENTS

- “Los Angeles County Trails Assessment”, 2015 Greater and Greener Conference, San Francisco CA
- “Oakland Citywide Sidewalk Condition/ADA Inventory”, 2006 ESRI International User Conference, San Diego CA



# NICOLE VERMILION

## Principal, Air Quality/Energy/GHG/Noise Services



Nicole oversees project staffing and timing for the air quality, greenhouse gas (GHG), and noise technical team's impact evaluations under CEQA. She is responsible for expanding and fine-tuning the team based on changes in technology, legislation, and client needs and for ensuring that PlaceWorks air quality and GHG studies are defensible and consistent with recent case law. She closely follows the rapid changes in requirements and the latest information on CEQA thresholds and analysis methodology. She has performed numerous GHG emissions inventories for individual projects as well as citywide emissions inventories for general plans.

Nicole frequently presents at conferences, including the California Chapters of both APA and AEP. She is a beta tester for the CalEEMod program. As a member of AEP's Climate Change Committee, Nicole has contributed to white papers addressing GHG emissions inventories for climate action plans and general plans, post-2020 GHG thresholds, and Friant Ranch.

## HIGHLIGHTS OF EXPERIENCE

### Air Quality and GHG Analyses

- **General Plan EIRs:** Counties of Contra Costa, Los Angeles, and San Bernardino and Cities of:
  - » Clovis
  - » Newport Beach
  - » Sierra Madre
  - » Cupertino
  - » Palm Springs
  - » Stockton
  - » El Monte
  - » Palo Alto
  - » Temple City
  - » Highland
  - » Pasadena
  - » Torrance
  - » Industry
  - » Rancho Mirage
  - » Tulare
  - » La Habra
  - » San Clemente
  - » Vacaville
  - » Menlo Park
  - » San Leandro
  - » Vallejo
  - » Morgan Hill
  - » San Rafael
  - » Westminster
  - » Newark
  - » Santa Ana
- **Corridor, TOD, Station Area Specific Plan EIRs:** Valley Corridor, San Bernardino County; Connect Southwest LA TOD and West Carson TOD, Los Angeles County; Beach Boulevard, Anaheim; Midtown, Long Beach; Millbrae Station, Millbrae
- **Downtown/Town Center and Civic Center Projects:** Men's Central Jail (Treatment Center) for LA County; Laguna Niguel Town Center; Orange County Civic Center; Downtown Hayward Specific Plan; Atherton Civic Center; Walnut Creek Downtown Specific Plan; Del Avenue Specific Plan
- **Hotel Projects:** Hyatt Regency Newport Beach; Courtyard Marriott Glendale; DeAnza and Village Hotels in Cupertino; Hilton Garden Inns in Walnut Creek and San Jose; Anabella Hotel Anaheim

## EDUCATION

- Master of Urban & Regional Planning, University of California, Irvine
- BS with Honors, Ecology & Evolutionary Biology, University of California, Santa Cruz
- BA with Honors, Environmental Studies, University of California, Santa Cruz

## AFFILIATIONS

- American Planning Association (APA)
- Association of Environmental Professionals (AEP)

## ACTIVITIES

- Climate Change Committee | California AEP
- CalEEMod Beta-Tester | South Coast Air Quality Management District

Team member since 2004



## NICOLE VERMILION

### Principal

nvermilion@placeworks.com

- **Senior Living and Medical Facility Projects:** Newport Beach Vivante Senior Living; Torrance Memorial New Main Tower Project; Del Amo Senior Village; Kaiser Medical Centers in Irvine and Anaheim; City of Hope Cancer Research Center Expansion in the cities of Duarte & Irwindale; The Springs at Bethsaida Senior Living in Tustin
- **Retail Centers and Mixed-Use Developments:** Brea Mall, Brea Plaza, Broadway Mixed-Use project in Redwood City; Serramonte Shopping Center Expansion in Daly City; Fresno El Paseo Marketplace in Fresno; Platinum Triangle Marketplace in Highland; San Leandro Shoreline Development; Butcher's Corner in Sunnyvale;
- **Industrial Projects:** Proposed Rule 2305 Indirect Source Review – Warehouses Environmental Assessment for SCAQMD; Prologis Warehouse EIR in Los Angeles; CenterPoint Properties Warehouse at Greenleaf Avenue in Santa Fe Springs; Ontario Ranch Specific Plan EIR; Agua Mansa Logistics Center Addendum and Colton Southwest Regional Operations Center IS/MND in Colton; 12+ warehouse/industrial projects in the City of Industry; 2000 Marina Boulevard Tech Studies- AQ/GHG in San Leandro; Cordes Ranch Annexation Specific Plan in Tracy; Dixon Northeast Quadrant Specific Plan Addendum in Dixon; CenterPoint Properties Warehouse in Richmond

### Additional Projects

- City of Industry Climate Action Plan | City of Industry CA
- TIGER II Grant for the San Bernardino International Airport | Highland CA
- Antelope Valley Area Plan EIR | County of Los Angeles CA
- Concord Hills Regional Park EIR | East Bay Regional Parks District CA
- 1700 Dell Avenue Office EIR | Campbell CA
- Measure E Bond Program CEQA and Site Assessment Services | Fremont

### CEQA Projects Managed by Nicole Vermilion

- City of Irvine CEQA Manual | Irvine CA
- General Plan EIRs: Corona, Los Alamitos, Ontario, Yucca Valley, Yucaipa
- Specific Plan EIRs: Brea, Cal State Fullerton/City of Fullerton, Hemet, Yucaipa
- Residential Project EIRs: Anaheim, Brea, Claremont, Mission Viejo
- Colton Safety Element MND | Colton CA
- Agua Mansa Logistics Center Addendum | Colton CA
- Colton Southwest Regional Operations Center MND | Colton CA
- Irvine Business Complex EIR and GHG Inventory | Irvine CA

### SPEAKING ENGAGEMENTS

- "Climate Change and Air Quality Workshop – Proposed Cumulative Air Toxics Thresholds" | 2022 AEP CA State Conference | Yosemite CA
- "A Diversity of Air Quality Thresholds for a Diverse State: Thresholds Concepts to Reflect Differences in Existing Pollution Burdens" | 2021 AEP CA State Conference | Long Beach CA (Virtual) "All About the Offsets – Mitigating GHG Impacts with GHG Credits" | AEP February 2020 | Irvine CA
- "CEQA GHG Emissions Thresholds: The Past, Present and Future – Bracing for Climate Change: Strategies for Mitigation and Resiliency" | Air and Waste Management Association December 2019 | Santa Barbara CA
- "Climate Change and Air Quality Workshop – Linking Project level emissions with Health Impacts: What does the Friant Ranch Case tell us? What is required for a CEQA analysis?" | 2019 AEP CA State Conference | Monterey CA
- "When is it Defensible to Mitigate CEQA GHG Emissions Impacts with GHG Credits?" | 2019 AEP CA State Conference | Monterey CA
- "Beyond Newhall and 2020: A Field Guide to New CEQA GHG Thresholds and Climate Action Plan Targets for California" | 2016 AEP CA State Conference | San Diego CA





