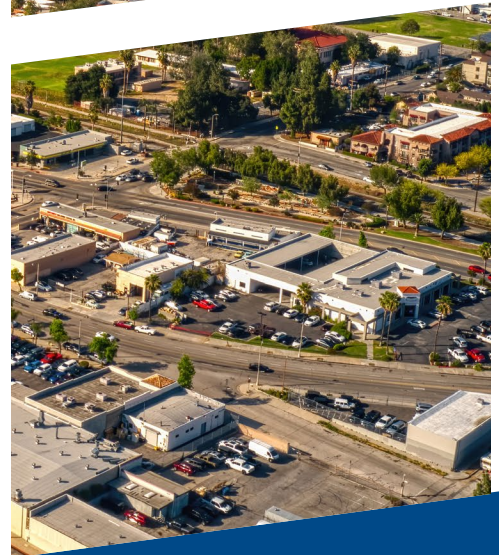
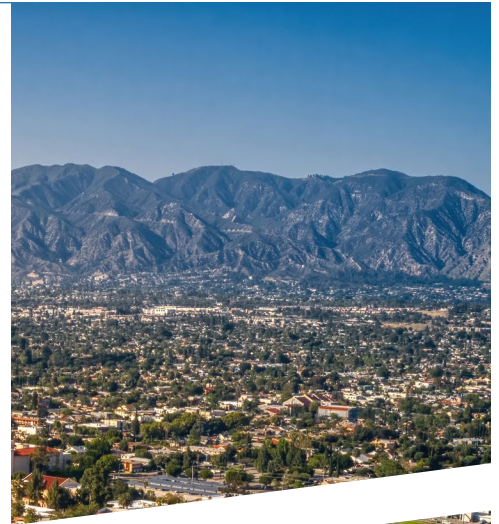


# City of San Fernando

## Proposal for Professional Consulting Services to Implement the City of San Fernando Comprehensive Housing Planning REAP 2.0 Program

San Fernando, California • December 5, 2024



CELEBRATING  
30  
YEARS

RINCON CONSULTANTS, INC. SINCE 1994

*This page intentionally left blank*



RINCON CONSULTANTS, INC. SINCE 1994

**Rincon Consultants, Inc.**  
250 East 1st Street, Suite 1400  
Los Angeles, California 90012  
213-788-4842

December 5, 2024

Erika Ramirez, Director of Community Development  
Community Development Department  
City of San Fernando  
117 Macneil Street  
San Fernando, California 91340

**Subject: Proposal for Professional Consulting Services to Implement the City of San Fernando Comprehensive Housing Planning REAP 2.0 Program**

Dear Erika Ramirez,

The City of San Fernando (City) is a vibrant city with a rich history and a diverse community. As it continues to grow, the need for thoughtful planning has become increasingly important to facilitate housing production, choice, and affordability. Rincon Consultants, Inc. (Rincon), with extensive experience in housing and land use policy, zoning code reform, historic preservation, and process streamlining, is dedicated to partnering with the City to facilitate infill redevelopment opportunities while preserving existing neighborhoods to serve the needs of homeowners, tenants, and neighborhood serving businesses alike. In this proposal, you will find that the Rincon team's qualifications include:

- **Experienced and Responsive Project Leadership.** Rincon's senior management team will ensure reliable communication, impeccable record keeping, efficient resource management, and flexibility in addressing unforeseen circumstances. Kimiko Lizardi, as Principal-in-Charge, will provide strategic oversight, and John Moreland will serve as Project Manager. The Rincon Team also includes subconsultant, JZMK, who will bring extensive architecture and urban design experience to develop implementable objective design standards.
- **In-Depth Experience in Zoning Regulations and Objective Design Standards.** Rincon has technical expertise in preparing targeted Zoning Code updates, density bonus ordinances, specific plans, and objective design standards to address streamlining, quality design, housing element implementation, and to ensure compliance with state law. We have prepared similar zoning regulations for Culver City, West Covina, West Hollywood, and Monterey Park.
- **Experience with Historic Resources.** Rincon has significant experience evaluating buildings to determine their historic integrity and the contribution they provide to the community. The City has a solid foundation with a thoroughly developed historic preservation ordinance that will be utilized as needed. Additionally, our experience (notably the Chapman University Specific Plan in Old Towne Orange) includes ensuring that adaptive reuse of a historic building maintains its integrity and that development next to historic resources is contextual.
- **Understanding of the San Fernando Community.** The Rincon Team has a thorough understanding of the variety of values and preferences the San Fernando community has through recent experience developing local climate and safety policy as well as staff augmentation. The Rincon Team has supported the City in bringing meaningful engagement and participation to the planning process. This has included developing culturally appropriate messaging, working with the residents of San Fernando, and presenting projects at public meetings.

City of San Fernando

Professional Consulting Services to Implement the City of San Fernando Comprehensive Housing Planning REAP 2.0 Program

We look forward to the opportunity to contribute to the City's efforts in streamlining infill development. Please do not hesitate to contact us if you have any questions regarding this submittal.

Sincerely,

**Rincon Consultants, Inc.**

A stylized, handwritten signature in black ink, appearing to read 'J. Moreland'.

John Moreland, AICP | Project Manager  
[jmoreland@rinconconsultants.com](mailto:jmoreland@rinconconsultants.com)