# LANCE PARK

## Senior Associate, Air Quality/Energy/GHG

Lance has nearly six years of experience as an air quality analyst preparing CEQA analyses for individual land use development projects and long-range planning documents. As an air quality scientist, he has prepared extensive emissions modeling and calculations consistent with different California air district methodologies, including but not limited to the BAAQMD, South Coast AQMD, SJVAPCD, and Sac Metro AQMD. With PlaceWorks, he functions as a leading expert in air quality, greenhouse gas emissions, health risk, and energy CEQA analyses; trains air quality technical staff; attends and directs client kick-off calls and attorney consultation; attends public hearings; and offers strategic insight into different CEQA document types and streamlining opportunities with project clients and lead agencies. Lance is also 40-hour HAZWOPER certified, is currently attaining his Certified Professional in Erosion and Sediment Control-In Training accreditation, and has several years' experience conducting Phase I and Phase II Site Assessments and SWPPP Construction Site Monitoring.

### HIGHLIGHTS OF EXPERIENCE

- Benicia Housing Element and Safety Element Update EIR | Benicia CA
- Berkeley HS Parking Structure and Tennis Courts MND, Berkeley USD | Berkeley CA
- Proposition 51 Mare Island Technology Academy Renovation MND, Vallejo City USD | Vallejo CA
- CA Ventures Richmond Warehouse Checklist | Richmond CA
- Hembree Lane Residential Project MND | Windsor CA
- Redding General Plan Update EIR | Redding CA
- 6700 PCH Congressional Project Checklist | Long Beach CA
- Rose Kemble-Chavez Elementary School Rebuild Project MND, Sacramento USD | Sacramento CA
- San Mateo General Plan Update EIR | San Mateo CA
- Primestor Norwalk Civic Center EIR | Norwalk CA
- 6700 PCH Congressional Project Checklist | Long Beach CA
- Great Park EIR | Irvine CA

### PRIOR EXPERIENCE

- Lincoln Joiner Parkway Project Class 32
- Riverside 1151 Palmyrita Avenue Industrial
- Hollister Rajkovich Way Townhomes Class 32
- Lincoln Joiner Parkway Project Class 32
- San Jose Holden SJ 2 Bascom Project Generator Permitting
- Warmington Homes Annexation Project IS/MND
- Liberty Subdivision II Project Substantial Conformity



### EDUCATION

- MA, International Environmental Policy, Middlebury Institute of International Studies, Monterey, CA
- BA, International Relations, California State University, Chico, CA

### CERTIFICATIONS

- 40-Hour Hazardous Waste Workers (HAZWOPER) Certification

### AFFILIATIONS

- Association of Environmental Professionals

Team member since 2022



## LANCE PARK

### Senior Associate

lpark@placeworks.com

- Patterson KDN Property Rezone Project IS
- Visalia Ritchie Site Shirk & Riggin Industrial
- Rialto Lilac Avenue Warehouse
- 2602 McGaw Avenue Residential Project EIR
- 545 Sansome Street Office Project IS/MND
- BoDean Company Construction Materials Production IS/MND
- San Jose Pecten Lane General Plan Amendment
- Browns Valley Subdivision Project IS/MND
- 6505 South McKinley Avenue East Industrial
- Fairfax Pavilion Foundation Replacement
- Manteca 420-unit Multi-Family Housing Project
- San Jose 750 Story Road Industrial Project
- Southeast Development Area Specific Plan
- Milpitas 612-630 South Main St Townhomes
- San Leandro Washington Avenue Assembly Project
- 2700 Mitchell Drive Self-storage Facility
- 619-625 California Drive Development Burlingame Project
- Oakland Global Logistics Center SCA/MMRP Compliance
- Anaheim Ball Mixed-use Project IS/MND
- American Canyon Napa Logistics Park SR-2
- Perris Ramona Expressway and Brennan Ave
- 400 E. Millbrae Ave. Digital Billboard Project
- City of Anaheim Center City Corridors Specific Plan
- Hayward 1441 Industrial Parkway Project
- Agua Mansa Logistics Center EIR and Tech
- Martial Cottle Park Project IS/MND
- Brentwood Minnesota Ave Residential Project
- 215 Skelly Residential Project Planning
- Brickyard Cove Residential Project
- Project Rosco Industrial Project IS/MND
- Brentwood Hanson Lane Residential Project
- Preconstruction Compliance-Solano 360
- Solano Ranch Project EIR and Technical Study
- Ontario 1516 Bon View Logistics Facility
- Manteca South Main Plaza Project IS/MND
- Baker Travel Stop Project Due Diligence Tech Studies
- Belvedere Mallard Pointe 22-Unit Redevelopment
- Pleasanton 2022-2031 Housing Element Update
- Ware Malcomb Industrial Project
- Artesia Boulevard Digital Billboard Project
- PowerPlant Park Project Addendum to IS/MND
- Central Southeast Planning Area SP/EIR
- The Trails at Corona Project EIR and Tech Reports
- Milpitas 612-630 South Main St Townhomes
- Shiloh Crossing Mixed-Use Development Project
- Toyota Auto Sales/Custom Manufacturing Master Plan
- Rio Vista Specific Plan EIR
- American Canyon Watson Ranch Project
- San Leandro Storm Crossing Residential Project
- FSRE Industrial Concord Project EIR
- Fairfield Train Station Specific Plan Compliance Tech Report
- Fairfield Justice Center Asset Protection
- Unincorporated Marin County The Village Project



# JACQUELINE PROTSMAN ROHR

## Associate

Jacqueline enjoys working on a variety of projects ranging from CEQA analysis, comprehensive planning, and climate adaptation planning. With a background in environmental analysis, and an enthusiasm toward climate adaptation planning, she aspires to help create healthier, sustainable, equitable, and resilient communities. Jacqueline also possesses a comprehensive set of technical skills through both her educational and work experience. Jacqueline is currently managing CEQA analysis for development projects in Cupertino; was a lead preparer for the update to the California Adaptation Planning Guide, Resilient IE Toolkit, Santa Barbara Climate Change Vulnerability Assessment, and the Eastern Sierra Sustainable Recreation Partnership Resilience Assessment; and has managed vulnerability assessments and Safety Element Updates for the cities of Anaheim, Ontario, Suisun City, Dixon, and Rio Vista.

Prior to joining PlaceWorks, Jacqueline worked in the public sector as a long-range planner for the County of San Luis Obispo, where she gained experience in policy implementation, ordinance and general plan amendments, and community planning.

## HIGHLIGHTS OF EXPERIENCE

### Climate Action and Adaptation Planning

- California Adaptation Planning Guide | State of California
- Resilient Inland Empire: Regional Climate Adaptation Toolkit and Risk Analysis Integration Plan | Western Riverside County and San Bernardino County
- Eastern Sierra Climate Adaptation and Resilience Initiative | Eastern Sierra Sustainable Recreation Partnership
- Santa Barbara County Climate Change Vulnerability Assessment | Santa Barbara County CA
- Contra Costa County Climate Action Plan | Contra Costa County CA
- Placer County Sustainability Plan | Placer County CA
- Placer County Health and Safety Element Update | Placer County CA
- Mendocino County Local Hazard Mitigation Plan & General Plan Safety Element, Mendocino County CA
- Butte County Upper Ridge Community Plan | Butte County CA
- Butte County Health and Safety Element Update | Butte County CA
- Imperial County Safety Element Update | Imperial County CA
- San Leandro Climate Action Plan | San Leandro CA
- San Carlos Climate Mitigation and Adaptation Plan | San Carlos CA
- Walnut Creek Sustainability Element | Walnut Creek CA
- Resilient Mammoth Lakes | Mammoth Lakes CA



## EDUCATION

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

## AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals
- American Society of Adaptation Professionals

Team member since 2018



## JACQUELINE PROTSMAN ROHR

**Associate**

jprotsman@placeworks.com

### SPEAKING ENGAGEMENTS

- Guest Lecturer: Cal Poly, San Luis Obispo | Climate Action Planning course 2019 to 2021
- “Environmental Professional: Is that the Right Choice for Me?” | California AEP Conference 2022
- “Building Resilience to Wildfires: Preparation, Response, and Recovery” | California AEP Conference 2020
- “California’s Adaptation Planning Guide: Navigating The Path To Community Resilience” | California AEP Conference 2020

- Redondo Beach Climate Vulnerability Assessment and Safety Element Update | Redondo Beach CA
- San Mateo General Plan Update | San Mateo CA
- Moorpark General Plan Update: Safety Element | Moorpark CA
- Anaheim Vulnerability Assessment | Anaheim CA
- Laguna Hills Housing and Safety Element Update | Laguna Hills CA
- Yucca Valley Housing and Safety Element Update | Yucca Valley CA
- Palm Springs Vulnerability Assessment and Safety Element Update | Palm Springs CA
- The Ontario Plan Update: Safety Element Update | Ontario CA
- Hollister General Plan Update: Health and Safety Element | Hollister CA
- Orinda Housing and Safety Element Update | Orinda CA
- Town of Yucca Valley Housing and Safety Element Update | Yucca Valley CA
- Solano County Jurisdictions Vulnerability Assessments and Safety Element Updates | Benicia, Dixon, Rio Vista, Suisun City, Unincorporated County, Vacaville, and Vallejo CA

### Environmental Planning

- San Rafael General Plan 2040 & Downtown Precise Plan EIR | San Rafael CA
- The Village Hotel Initial Study | Cupertino CA
- The De Anza Hotel Initial Study | Cupertino CA
- The Westport EIR | Cupertino CA
- Canyon Crossing Initial Study | Cupertino CA
- 22690 Stevens Creek Boulevard Initial Study | Cupertino CA
- VP1 Apple Office Project Initial Study | Cupertino CA
- 501 Industrial Road EIR | San Carlos CA
- 1091 Industrial Road Life Sciences Building Addendum | San Carlos CA
- Broadway Plaza Mixed-Use EIR | Redwood City CA
- San Vicente Redwoods Public Access Plan EIR | Santa Cruz County CA
- Campbell In-N-Out Burger EIR | Campbell CA
- 1700 Dell Avenue Office Development EIR | Campbell CA
- Terra Vi EIR | Tuolumne County CA
- Concord Hills EIR | East Bay Regional Parks District
- Livermore Solar Farm EIR | Alameda County CA

### LEADERSHIP & COMMUNITY

- Member-At-Large Board Member | AEP Channel Counties Chapter (March 2022- Present)
- APA Northern Chapter | Young Professionals Group Committee (September 2018 – August 2019)
- Graduate Planning Students Association | President (June 2017- June 2018)
- Project Manager | City of Guadalupe General Plan Update Studio (September 2017 – March 2018)



# Ronald Milam, PTP, AICP

## Principal

### EDUCATION

B.S. with Highest Honors, Environmental Policy Analysis and Planning (Emphasis on Land Use and Transportation Planning), University of California at Davis

### REGISTRATIONS

American Institute of Certified Planners (011595)  
TPCB, Professional Transportation Planner (52)

### AFFILIATIONS

Transportation Research Board (TRB)  
Institute of Transportation Engineers (ITE)  
American Planning Association (APA)

### YEARS OF EXPERIENCE

Total Years: 34  
Years with Firm: 29

### EXPERTISE

- Expert Witness Testimony
- Professional Instructor
- Expert Panels
- Travel Demand Modeling
- Land use & Transportation Planning Studies
- Project Development Studies
- Environmental Impact Analysis
- Rail Studies
- Multimodal Station Siting & Design Studies
- Bikeway Planning and Design

### ABOUT

Ronald T. Milam, AICP, PTP is the director of evolving the status quo at Fehr & Peers and co-leads the company's research and development. He is actively involved in a variety of project work and teaches transportation planning and CEQA transportation impact analysis courses for UC Berkeley Tech Transfer and UC Davis Extension.

A unique part of Ron's experience is thinking long-term and helping clients understand the future outcomes of their decisions. His recent work has focused on disruptive trends, SB 743 implementation, and new metrics to help inform challenging transportation policy and technical questions.

### HONORS & AWARDS

- *Innovation in Green Community Planning* for the City of Sacramento Climate Action Plan, 2012 APA Sacramento Valley Section (Fehr & Peers – subconsultant)
- *Focused Issue Planning Award* for the Sacramento River Crossing Alternatives Study, 2012 APA Sacramento Valley Section (Fehr & Peers – prime consultant)
- *APA Sacramento Valley Section Award*, City of Woodland General Plan and Travel Model Update

### PRESENTATIONS & PUBLICATIONS

- *Balancing Congestion Relief and Induced VMT*, ITE Western District Annual Meeting, 2022
- *SB 743, A New Passing Lane for Housing Projects*, California Land Use Law & Policy Conference
- *An Evolutionary Change to Transportation Impact Analysis*, TRB Annual Meeting, 2019
- *Disruptive Trends in Transportation*, Ohio State Real Estate Conference, 2018
- *Disrupting Transit, A First Penguin Perspective*, Urbanism Next, 2018
- *VMT Calculation Tools and Setting Thresholds - Poking at the Metric Like a Lab Rat*, TRB Annual Meeting, 2017
- *Big Data Fit for the (Sacramento) Kings*, TRB Annual Meeting, 2016
- *What's the Recipe for SB 743 Implementation?* California APA Conference, 2016
- *SB 743 Legislative Intent vs. CEQA Practice*, California APA Conference, 2015

## RELEVANT PROJECT EXPERIENCE

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### Professional Instructor

Instructor for training courses involving transportation impact analysis (CEQA/NEPA), transportation, planning, travel demand forecasting, GIS, traffic simulation, and land use/transportation interactions.