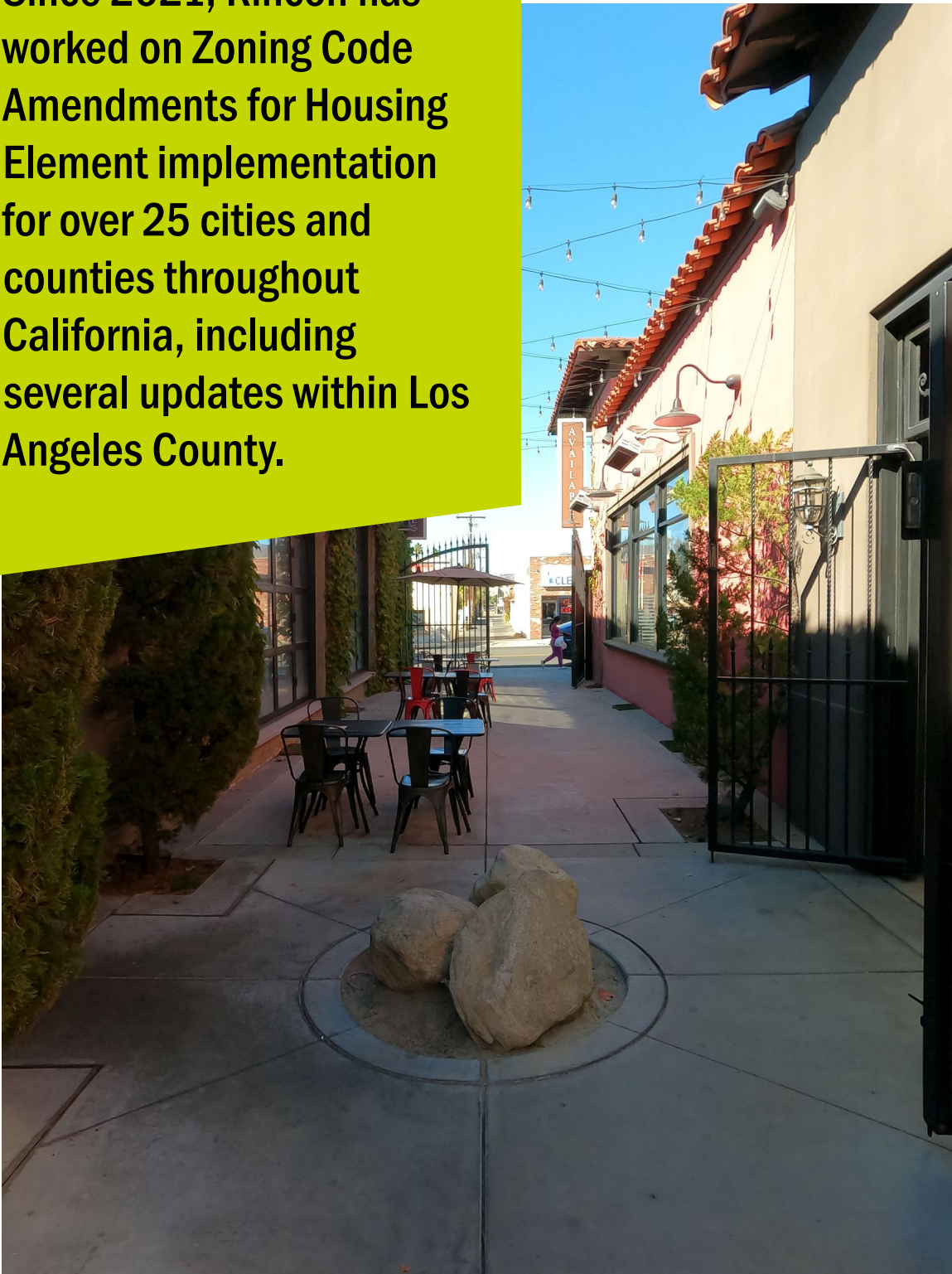
A handwritten signature in black ink, appearing to read 'Kimiko Lizardi'.

Kimiko Lizardi | Principal-in-Charge  
[klizardi@rinconconsultants.com](mailto:klizardi@rinconconsultants.com)



*This page intentionally left blank*

**Since 2021, Rincon has worked on Zoning Code Amendments for Housing Element implementation for over 25 cities and counties throughout California, including several updates within Los Angeles County.**



# Table of Contents

**1 Qualifications ..... 1**

    About Rincon ..... 1

    Rincon Capabilities and Technical Expertise ..... 2

    The Rincon Difference ..... 10

**2 Project Team ..... 15**

    A Team Assembled to Meet the City’s Needs ..... 15

**3 Project Experience ..... 25**

    Rincon ..... 26

    Subconsultant Experience ..... 40

**4 Scope and Fee ..... 45**

    Work Plan ..... 45

    Scope of Work ..... 46

    Fee ..... 66

**5 Project Schedule ..... 72**

## Appendix

[Appendix A: Resumes of Key Personnel](#)



On behalf of the City of Calabasas, I want to thank you and the entire Rincon Consultants team for your outstanding performance on the City's 2030 General Plan update. While your firm has done excellent work on many projects in the City, your performance on this project was particularly impressive in light of its scale and complexity... In addition, I sincerely appreciate your efforts to carefully manage the project from both a budgetary and scheduling perspective. You did an excellent job keeping the project on schedule and on budget."

**Tom Bartlett, City Planner**  
***City of Calabasas***



1

**Qualifications**

*This page intentionally left blank*


# 1 Qualifications


## About Rincon

**Rincon Consultants, Inc.** (Rincon) is a multidisciplinary planning and environmental science consulting firm providing quality professional services to government and industry clients. We transform places through meaningful and equitable public involvement and provide planning support to create innovative solutions to community, social, and environmental issues. Our approach centers on problem-solving, innovative solutions, and responding to our clients' specific needs in a cost-effective way. Rincon's considerable depth of staff brings over 450 professionals, including certified urban planners, environmental scientists, and specialists in zoning, land use, housing, permit streamlining, community engagement, historic resources, environmental justice, cultural resources, noise, and air quality.

We have over 30 years of experience preparing zoning code updates and long-range planning documents, crafting a variety of objective design standard approaches, conducting public outreach, and presenting at public hearings for local government agencies. We see ourselves as an extension of our client's team and function with their best interests at the forefront. We work together to co-create strategies that lead with the best available information, formed through an in-depth understanding of the community's issues and priorities that support legislative compliance and consistency. Through thoughtful planning and inclusive collaboration, we help develop tangible solutions embraced by the community-at-large. We think beyond regulations and elevate solutions that celebrate the character of the community.


**Our guiding principles and core values hold strong to this day**






1. Sacramento	8. Ventura
2. Oakland	9. Los Angeles
3. San José	10. Riverside
4. Fresno	11. Palm Springs
5. Monterey	12. Carlsbad
6. San Luis Obispo	13. San Diego
7. Santa Barbara	

---



**1994**


Year Rincon was Founded




**450+**

Number of Rincon Staff


**Rincon is a leading environmental consulting firm with 13 offices in California**



**Legal Name**  
Rincon Consultants, Inc.



**Legal Form**  
California "S" Corporation



**Headquarters**  
Ventura, California

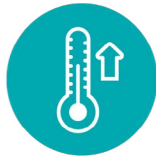
**Our mission is to provide our clients with high-level professional expertise, leveraging our local experience and diverse team of experts to create planning solutions that are clear, contextual, and implementable, and meet the needs of the community.**

## Services

Rincon's Healthy Communities group focuses on engaging with diverse communities and delivering innovative, equitable solutions for environmental, social, and legislative issues. As change makers, we think beyond regulations by elevating science and technology-driven solutions to celebrate the character of inclusive communities. Envisioning a future that reflects the diversity of our humanity—from urban centers to natural and working lands—Rincon holistically transforms the built environment to optimize and regenerate resources. We aim to connect people, policies, funding, and clients, by leveraging Rincon's collective strength to create healthier, more resilient futures. Our Healthy Communities Planning services feature seven core areas of expertise for this effort:



General Plans



Climate Action  
and Adaptation



Community  
Engagement



Natural Resource  
Planning



CEQA/NEPA



Technical  
Services



Equity

Rincon also maintains Geographical Information Systems (GIS), Graphic Communications, and Legal Counsel in-house to enhance our documents and support data analysis for projects.

## Rincon Capabilities and Technical Expertise

Cities and counties throughout the state benefit from our deep understanding of land use and housing, zoning regulations, socio-economic and racial equity, affirmatively furthering fair housing, and community engagement strategies. We recognize that legislative regulatory changes have created additional hurdles for jurisdictions attempting to navigate housing policy implementation and maintenance. We leverage our local and statewide experience and diverse team of experts to create plans that are contextual and implementable and meet the requirements and needs of the community. We are proud of our team's ability to work effectively with decision-makers, and community groups to develop and implement innovative approaches and solutions to complex housing issues.

We have worked on over 50 housing elements statewide, 14 of which are in the SCAG region. Through this work, our team has amassed a deep understanding of fair housing issues facing California's urban communities, like San Fernando, and the policies and programs crafted to combat constraints identified in housing elements. Our team is at the forefront of regulatory and cultural shifts in contemporary planning and has the technical expertise to support integrated solutions to increase and prioritize affordable housing development potential and the retention of the existing affordable housing stock.

The following details our technical capabilities and proposed approach to this project.



### Equity and Engagement

The Rincon Team understands the importance of involving the local community, including marginalized communities, who have not been historically engaged in local decision-making processes. We strive to reach all community members using a variety of digital and non-digital methods through the languages that the community is most comfortable using, and work closely with local community groups, organizations, staff, and officials who know the region best. Effective communication and engagement, both internally with City Departments and staff and with external interested parties like developers, community-based organizations, the business community, utility providers, and the broader community, are critical to the historic survey update, the Zoning Code update, and the Objective Standards that reflect community values and priorities.



## Our Capabilities

Rincon and our teaming partner, JZMK, have extensive experience conducting meaningful in-person, virtual, and hybrid engagement throughout the state, and in San Fernando specifically. For this effort, we will leverage our outreach experience for the City's CARP and Circulation/Mobility and Parks/Open Space General Plan Updates and align with the City's Community Engagement Framework to build trust and inclusivity. An equitable outreach and engagement approach will be key, as San Fernando is ethnically and socioeconomically diverse, with approximately 74 percent of the population speaking a language other than English at home.

The Rincon team is also experienced in conveying complex information to decision makers and stakeholders. Rincon provided housing element implementation services to the City of West Covina in the form of a Comprehensive Development Code. Rincon took over this work as well as the Housing Element work when other consultants were unable to complete their assignments. The Comprehensive Development Code, which includes both the Zoning Code and the Subdivision Code, was developed in tandem with the 6th Cycle Housing Element. The Comprehensive Development Code update incorporated. Rincon held focused interested party meetings, hosted multiple outreach events, conducted surveys related to housing and development, and developed a website and messaging campaign as part of the effort. Along with the outreach to the community and interested parties, Rincon hosted joint City Council and Planning Commission subcommittee meetings to gain further insights and details related to the Development Code.



## Technical Approach

One of the important distinctions of our team is our thorough understanding of the local community and the importance we place on developing innovative and implementable projects, plans, and programs that are specific to the city and help achieve a wide variety of community goals, while retaining existing community character and preserving quality of life. We understand that planning initiatives will not be successful if they do not meet the needs of the community and that standard strategies are not as effective as those designed specifically for the community in which they are being implemented. As such, we place a strong emphasis on developing our work around the local context and conditions, taking into consideration past and current policies and programs to design solutions that are practical, effective, and tailored to the needs and economic realities of San Fernando. We also emphasize and provide the tools to guide measurable progress toward implementation. Furthermore, our team conveys technical information and policies clearly and concisely and maintains consistency with accepted guidelines and protocols as well as state regulations. As a result, the Rincon team will produce a practical, innovative, and implementable framework designed for San Fernando and build on existing local plans and initiatives. We undertake engagement (both internally with project partners and externally with the community) early and throughout the project to generate input that can meaningfully influence the planning process and generate community policies and regulations. Our skillset is exemplified by our ability to regularly monitor the population groups we are engaging with, conducting spatial and demographic evaluations to

determine if we have reached target population groups and geographic areas. Based on this regular evaluation, we often adjust engagement strategies to shift approach to reach intended audiences more effectively. We also rely on community-based organizations to provide insight into the most effective strategies to engage with the constituents they serve.

Our team will use Rincon's Engagement Ecosystem methodology, shown to the right, to implement the City's framework by emphasizing a holistic strategy that includes building a community profile, measuring reach to confirm broad representation, fostering mutual learning and awareness, and strengthening reciprocal community partnerships. Since many of the zoning elements are mandated by state law or the Housing Element, our focus will be to inform interested parties and the community and gather feedback to confirm the Code reflects local priorities. Rincon's participatory methods are designed to engage diverse voices, creating a collaborative environment where community members



feel empowered to actively learn about planning initiatives and then provide meaningful input on implementation. This approach includes working with community-based organizations, such as Pacoima Beautiful, hosting City Council and Planning Commission subcommittees, and conducting in-person workshops and pop-up events to garner support and input, as well as hosting surveys to gather feedback throughout the process. Consistent with the City's framework, we will use bilingual methods, culturally appropriate practices, and engage in spaces comfortable to the community (e.g., community parks, places of worship, shopping and dining hubs, community centers, and/or transportation centers) to amplify underrepresented voices. We know that an engaged community strengthens the planning process and empowers local leaders to champion the Zoning Code update. The specific outreach and engagement deployed will be built on the lessons learned during the CARP and General Plan outreach and engagement process. Similarly, we will use the feedback received during this process to identify what people want and need to support implementation of the Comprehensive Housing Planning REAP 2.0 Program into the conversation during the project-specific outreach to show the community how the various initiatives build on each other and their feedback is integrated thoughtfully throughout.