- Caltrans Smart Mobility Framework Learning Network, 2017
- UC Berkeley Tech Transfer – VMT Metrics Application & Analysis for SB 743 Compliance
- UC Davis Extension – The Intersection Between Transportation and Land Use
- UC Davis Extension – Updating Transportation Analysis in CEQA: How to Effectively Implement SB 743
- APA Advanced Transportation Planning Workshop - Choices and Tradeoffs, APA National Conference 2012
- UC Berkeley Tech Transfer - Managing Transportation and Land Use Interactions

### Technical and Policy Guidance

Ron's experience includes the development of formal guidance materials associated with policy and technical analysis for federal and state agencies.

- Caltrans LD-IGR local development review guide, 2021
- Quantifying Greenhouse Gas Mitigation Measures – CAPCOA Update, 2021
- CalEEMod Update, 2021
- FHWA Traffic and Land Use Forecasting NEPA Reviewer Guidance, 2019
- Caltrans Smart Mobility Framework Learning Network and How-to-Guide, 2018
- Caltrans Transportation Analysis Guide/Transportation Impact Study Guide (TAG/TISG), 2017
- Caltrans Transportation Analysis Report Guidelines, 2011
- Caltrans Smart Mobility Framework, 2010
- Assessment of Greenhouse Gas Analysis Tools, State of Washington, 2009

### CEQA Guidance and Applications

Ron has led the Fehr & Peers efforts for SB 743 implementation and routinely advises clients on complex CEQA projects.

- Assessment of Vehicle Miles Traveled (VMT) Metric for Use in SB 743 Implementation, OPR
- SB 743 Implementation Convenings with Caltrans, OPR, MTC, SACOG, SCAG, and SANDAG (2016-18)
- SACOG MTP/SCS EIR Transportation Impact Analysis
- SACOG SB 743 Implementation Tool
- SCAG/City of Los Angeles VMT Mitigation Bank/Exchange Pilot
- City of Pasadena General Plan Update and New Performance Metrics
- City of Palo Alto SB 743 Implementation
- City of Novato SB 743 Implementation

- City of San Francisco SB 743 Implementation
- City of Woodland General Plan/Climate Action Plan and EIR
- City of Sacramento General Plan and EIR
- City of Los Angeles SB 743 Implementation
- UC Davis LRDP EIR
- Stanford University General Use Permit
- WRCOG SB 743 Implementation Pathway
- WRCOG VMT mitigation bank/exchange white paper
- NCTC SB 743 Implementation
- EDCTC SB 743 Implementation
- Placer County SB 743 Implementation
- Placer County/TRPA SB 743 Implementation
- Lake County SB 743 Implementation
- Mendocino County SB 743 Implementation
- County of San Diego SB 743 Implementation
- VTA SB 743 Screening and Impact Tool
- California Attorney General's Office VMT Expert
- City of Roseville General Plan Update and EIR
- Newland Sierra Specific Plan EIR
- City of Petaluma General Plan and EIR
- City of San Rafael General Plan and EIR
- CSU System SB 743 Guidelines
- San Bernardino County Transportation Authority SB 743 Implementation

### Caltrans TAG / TISG

Fehr & Peers contributed to the preparation of new transportation analysis guidelines (TAG) and a new Transportation Impact Study Guide (TISG) for Caltrans. Despite the project only reaching 60 percent complete, Fehr & Peers assisted Caltrans in understanding how development and infrastructure projects should be analyzed under SB 743. The material developed for the TISG included methodology and threshold recommendations.

### BCAG RTP/SCS EIR (Butte County, CA)

Fehr & Peers assisted with the preparation of the EIR for the Butte County Association of Governments (BCAG) 2016 RTP. Our work included development of network performance measures like Vehicle Miles of Travel (VMT) using the Regional Targets Advisory Committee (RTAC) methodology. Ron provided Technical Expertise related to BCAG model application.

### BCAG Model Update (Butte County, CA)

Fehr & Peers updated the Butte County Association of Governments (BCAG) Travel Forecasting model in preparation for the 2016 MTP/SCS. This update included enhancements and updates to the trip generation and trip distribution sub-models. It also included an update to the stand-alone Direct Ridership Model developed in the previous update (2012). Additionally, Fehr & Peers set up an interactive web map through the ArcGIS Server to better house data shared amongst the project team.





## Jimmy Fong, TE

### Senior Transportation Engineer

#### EDUCATION

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Bachelor of Science  
Civil & Environmental Engineering  
University of California, Davis, 2011

#### YEARS OF EXPERIENCE

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Total: 11  
With Firm: 9

#### REGISTRATIONS

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Licensed Traffic Engineer, California (TR 2811)

#### AFFILIATIONS

---

American Planning Association (APA)  
Young Professionals in Transportation (YPT)

#### EXPERTISE

---

- Travel Demand Modeling
- Land Use & Transportation Planning
- Environmental Impact Analysis

#### SOFTWARE

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- Cube
- SimTraffic
- Synchro
- TransCAD

#### ABOUT

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Jimmy Fong is a senior transportation engineer with over 11 years of experience. Jimmy manages and serves as lead engineer on a variety of projects, notably in areas of travel modeling for citywide transportation plans, general plans, corridor studies, infrastructure projects, planning studies, and model development projects. Jimmy applies his comprehensive expertise to understand and analyze projects with highly complex travel patterns.

#### RELEVANT PROJECT EXPERIENCE

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##### **City of Vacaville General Plan Update**

Senior Modeler. Fehr & Peers assisted the City of Vacaville on a focused update to their General Plan.

##### **City of Roseville General Plan Update**

Senior Modeler. Fehr & Peers is preparing transportation analysis for the City of Roseville General Plan Update and Qualified Climate Action Plan. The General Plan update was partially motivated by the need to comply with SB 743 and the State's guidance on complete streets and financial constraints for the circulation element. Fehr & Peers will be leading the City through key decisions on the methodology, thresholds, and feasible mitigation for VMT analysis as well as how to treat LOS analysis in the future as part of development review.

##### **City of Elk Grove General Plan Update**

Senior Modeler. Fehr & Peers assisted the City of Elk Grove with their comprehensive General Plan update, including the transportation impact section for the General Plan EIR. The work also includes update to the transportation impact fee program and involved innovative new analysis for SB 743 compliance and techniques for establishing development policy guidelines for new growth areas.

##### **City of Sacramento General Plan Update (Sacramento, CA)**

Senior Modeler. Fehr & Peers prepared the mobility element for the City of Sacramento General Plan and the associated transportation impact analysis for the Master EIR. The overall plan update was developed within the SACOG MTP/SCS framework to establish a high level of consistency for subsequent development projects. This approach will ensure that development projects consistent with the general plan are afforded the highest level of CEQA relief under the MEIR, SB 375, and SB 226.



**Lake APC Regional VMT Baseline Study  
(Lake County, CA)**

Senior Modeler. Fehr & Peers developed a strategy and tools for the Lake Area Planning Council and local jurisdictions to implement SB 743 in Lake County. We reviewed existing travel demand models; developing baseline VMT data, methodology, and thresholds; identifying priority mitigation measures; conducting public outreach; and developing a VMT forecasting tool.

**Mendocino COG SB 743 & VMT Baseline Study  
(Mendocino County, CA)**

Senior Modeler. Fehr & Peers created a strategy and tools for the Mendocino Council of Governments and local jurisdictions to implement SB 743 in Mendocino County. We reviewed existing travel demand models, developed baseline VMT data, developed VMT methodology and thresholds, identified priority mitigation measures, conducted public outreach, and developed a VMT forecasting tool.

**NCTC SB 743 VMT Methodologies & Thresholds  
(Nevada County, CA)**

Senior Modeler. Fehr & Peers created a strategy and tools for NCTC and local jurisdictions to implement SB 743 in Nevada County. We reviewed existing travel demand models, developed baseline VMT data, developed VMT methodology and thresholds, identified priority mitigation measures, and developed a VMT forecasting tool.

**EDCTC SB 743 Travel Demand Model Update  
(El Dorado County, CA)**

Senior Modeler. Fehr & Peers worked with Staff from EDCTC, the City of Placerville, and El Dorado County to prepared a series of refinements to the El Dorado County Travel Demand Model so that it can be used to evaluate the VMT impacts of land use and transportation projects under the changes that SB 743 has made to CEQA. These refinements allowed the Model provide a full accounting of VMT by incorporating intrazonal trips and adjusting the length of trips that pass through the Model's boundary. Additional refinements were made to enhance the model's sensitivity to the built environments effect on travel behavior and VMT.

**BCAG 2020 RTP/SCS Model Update (Butte County, CA)**

Project Manager. Fehr & Peers updated the Butte County Association of Governments (BCAG) Travel Forecasting model in preparation for the 2020 MTP/SCS. This update included conversion to the Cube modeling platform and a mode split component to determine drive-alone, shared-ride, transit, bike, and walk trips. The project also included developing additional strategies for reducing VMT and passenger vehicle related GHG emissions.

**Caltrans D3 I-80/US 50 Managed Lanes  
(Yolo County, CA)**

Transportation Engineer. Fehr & Peers prepared the transportation analysis report for the PA/ED phase of the I-80/US 50 Managed Lanes project in Yolo County. The project proposes to increase capacity on I-80 from the Solano County line to West El Camino Avenue in Sacramento County and on US 50 from I-80 in West Sacramento to I-5 in Sacramento. A calibrated and validated sub-area forecasting model based on the regional SACSIM19 model was developed to evaluate and prepare forecast volumes for 15 alternatives that include demand management strategies such as HOV lanes, tolled lanes, part-time shoulder lanes, direct access ramps, and ramp metering. The operational performance of 10 alternatives was analyzed under opening year and design year conditions using a Vissim simulation model that was calibrated and validated to existing conditions. The simulation model covered 20 miles of freeway and 17 interchanges. Simulation videos were prepared to demonstrate vehicle operations under the project alternatives.

**Caltrans D3 SR 70 Origin-Destination Study  
(Butte County, CA)**

Senior Modeler. Fehr & Peers prepared an origin-destination study of the SR 70 corridor between 14th Street in Marysville and East Gridley Road in Butte County. Available information on travel patterns was extracted from available travel demand forecasting models (SACSIM and BCAG). The Replica/Sidewalks Lab pilot project from SACOG was also used as a data source. The travel patterns on the SR 70 corridor were described in terms of mode, time of day, and trip purpose based on the available data. Additional data collection was proposed to address questions that could not be answered from the available data.

**Downtown Davis Plan (Davis, CA)**

Senior Modeler. As part of a multi-disciplinary planning team, Fehr & Peers prepared the transportation section of the Downtown Davis Plan, the guiding document supporting the future vision of the commercial, recreational, and cultural center of the Davis community and its growth in the core area over the next fifteen years. Fehr & Peers was responsible for identifying the multimodal transportation facility investments necessary to support future Downtown Davis development, including those related to emerging transportation technologies such as autonomous vehicles and electric personal mobility devices. Key tasks included developing future modal priority networks, conceptual street designs, and policies related to the design, operation, and use of the downtown transportation system.



# Alex Murray

## Transportation Planner

### EDUCATION

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Master of Urban and Regional Planning,  
University of California, Los Angeles, 2021

Bachelor of Arts, History, University of  
California, Los Angeles, 2015

### AFFILIATIONS

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American Planning Association (APA)

Young Professionals in Transportation (YPT)  
Vice Chair for Membership, Los Angeles  
Chapter

### EXPERTISE

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- Bicycle and Pedestrian Planning
- Transit Planning
- Land Use and Transportation
- SB 743 and CEQA

### ABOUT

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Alex is a transportation planner with experience in transit planning, bicycle and pedestrian planning, and CEQA. He is proficient in ArcGIS, data analysis, traffic analysis software, and the Adobe Creative Suite. Prior to joining Fehr & Peers, Alex worked for the Los Angeles County Metropolitan Transportation Authority (Metro) and the City of Culver City. As a transportation planner at LA Metro, Alex was a member of the Transit Access Pass (TAP) regional fare card team, where he provided operational support for the launch and expansion of Metro fare projects, including Phase II of Metro Bike Share payment integration, the LIFE fare subsidy program, all-door bus boarding, and inter-agency transfer fares. At Culver City, Alex worked on a variety of multimodal transportation projects, including the installation of the first Class IV protected bike lanes in the city.

### RELEVANT PROJECT EXPERIENCE

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#### **Guenoc Valley Project: Wildfire Risk and Evacuation Assessment**

Fehr & Peers prepared a Wildfire Risk and Evacuation Assessment to address a Superior Court Ruling on the Guenoc Valley Mixed Use Planned Development Project (Project) Environmental Impact Report (EIR) that calls for a detailed evacuation analysis, subsequent CEQA guidance released by the Attorney General on analyzing and mitigation wildfire impacts of development projects, and compliance with CAL FIRE regulations related to wildfire evacuation and emergency access. The assessment includes a wildfire and evacuation history for South Lake County communities adjacent to the project, a wildfire risk analysis, an evacuation time analysis, and an assessment of CEQA impacts and mitigation measures. Fehr & Peers partnered with the Community Wildfire Planning Center (CWPC) who prepared the Wildfire Risk element of the assessment. The wildfire risk analysis provides an analysis of the wildfire hazard and risk on the Guenoc Valley Project Site and associated compliance with state minimum requirements and additional measures that will be undertaken to reduce the Project's wildfire risk. The evacuation time analysis prepared by Fehr & Peers describes the evacuation time methodology and results for various evacuation scenarios. Fehr & Peers also identified mitigation measures to reduce evacuation times.