## Historic Resources

We understand the City aims to encourage the conversion of historic commercial buildings into housing while also fostering the improvement or expansion of residential buildings to maintain the quality of existing housing, neighborhoods, and overall well-being of residents. To accomplish this goal and support future residential development, it will be essential to identify eligible historic resources within the City.

## Our Capabilities

Our team includes historians and architectural historians who meet or exceed the Secretary of the Interior's Professional Qualifications Standards. We specialize in the identification and evaluation of historic resources, conducting surveys, research, and evaluations or

nominations for a wide range of resource-types. These include buildings, historic districts, cultural landscapes, parks, cemeteries, sites, and objects for inclusion in federal, state, and local historic registers. Our architectural history staff has direct experience providing historic preservation and preservation planning services to lead agencies throughout California, including, but is not limited to, historic preservation ordinance development, preparation of thematic and chronological historic context statements, creating design guidelines, producing historic structures reports, drafting preservation plans, and completing designation applications.

## Our Approach

Our focus is on developing work products that address the City's immediate needs while establishing a strong foundation for future historic preservation planning objectives. We have led multiple large-scale, citywide, and focused historic context statements and survey projects. Notable projects include drafting the historic preservation ordinance for Agoura Hills and preparing a historic context and large-scale survey for the Santa Clara County Parks and Recreation Department. We have also recently been retained by the City of San Mateo to conduct a citywide survey and support refinements to the City's historic preservation ordinance. Additionally, we have extensive expertise in assessing impacts to historic resources and supporting the development of design standards. Throughout these projects, we engage with the community to identify historical resources and garner contextual information. We envision that the community outreach for San Fernando will help inform the identification of resources within the city. Once the historic resources have been determined the architectural historians will collaborate with the architectural and policy teams to develop contextual development standards unique to San Fernando that protect and enhance the historic resources in the City.



## Zoning Code and Specific Plan

The City aims to update its zoning ordinance to support housing production, streamline processes and procedures, and ensure compliance with housing laws and programs that remove impediments and encourage the production of housing. This update is crucial for addressing local issues, enhancing service delivery and promoting equitable and sustainable development.

## Our Capabilities

Rincon staff are experienced at drafting land use regulatory documents, including amendments to zoning ordinances and new ordinances supporting housing production. Our team comprises technical specialists in housing, land use, and equity policy, with a diverse background that includes former public sector planners and private sector experts. This combination of experience ensures our team understands both practical local needs and best practices for state compliance. We collaborate closely with architects, urban designers, economists, developers, decision-makers, and the community to help verify, test, and validate our policy and regulatory solutions.

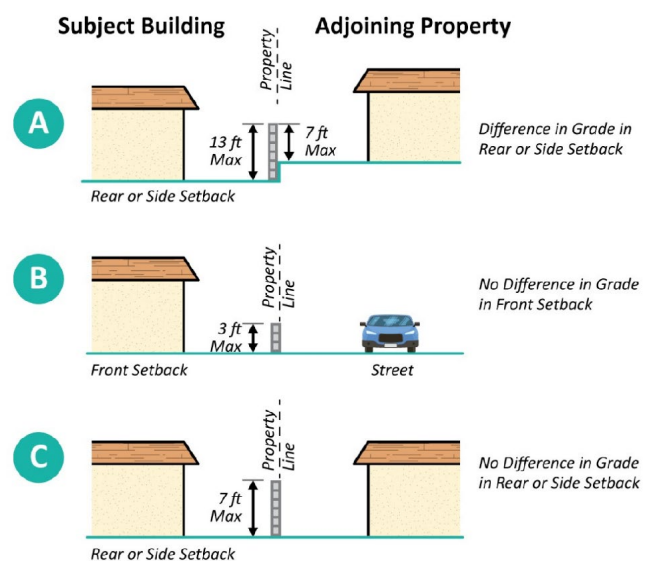
Rincon has taken a hands-on approach in understanding the role of the City's current zoning ordinance in the context of the city's current built environment and existing land use patterns to identify antiquated developments standards and application review procedures that pose constraints on the construction of a diverse range of residential development and remain inconsistent with the evolving legislative requirements prompting modifications to the City's ordinances and long-range planning policies.

## Technical Approach

Rincon's Healthy Communities practice focuses significantly on housing policy, implementation, and regulatory reform. We have assisted numerous clients in updating their Housing Elements and concurrently or subsequently updating their zoning codes to support Housing Element program implementation or "zoning for housing." For example, we enhanced density bonus standards beyond State incentives for the cities of Hayward and Culver City, providing additional incentives for developments that offer affordable housing with more than two bedrooms and publicly accessible open space.

Our approach to zoning and Specific Plan updates for residential infill projects begins with a thorough understanding of the policy drivers and requirements for the housing element. We conduct legislative reviews to ensure we provide clear guidance on the steps the City must take to meet legislative requirements, including bills such as Assembly Bill (AB) 98 (new warehousing regulations), AB 2085 (reproductive health services ministerial approval), and AB 2632 (thrift store requirements) to name a few.

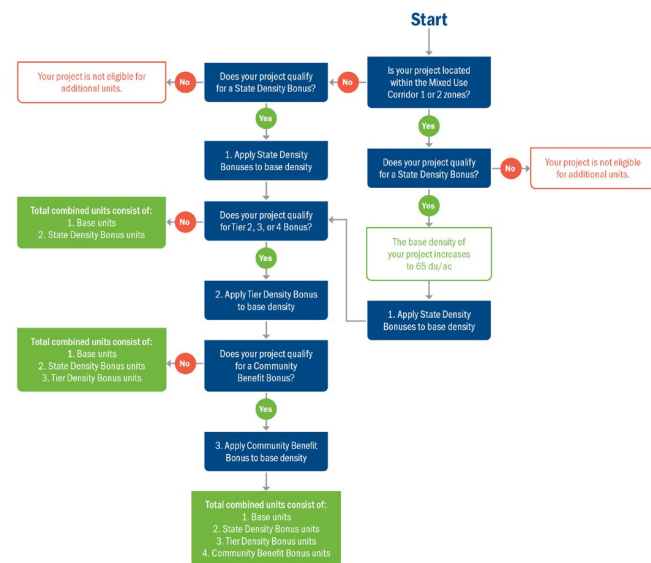
As part of the outreach to the community, elected officials, and City staff, we will update the Zoning Code to address local concerns. For instance, in Culver City, we addressed the lack of neighborhood-serving retail and public open spaces in new mixed income housing developments by preparing a density bonus ordinance that incentivizes providing a qualifying amount of retail and/or open space and a higher amount of affordable housing. This approach encourages developers to include amenities along with affordable dwelling units.



Example of Illustrative Wall Standards from the Comprehensive Development Code for the City of West Covina.



Our update will address these items and modernize the code into one cohesive, visual, and easy-to-interpret document. Specifically, our expertise lies in streamlining the Code so that it is easier for City staff to use and facilitates housing projects. In May 2024, Rincon began providing in-person planning staff augmentation services to the City in an effort to increase staff resources and assist with the daily responsibilities of the Planning Department. As an extension of Planning staff, Rincon reviews development applications for completeness and conformance with the



Example of Density Bonus Process Flowchart from Culver City.

City's zoning ordinance, design guidelines, and applicable General Plan and Specific Plan regulations, manages and monitors case progress and tracks time-sensitive deadlines for a range of discretionary and ministerial projects, serves as point-of-contact between the planning department and project representatives, prepares incomplete letters, approval letters and staff reports and resolutions, and attends public hearings. We will leverage our knowledge from previous projects in the city, our expertise from other cities, and input from the community to craft processes that reflect the values of San Fernando. In other projects, we have:

- Updated tract map procedures to align with general development review processes (Culver City)
- Reduced redundancy by eliminating unnecessary requirements (West Covina)
- Written specific processing procedures for various projects, including new administrative review bodies and findings

For this update, our approach will primarily be derived from the existing conditions analysis and community feedback regarding current processes. Once a framework has been developed, we will confirm our approach through the outreach process and then execute the code update.

Other examples of zoning for housing include, but are not limited to, ordinance and zoning amendments covering the following topics:

- Multifamily and mixed-use development standards
- Density bonus provisions
- Transitional and supportive housing
- Overlay districts
- Accessory dwelling units
- Objective design and development standards
- Adjustments to parking standards
- Project streamlining
- Large residential care facilities, emergency shelters, and low-barrier navigation centers
- Definitions
- Subdivision ordinance updates
- Anti-displacement provisions
- Incentive provisions and programs
- Missing middle housing studies
- Administrative provisions
- By-right provisions

We understand that the San Fernando Zoning Code has had few comprehensive updates since 1987 and lacks elements typically included in other zoning. We already have a standing list of Zoning Code updates that need to be addressed, enabling us to be more efficient and provide additional support on community and City Council zoning priorities. Some examples of updates currently on our list include:

- Establishing clearer processes and procedures related to temporary uses and zoning verification letters,
- Updating the term of “second dwelling units” to align with state law,
- Consolidating definitions into one section,
- Adding findings to the Site Plan Review process,
- Connecting the Building Line Chart to development standards,
- Providing guidance on common property line walls, and
- Ensuring consistency with state regulations. (e.g., emergency shelters).



## Objective Development Standards

The City desires objective development standards that balance the need for clear and objective language to ensure quality development, while avoiding burdens or constraints that could impact development potential. These standards should range appropriately in the level of prescriptive regulation, ensuring that development remains feasible and straightforward to understand and interpret. The goal is to create a regulatory framework that promotes high-quality, sustainable development without imposing unnecessary obstacles on developers that would discourage housing production.

### Street-level Frontage Articulation



Example of a Draft ODS for the City of Culver City.

## Our Capabilities

Rincon is proud to partner with JZMK , a distinguished architectural firm with a global portfolio and extensive experience with built projects in California. JZMK's deep understanding of the financial implications of architectural development standards, coupled with their expertise in California's unique Building and CalGreen Code standards, positions us uniquely to deliver exceptional results. For instance, JZMK recognizes that reducing the volume of the uppermost floor can increase weatherproofing requirements and construction costs, while also impacting the roof area available for solar panels, thus complicating Title 24 compliance. Our team's combined expertise ensures that our objective standards are thoughtfully designed to address specific concerns without imposing unnecessary regulations that could hinder housing construction.

## Technical Approach

Our approach recommends incorporating objective design standards in a separate document referenced in the Municipal Code. Once adopted, revisions to the Objective Development Standards could be approved by the Planning Commission rather than the City Council. This flexibility is crucial as the State updates the Residential Building Code every three years, allowing the Objective Development Standards to adapt to evolving building practices. This approach will help City staff streamline future revisions and comply with new laws more efficiently.

We plan to illustrate objective development standards with clear graphics and provide real-world examples of buildings that meet particular standards. Our approach also includes testing recently approved residential or mixed-use buildings to help depict applicability for the public and City officials.

We understand the importance of creating objective standards that are both practical and compliant with state regulations. Our approach ensures that these standards are clear, flexible, and easy to interpret, making them more user-friendly for City staff and developers



## California Environmental Quality Act (CEQA)

California Environmental Quality Act (CEQA) is a core business area for Rincon, and our firm has provided environmental consulting services for over 30 years. Rincon's environmental project managers and analysts are skilled in assisting agencies in not only meeting the legal requirements of CEQA, but also making the process useful for staff, decision-makers, the applicant or proponent, and the community. Our work products will meet the requirements of the CEQA Guidelines, and state planning and zoning law, as well as the relevant standards of other local, state, and federal agencies (e.g., California Department of Transportation).

Rincon has extensive experience with programmatic documentation including CEQA reviews for general plans, specific plans, regional transportation plans/sustainable communities' strategies, and zoning ordinances. This experience underscores our comprehensive understanding of the requirements for environmental documents that facilitate CEQA streamlining, as well as our ability to prepare the ensuing streamlining documents that appropriately tier from the leading environmental review. Our proven methodology ensures the successful and legally defensible completion of the CEQA process.