### **SGVCOG Regional VMT (Los Angeles, CA)**

Fehr & Peers worked with the SGVCOG and member cities to explore a regional VMT mitigation program. The project includes development of a program structure, assessment of VMT reduction potential for VMT mitigation actions, implementation strategy, and technical documentation. The project was guided by an extensive stakeholder engagement process including key staff and elected officials from member cities.

### **LADOT SB 743 VMT Mitigation (Los Angeles, CA)**

Southern California Association of Governments (SCAG) and Los Angeles Department of Transportation (LADOT) have identified a need to expand VMT mitigation options beyond the project site to achieve the region's sustainable transportation goals. Fehr & Peers is helping LADOT and SCAG explore mitigation programs that would provide flexible and equitable funding to increase sustainable mobility options and reduce VMT.

We are building on existing research to define viable mitigation program options, recommend program criteria, and where additional research is needed, elevate key questions to be further explored by SCAG and LADOT in future phases of work. Fehr & Peers is leveraging our expertise in SB743 research and implementation to facilitate conversations with the Technical Advisory Group to raise questions, seek answers, and build partnerships to move this effort forward.

Parallel to this, we are working with SCAG, LADOT, and Metro to define Metro's U-Pass program as a pilot mitigation action that could be implemented in the City of Los Angeles and in partner jurisdictions. Through this pilot, Fehr & Peers is leveraging Metro data, CAPCOA research, and travel model data to demonstrate the VMT reduction potential and proof of additionality of the program in an effort to establish the data specifications required to demonstrate CEQA compliance of a mitigation program.

### **Metro Bike Share Evaluation Study (Los Angeles, CA)**

Fehr & Peers worked with LA Metro to perform a review of the Metro Bike Share Evaluation Study. Fehr & Peers performed cost modeling and estimated potential fare subsidy costs, reviewed and analyzed rider survey data, and provided recommendations for different program options for the future of the bike share program. Fehr & Peers also conducted a market survey of fifteen other bike share systems located throughout North America and Europe. This market survey consisted of document and contract review for each system, a review of operational models and financing methods, and interviews with agency staff to listen from their experiences and hear suggestions for the future of bike share in Los Angeles.

### **Diablo Canyon EIR (Diablo Canyon, CA)**

Fehr & Peers is part of the team preparing the CEQA Environmental Impact Report for the planned decommissioning of the Diablo Canyon Nuclear Power Plant (DCPP). The County of

San Luis Obispo seeks to understand the implications of the complex decommissioning process which would take place in multiple phases over decades. Fehr & Peers is analyzing the potential transportation impacts. The DCPP has unique transportation challenges given its highly remote location which requires all traffic to pass through a single road in the community of Avila Beach to reach US-101. In addition to understanding the changes in employee trips over the course of the decommissioning, Fehr & Peers is analyzing the truck activity related to transporting decommissioned materials and debris off-site using various combinations of trucking and railroad scenarios. Potential water-based transport of materials is also being considered by others.

### **Foster City Housing Element EIR (Foster City, CA)**

Fehr & Peers prepared the transportation section of the City's Housing Element update EIR. Our work focused on all CEQA aspects, specifically VMT-related impacts for the City's proposed new housing allotment. We also prepared non-CEQA analysis to help inform the City's elected officials and residents on what traffic patterns could look like in the future. Fehr & Peers collected new traffic count data to inform our quantitative analysis on representative arterials, collectors, local streets, and key intersections. We developed a narrative to describe how traffic operates in the City currently and how that may change with the addition of approximately 3,000 new housing units over the twenty-year project horizon.

### **SFMTA Powered Scooter Evaluation (San Francisco, CA)**

SFMTA is evaluating their Powered Scooter Share Program's effectiveness at helping MTA achieve its system goals (e.g., reduce GHG, improve road safety, improve access to transit). The effectiveness of the program will inform any changes MTA choose to make to permitting process and requirements for Powered Scooter vendors. F&P is conducting the analysis to evaluate the program's impact on GHG, safety, access to transit as well as unique scooter issues such as sidewalk riding, adaptive uses for those with disabilities, and effectiveness at improving access and mobility for equity priority neighborhoods. Based on findings, F&P will recommend changes to the program for MTA's consideration.

### **SFMTA Temporary Emergency Transit Lanes (San Francisco, CA)**

Fehr & Peers assisted SFMTA with the management of their Temporary Emergency Transit Lanes (TETL). The TETL program was a critical component of SFMTA's response to the COVID-19 pandemic. The program installed transit lanes and other temporary transit speed and reliability improvements on key Muni lines to provide as much service as possible, minimize rider exposure to COVID-19, and build up transit resiliency and reliability throughout the pandemic and through economic recovery.

# Seth Myers

## Noise Services Task Manager

With 17 years of experience as a noise analyst, Mr. Myers is involved in the preparation of a full range of CEQA and NEPA environmental compliance and review documents including environmental impact reports. He has extensive expertise conducting noise analyses and has a comprehensive working knowledge of the associated regulatory environment. He is proficient in the use of SoundPLAN, the Roadway Construction Model, the Federal Highway Administration (FHWA) Highway Traffic Noise Prediction Model, and other industry standard modeling tools.

## Education

B.A., Environmental Studies and Planning (Minor in Biology), Sonoma State University

## Registrations, Certifications, Permits and Affiliations

- SoundPLAN Software and Noise Modeling Seminar Certification
- FAA Noise and Air Emissions Trainings: Noise and Emissions Fundamentals, Aviation Environmental Design Tool (AEDT, U.S. Department of Transportation Volpe Center)

## Project Relevant Experience

**San Mateo General Plan, San Mateo County – City of San Mateo as sub to PlaceWorks (2023 - Present).** Prepared the Noise Chapter for the General Plan Environmental Impact Report, which included the regulatory framework and existing conditions of the City of San Mateo Environmental Impact Report Study Area. The Noise Chapter evaluated the potential noise impacts from adopting and implementing the proposed General Plan 2040 and proposed Climate Action Plan (CAP) update, as well as from future development and activities that could occur under the Proposed Project. The General Plan is intended to be self-mitigating and therefore policy recommendations to minimize city-wide traffic noise-related impacts were provided. In addition to the preparation of the Noise Chapter, oversaw the creation of traffic and railway noise contours for both existing and General Plan buildout conditions.