## Technical Approach

Since this project will be implementing the prior work conducted as part of the Mitigated Negative Declaration (MND) for the Housing Element, we anticipate that the effort will either require an Addendum to the MND, or a Finding of Consistency Memorandum.

# The Rincon Difference

Through our experience and understanding of the project, our local knowledge and presence, and our extensive technical knowledge, the Rincon team is uniquely qualified to assist the City with the Comprehensive Housing Planning Program.



## Zoning Code Implementation Update Experience

- Zoning Code update experience, including in San Fernando.
- Team works on both sides of the counter, understanding zoning from both the City and developer perspective.
- Streamline review procedures lead to efficiency and transparency for staff, the public, and the development community.
- Ensures process satisfaction and free clean-ups, should any be needed.



## Equitable Engagement Focus

- Build on the vulnerable groups identified in the Climate Action and Resilience Plan (CARP) and General Plan updates and specifically engage with historically underrepresented groups, including elderly, youth, as well as Black, Indigenous, and people of color communities.
- Diverse participation options, including in-person meetings, tabling at existing events, virtual events, surveys, and focus groups at varied times and locations to accommodate lifestyle and obligations.
- Include opportunities for children to participate in all events.
- Provide resources and training to empower community members to engage meaningfully in the process.
- Establish feedback loops to demonstrate how input has informed project outcomes.



## Flexible Approach to Objective Design Standards

- Creation of one visual document referenced from the City's Code.
- May be amended by the Planning Commission to ensure flexibility and adaptability as the City's architectural aesthetic evolves over time.



## Understanding of San Fernando

- Extensive experience with City of San Fernando policy and regulatory context through work on the Climate Action and Resilience Plan (CARP), Safety and Environmental Justice elements, contract planning and zoning code updates.
- Understanding of San Fernando's equity issue.



*This page intentionally left blank*



The City of Port Hueneme has employed Rincon Consultants, Inc. for a variety of Planning and Public Works projects over many years. However, the most complex project was that of the recently adopted 2045 General Plan Update, consisting of the City's first comprehensive General Plan update since 1998, along with the new Housing Element, the City's first Climate Action Plan and an update to the City's Local Coastal Program. Rincon's team excelled in their work with City staff to ensure a high-quality project was completed on a very tight timeframe and within budget. I look forward to continuing to work with the Rincon team on the subsequent Zoning Ordinance update and would not hesitate to reach out to Rincon for my next Planning project."

**Tony Stewart, AICP, Community Development Director**  
***City of Port Hueneme***

2

**Project Team**

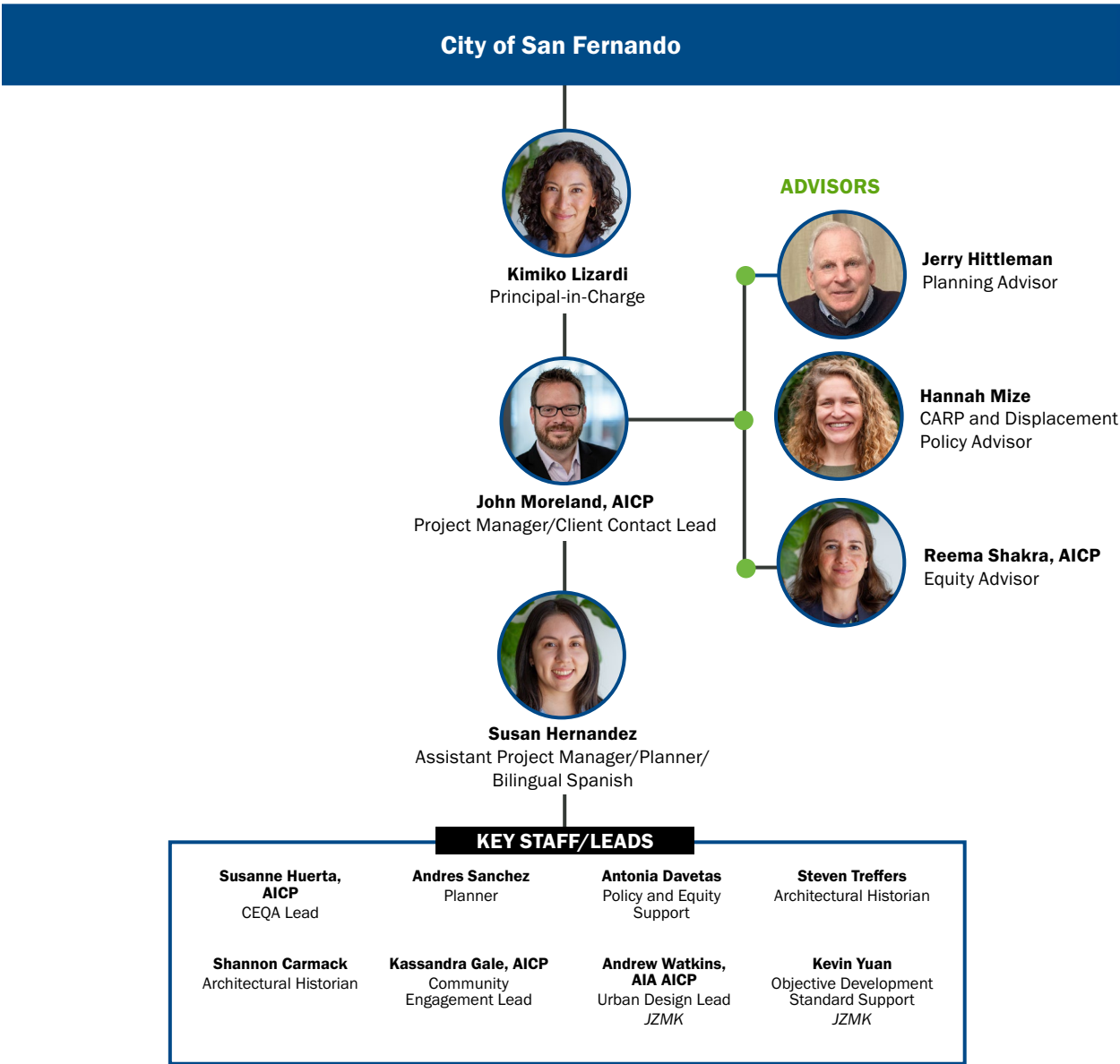
*This page intentionally left blank*

## 2 Project Team

### A Team Assembled to Meet the City’s Needs

Rincon has assembled an experienced and innovative team ready and available to partner with the City to meet its land use, environmental planning, and community development goals. Kimiko Lizardi will serve as the Principal-in-Charge. With over 23 years of hands-on experience, she excels in managing and executing comprehensive planning programs and studies. Specializing in Zoning Code and Specific Plan updates to promote affordable housing and to streamline overall procedures, John Moreland will manage the project, bringing 20 years of experience in managing planning projects throughout the state. Below are bios of key team members with resumes included in the Appendix.

### Organizational Chart



## Key Management Personnel

### Kimiko Lizardi | Principal-in-Charge



Kimiko oversees Rincon's statewide Healthy Communities planning practice. She has been at the forefront of managing and preparing complex land use and environmental documents that not only align with state legal requirements but also cater to the distinctive needs of her clients and their communities. Her passion lies in creating resilient, vibrant places that capture the essence of each place's unique character, culture, and community dynamics. Her expertise includes the management of large interdisciplinary consultant teams, multifaceted and multi-year projects. Kimiko has successfully completed the preparation of general plans, housing elements, specific plans, adaptation plans, and Zoning Code updates throughout California. Most recently, Kimiko served as the Principal-in-Charge for the Monterey Park Housing Element implementation effort, City of Marina Downtown Vitalization Specific Plan, City of Chino Hills Regional Housing Needs Assessment rezoning and General Plan update, and City of Huntington Park Housing, Environmental Justice, and Safety Element update and Regional Housing Needs Assessment rezoning project.

### John Moreland, AICP | Project Manager/Client Contact Lead



John brings 20 years of experience in managing, processing, and coordinating housing element implementation and zoning projects in over 85 jurisdictions throughout the western United States. John specializes in the preparation of Zoning Code and Specific Plan updates to promote the production of housing and to streamline municipal procedures. While with another firm, he drafted a completely new review process for the County of Orange, including the creation of new review bodies, new findings, and new applications to promote specific projects. While with the County of Orange, he developed new internal processes to help streamline entitlement review projects. He also was the Director-in-Charge for the City of West Covina Development Code Update, leading efforts to modernize and streamline the City's zoning regulations through extensive collaboration. John also worked with different architectural firms in his career and understands the residential portion of the California Building Code and how objective development standards can have an impact on the physical realm and construction costs. His work on objective development standards in Culver City focused on enhancing urban design, increasing housing opportunities, streamlining the process while ensuring that new developments adhered to sound design principles. These projects highlight John's ability to navigate complex regulatory environments and his commitment to creating sustainable, livable communities.

### Susan Hernandez | Assistant Project Manager, Planner, Bilingual Spanish



Susan has a foundation in local government as a former Planner for the City of Pico Rivera. She is a skilled Planner experienced in site plan review, entitlement processing, and environmental planning. While employed with the City of Pico Rivera, Susan assisted City interested partners, including developers, residents, and business owners, navigate the City's zoning ordinances, General Plan, and City processes. She provided counter assistance to residents and developers in both English and Spanish. She processed, managed, and reviewed entitlements, including commercial and multifamily residential projects. While managing the entitlements she held community outreach meetings, prepared the staff reports and resolutions, and presented the projects to the Planning Commission. With Rincon she has assisted with a variety of long-range and environmental projects, such as General Plan zoning ordinance, subdivision ordinance, and Housing Element updates. Susan also serves as the Assistant Project Manager for the Culver City Density Bonus and Subdivision Ordinance updates.



## Key Integration Advisors

### Jerry Hittleman | Planning Advisor



Jerry has over 40 years of experience in urban planning and environmental consulting throughout California, which includes holding the Senior Planner at the City of San Diego, Planning Director at the City of Oceanside, Principal Planner at the City of Malibu, and Transportation Planner at the City of Santa Monica. Jerry specializes in managing a variety long-range and current planning projects, including, but not limited to, Housing Element updates for the cities of West Hollywood and Santa Clarita, and Zoning Code updates for the cities of West Covina, San Fernando, San Joaquin, West Hollywood, Simi Valley, Santa Monica, Hayward, Sonoma County, Trinity County, and Monterey County. He is integrally involved in Rincon's contract planning practice and also provides management level assistance with the preparation of CEQA documents.

### Hannah Mize | CARP and Displacement Policy Advisor



Hannah is an experienced project manager and expert grant writer with an understanding of how reflecting the community voices in long-range plans is imperative to successful implementation and meaningful change. She believes deeply in creating a strong technical foundation and the importance of telling the story of how collaborative, community-driven solutions help solve some of the most complex problems of our time. Hannah's experience includes working on the CARP for the City of San Fernando. Her role for this project is to be an advisor for CARP policies that will require Zoning Code/SP-5 updates. Since the CARP and the Zoning Code updates will be on similar timelines, Hannah will play an important role in integrating the recommendations of the CARP into the Zoning Code and SP-5. She is committed to infusing the voices of the community into her work, enhancing the character of our changing world through inclusive and responsive planning. She also currently manages the City of Glendale Climate Action and Adaptation Plan, which will help build regional coalitions to increase the region's infrastructure resilience, protect natural resources and cultural heritage, and reduce emissions.

### Reema Shakra, AICP | Equity Advisor



Reema oversees Rincon's statewide Healthy Communities climate practice. She has a wide-ranging policy background, having prepared or managed General Plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. Reema has worked for over 20 years with cities and counties to shift their policy priorities towards a more resilient and equitable future. She coauthored an award-winning step-by-step guidebook for the Southern California Association of Governments region, which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. In Los Angeles County, she has managed significant projects such as the Safety and Environmental Justice Element Update for the City of San Fernando, where she prepared updates to meet new state requirements, and the Climate Action and Resilience Plan, where she prepared a vulnerability assessment highlighting disproportionate impact of climate change on systemically vulnerable community members. Additionally, she managed the Safety, Environmental Justice, and Housing Element Update for Monterey Park, incorporating policy priorities based on extensive public engagement efforts. Furthermore, Reema led the preparation of a vulnerability assessment for the City of Glendale's Climate Action and Adaptation Plan, addressing the impacts of extreme heat, drought, and air quality on vulnerable populations. Reema's role for this project is to advise on the policy framework for the Zoning Code and SP-5 updates to ensure that the revisions are conducted in an equitable manner.