**California Conservation Corps Willits Center, Mendocino County – California State Real Estate Services Department (2019 - 2020).** Prepared a noise analysis for the development of a new California Conservation Corps operations center at 440 East Hill Road in the Town of Willits to accommodate relocation of existing operations at the California Conservation Corps Ukiah Center. The Project consists of a new California Conservation Corps residential center that includes a total of approximately 64,000 square feet of new building construction.

**Vineyard Crossing, Mendocino County – County Planning Department (2018).** This Project proposes to subdivide an approximately 23.6-acre vacant site into 123 residential lots with an estimated 20 accessory dwelling units. Additionally, the Project proposes 91 single-family residences and 32 "Flex Residential Lots."

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Conducted peer reviews of the Noise Assessment prepared by the Project applicant in order to assess the adequacy of these analyses under CEQA.

**Mendocino County General Plan, Mendocino County – County Planning Department (2009 – 2010).**

Developed an Environmental Impact Report noise analysis for the comprehensive update to the General Plan for Mendocino County, and responded to public comments as part of the Final Environmental Impact Report process. The Project included an analysis of the potential environmental effects associated with implementation of the County's General Plan update, which serves to identify planning goals and policies to guide future development over a 20-year planning horizon.

**Santa Rosa, Roseland Area/Sebastopol Road Specific Plan and Roseland Area Annexation, Sonoma County – City of Santa Rosa (2017).**

Analyzed the potential noise-related effects associated with adoption of the Roseland Area/Sebastopol Road Specific Plan and Roseland Area Annexation, which was designed to guide development of 1,860 acres of land.

**North Santa Rosa Station Area Specific Plan, Sonoma County – City of Santa Rosa (2012 – 2013).**

The Specific Plan supported the future SMART station by outlining strategies to establish a transit-supportive environment by improving connections between the station and adjacent destinations, densifying and intensifying land uses at key locations within the Project area and enhancing the physical design of the urban environment. While much of the existing area is developed, a few large, vacant parcels in the Project area afford unique opportunities for transit-supportive development. In addition to air quality and greenhouse gas emission concerns, evaluated potential noise impacts.

**Santa Rosa, General Plan Amendment & Climate Action Plan, Sonoma County – City of Santa Rosa (2013).**

The Project consisted of the proposed adoption of a General Plan Amendment and Climate Action Plan to outline a clear path to successfully implementing policies, programs, and activities that will achieve the City's adopted greenhouse gas reduction targets.

**St. Helena Auto Shop and Warehouse Replacement Project, Napa County – CAL FIRE, under On-Call Contract with California Department of General Services Real Estate Services Division (2021).**

Analyzed the potential noise effects of the proposal to construction of a new auto shop, warehouse, appurtenances, and fire water tank at the CAL FIRE Sonoma-Lake-Napa Unit Headquarters (LNU). Additional improvements include site fencing, storm drainage structures and piping, concrete and asphalt pavement, curb and gutter improvements, and retaining walls. The Project will pursue both Zero-Net Energy and LEED Silver certification.

**Rector Dam Bypass Valve Project, Napa County – CalVet, under On-Call Contract with California Department of General Services Real Estate Services Division (2020).**

Analyzed the potential noise effects of the proposal to construct a diversion pipeline to convey water from an existing 30-inch water line at the base of Rector Dam in Napa County to the proposed bypass valve, and from the bypass valve to Rector Creek and an outfall structure at the terminal end of that pipeline in Rector Creek.

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# Krissy Walker-Berry

## Senior Biologist

Ms. Walker-Berry is a biologist and project manager with more than 15 years (12 with ECORP) of professional experience in field surveys, biological monitoring, preserve management, permitting, permit compliance, and report preparation for biological resources in both northern and southern California. Her experience includes serving as Project Manager on a wide range of projects, including projects with a large biological monitoring effort and preserve monitoring and management projects, preparing and coordinating with agencies for regulatory permits, and assisting clients with permit compliance. She is experienced in conducting arborist surveys, focused and general surveys for listed and sensitive plants, general surveys for nonnative plants, vegetation mapping and assessment, jurisdictional wetland delineations, protocol surveys and habitat assessments for burrowing owls, nesting bird surveys, and biological construction monitoring related to all of the above categories. She has also conducted bald eagle, big horn sheep, vernal pool brachiopod, and arroyo toad surveys.

## Education

B.S., Environmental Science, University of Redlands, Redlands, CA

Certificate in Field Botany, University of California, Riverside Extension, Riverside, CA

## Registrations, Certifications, Permits and Affiliations

- International Society of Arboriculture Certified Arborist (Number WE-11308A) – Valid until 12/31/2024
- International Society of Arboriculture Tree Risk Assessment Qualified – Valid until 12/13/2027
- State of California Authorization to Collect Voucher Specimens of State-Listed Plants (Number 2081(a)-13-123-V) – Valid until 12/31/2025
- Federal Fish & Wildlife Permit for Listed Large Branchiopods (wet & dry season sampling) (TE-012973-11)

## Professional Experience

**City of Redding, Shasta County – PlaceWorks, Inc. (2022).** Senior Biologist who coordinated and reviewed the biological resources and special-status species memorandum. ECORP prepared a biological resource assessment of the City of Redding in support of the General Plan Update Environmental Impact Report. This assessment included a desktop analysis to identify potential special-status species, natural communities, and aquatic resources in the city limits and provided policy guidance.

**Butte County– PlaceWorks, Inc (2021).** Senior Biologist who updated the Setting and Trends section of the General Plan and assisted with a programmatic BRA. ECORP provided cultural and biological services to support the Butte County General Plan update.

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**Hidden Valley Lake Project, Lake County – Hidden Valley Lake Community Services District (2023).**

Senior Biologist and Certified Arborist responsible for conducting the special-status plant survey and assisting with the arborist survey and Biological Resources Assessment for the project. The 13.1-acre project will create defensible space and ignition resistant infrastructure within the Hidden Valley Lake Community by thinning vegetation and replacing current infrastructure with fire resistant structures.

**Sonoma Development Center Tree and Nesting Bird Surveys, Sonoma County – California**

**Department of General Services (CDGS), Real Estate Services Division (RESO) (2022).** Senior Biologist and Project Manager responsible for conducting arborist surveys and coordinating nesting bird surveys. Additionally, she consulted with the client and contractor on the best methods to proceed with the project. The project provided tree removal and maintenance throughout the main campus to improve public safety and reduce the potential for damage to buildings.

**Knights Landing Ridge Cut Erosion Repair Project, Yolo County – KSN (2022).** Senior biologist that conducted special-status plant surveys, specifically for Palmate-bracted bird's beak. ECORP was retained to provide biological resources, cultural resources, air quality/greenhouse gas emissions, and noise technical studies, environmental documentation, and regulatory permitting support for the Knights Landing Ridge Cut Erosion Repair Project.

**California Conservation Corps Facility, Mendocino County – California Real Estate Services Division (2019-2022).** Senior Biologist that marked known populations of North Coast semaphore grass (a state listed species), conducted a worker environmental awareness program training, and conducted an initial general biological survey and mapped previously known populations of North Coast semaphore grass. The project consists of a new California Conservation Corps residential center that includes a total of approximately 64,000 square feet of new building construction.

**Yuba City Boat Ramp Sediment Removal Project, Sutter and Yuba Counties – Sutter Butte Flood Control Agency (2021).** Senior Biologist and Implementation Manager for the project. Sediment buildup in portions of the Feather River, exacerbated by the Oroville Dam Spillway incident of 2017, created dangerous conditions for recreational users, made some boat launch facilities nearly unusable, and hampered public safety as it has affected emergency vessel launching capabilities. The Project will restore and improve access to the Feather River by removing sediment from the Yuba City Boat Ramp. ECORP was retained to conduct technical studies, prepare regulatory permit applications, and prepared CEQA documentation in support of the project. As Implementation Manager, managed pre-construction surveys, coordinated with biological monitors, prepared permit compliance reports, and coordinated with the client, construction crew, and agencies to ensure permit compliance.

**Pescadero Levee Project, San Joaquin County – Pescadero Reclamation District 2508 (2020).** Assistant Project Manager in charge of the construction monitoring and permit compliance for the project. The purpose of the project was to conduct critical erosion repair and levee crown rehabilitation of a section of the levee that was originally designed and constructed by the USACE. The levee crown rehabilitation included the re-grading and rehabilitation of the levee crown and outer slope to the toe of the levee.

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# Jeremy Adams

## Cultural Resources Manager/Senior Architectural Historian

Mr. Adams is a Cultural Resources Manager and Senior Architectural Historian with 12 years of experience in developing cultural resources management strategies and leading the implementation of cultural inventories, evaluations, effects analysis, and preparation of mitigation documents. He holds a Master of Arts degree in History (Public History), a Bachelor of Arts degree in History, and he meets the Secretary of the Interior's Professional Qualification Standards for Architectural History and History. Mr. Adams serves as principal investigator for all architectural history components of projects and is well versed in the practical application of the laws and regulations of Section 106 of the National Historic Preservation Act (NHPA) and California Environmental Quality Act (CEQA). He is highly skilled at historical research and analysis and is familiar with numerous archives, libraries, museums, and other historical repositories throughout California. He has prepared historic contexts, property histories, and carried out architectural site documentation for buildings, structures, and historical landscapes. He has also prepared built-environment impact assessments and has developed mitigation measures for CEQA and Section 106 projects. In addition, he has carried out all three versions of Historic American Buildings Survey (HABS), Historic American Engineering Record (HAER), Historic American Landscapes Survey (HALS) documentation, developed educational interpretive panels, has completed Caltrans Standard Environmental Reference documents, multiple versions of Finding of Effect documents, and has evaluated numerous historic-age buildings and properties, as well as assisted lead agencies with State Historic Preservation Officer (SHPO) consultation. As the manager of ECORP's cultural resources department in Rocklin, he has led numerous cultural resources studies and is the principal investigator and author for multiple architectural history studies.

## Education

M.A., History (Public History), California State University, Sacramento

B.A., History, California State University, Chico

## Professional Experience

**Butte County General Plan Update – Butte County (2021)** Senior Architectural Historian responsible for cultural resources oversight and management of the cultural resources sections for the 2021 update to the Butte County General Plan Cultural Resources Section, which entailed updated database searches of all cultural resources databases for the entire County of Butte, outlining and explaining the federal, state, and local cultural resources laws and guidelines, and describing the overall state of cultural resources in Butte county in a non-technical, public document.

**San Bernardino General Plan Update – San Bernardino County (2021)** Senior Architectural Historian responsible for cultural resources oversight and management of the cultural resources sections for the 2021 update to the San Bernardino General Plan, which entailed a detailed settings and trends background report, focused research and information on built environment sensitivity, updated database searches of all cultural resources databases for the entire City, outlining and explaining the federal, state, and local cultural

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resources laws and guidelines, and describing the overall state of cultural resources in San Bernardino in a non-technical, public document.

**Architectural History Inventory and Evaluation Report for Hoadley Peak Project, Shasta and Trinity Counties.** Architectural Historian responsible for architectural inventory and evaluation of the Hoadley Peak radio communication tower facility. The evaluation included historical research, architectural assessment and impact review, DPR 523 form preparation, and NRHP and CRHR evaluation of the facility. In addition to the architectural inventory, ECORP conducted a pedestrian survey, prehistoric research and analysis, and made recommendations for continued environmental compliance for the project.

**EIR for the Rio Mesa Boulevard Road Alignment, Madera County – Morton & Pitalo, Inc. (Ongoing).** Cultural Resources Manager responsible for the management and implementation of a cultural resources inventory of a 94-acre off-site improvement area including evaluation of identified resources. To support the USACE 404 permit for the project, coordinated an archaeological inventory, records search, archival research, and preparation of a cultural resources inventory and evaluation report. The inventory and evaluations required coordination of multiple staff from multiple offices in a single joint effort.

**Environmental Impact Report and Regulatory Permitting for the Centennial Reservoir Project, Nevada and Placer Counties – Nevada Irrigation District (NID) Subconsultant to HDR (2015-Ongoing).** Cultural Resources Manager responsible for cultural resources strategic planning, management, and implementation of all cultural resources studies to support the Centennial Reservoir Project's Environmental Impact Report and Environmental Impact Statement for the 2,100+ acre project area. Participated and led numerous project planning meetings regarding preparation of cultural resources technical studies. Supervised implementation of cultural studies and also presented and defended to the NID Board of Directors regarding further stages of cultural resources compliance needs. Ongoing support with consultation and strategic planning on behalf of NID with the U.S. Army Corps of Engineers, Native American Tribes, and other federal and state agencies through implementation.

**Water Rights Extension Project EIR/EIS, Placer County – Foresthill Public Utilities District (2015-Ongoing).** Assistant Cultural Resources Manager responsible for strategic planning and implementation of cultural resources studies to support the project Environmental Impact Report. Supervised the cultural resources inventory and evaluations, organized and led project consultation meetings with the Foresthill PUD and USFS, as well as coordinated all Tribal consultation. The project required ongoing consultation and strategic planning with the USFS through implementation.

**Architectural History Inventory and Evaluation of Orange High School Modernization Project, Orange County – PlaceWorks, Inc. (2018).** Architectural Historian responsible for developing the strategy for inventory and archival research of Orange High School and supervising the evaluation of the school, including QA/QC. In support of CEQA, the proposed modernization project required the recordation of each historic-age building located on the school property. The field effort included recording 20 buildings and structures on DPR 523 records, including archival research. Directed the evaluation of the school and its buildings against the CRHR eligibility criteria.

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