## Key Staff

### Susanne Huerta, AICP | CEQA Lead



Susanne is a seasoned Director of Environmental Planning at Rincon, with extensive experience in Los Angeles County. Her 16-year experience includes managing and preparing environmental documents in compliance with CEQA and NEPA for a variety of projects, including residential, commercial, industrial, and community developments. Susanne has led significant projects, such as the Housing Element Update EIRs for the Cities of West Hollywood and Los Angeles, and multiple EIRs for the City of Burbank, showcasing her expertise in programmatic and project-level environmental impact reports. Additionally, she has prepared numerous streamlining documents for transit priority and infill projects, demonstrating her proficiency in the *CEQA Guidelines*.

### Andres Sanchez | Planner



Andres has five years of professional land use planning and public service experience. In the City of San Fernando, he manages contract planning services, evaluating residential and commercial development applications for consistency with zoning regulations and state legislation, including CEQA. As a project manager, Andres provides guidance to developers, architects, and residents on development procedures, and reviews applications for various construction projects. In his role as a Planner for the City of West Covina's Comprehensive Development Code Update, Andres was responsible for reviewing the City's existing code and identifying sections that needed updates to align with recent changes in state legislation and the City's General Plan. Andres is also the contract planner for the City of San Fernando, where he assists with serving at the public counter, processes projects, and has developed a list of necessary Zoning Code updates for smoother reviews and implementation.

### Antonia Davetas | Policy and Equity Support



Antonia has professional experience in environmental science and assessment and is adept at preparing both CEQA and NEPA environmental documentation for large- and small-scale projects. In addition to her work in CEQA and NEPA, Antonia works with Rincon's Community Planning team, specializing in public outreach and environmental justice. Skilled at technical report writing, she contributes to long-range planning projects, including rezoning, environmental justice reporting, and EIRs.

### Steven Treffers | Architectural Historian



Steven has 15 years of experience with projects requiring historic resources compliance with Section 106 of the National Historic Preservation Act, CEQA, and local ordinances, including projects throughout Los Angeles County. He has supported numerous zoning ordinance developments in the region, overseeing background research to identify historic resources and assessing impacts at the programmatic level. He has also supported a variety of projects to support the identification and management of historic resources on a citywide level, including the Riverside Latino Historic Context Statement, current updates to the Long Beach Historic Context Statement, and historic resource surveys such as SurveyLA. He understands the importance of identifying historic themes and developing registration requirements to support a consistent framework for evaluating the significance of resources. His expertise in managing historic resource surveys, conducting background research, and developing mitigation measures has been instrumental in supporting general and specific plans and zoning update projects throughout his career.

## Shannon Carmack | Architectural Historian



Shannon has more than 24 years of professional experience providing cultural resources management and historic preservation planning for large-scale and high-profile projects. Shannon prepares documentation to satisfy CEQA/NEPA, Section 106, and local historic preservation ordinances. She also provides reports and studies that assess compliance with the Secretary of the Interior's *Standards for the Treatment of Historic Properties* and the California Historic Building Code. She has developed and implemented successful mitigation for countless projects that included Historic American Building Survey documentation, oral histories, and interpretive programs. In Los Angeles County, Shannon has contributed significantly to several projects. In West Hollywood, she served as the Senior Architectural Historian for the redevelopment of commercial buildings on Santa Monica Boulevard and the Lexington Tract Historic Survey. In Pasadena, she led the evaluation of the Space Bank Mini Storage Facility, highlighting its Cold War significance. For the One San Pedro Project in Los Angeles, she prepared a cultural resources study for the redevelopment of the Rancho San Pedro affordable housing community. In San Gabriel, she worked on the Alameda Corridor-East San Gabriel Trench Project, managing compliance with the Memorandum of Agreement and coordinating with various agencies.

## Kassandra Gale, AICP | Community Engagement Lead



Kassandra brings a comprehensive portfolio of experience to the table, including her roles in land use planning, environmental resource management, and analysis, coupled with her skills in project management and community engagement. Over her 13-year career across both public and private sectors, Kassandra has proven her strengths in team leadership, long-range planning, building community partnerships, and overseeing land use and entitlements, including her time as the Assistant Planning Director for the City of Bakersfield. She is presently finalizing her Doctorate in Organizational Change and Leadership at the University of Southern California, working on a dissertation that delves into the barriers local government employees face in community participation and equity. Kassandra's blend of educational background and practical experience in planning and community engagement allows her to craft community outreach approaches that are community-relevant, effective, and adaptive.

## Subconsultant



JZMK is a dynamic and award-winning international architectural and urban planning firm that has built a reputation based on the premise that design solutions should be creative, inspirational, and provide long term value. Their team has over 60 years of experience providing architecture, community planning, and urban design services using current technologies to develop timeless, and environmentally-sensitive, cost-effective solutions. The firm has distinguished itself as an innovative problem solver in the design of single and multi-family housing, including affordable and senior communities. JZMK's recent experience includes providing development standards for the cities of Mission Viejo, Laguna Hills, and Brentwood.

**Legal Name:**  
JZMK Partners

**Legal Form:**  
California "S" Corporation

**Founded:** 1960

**Professional Staff:** 22

**California Offices:** 1

### Andrew Watkins, AIA AICP | Urban Design Lead | JZMK



Andrew is an architect, urban designer, and planner with over 20 years of professional experience. Andrew is licensed in California and Massachusetts. As Partner and Director of Urban Design and Planning at JZMK, his work focuses on large-scale urban design projects that explore the confluence of ecology and urbanism. Andrew has led the design of new cities, community plans, campus plans, and urban revitalization projects in diverse locales, including the United States, Mexico, Saudi Arabia, UAE, Egypt, Indonesia, India, China, South Africa, Botswana, Ethiopia, Germany, Italy, and Armenia. Andrew has particular interests in projects that engage wellness and the ecological systems of food, mobility, waste, shelter and water. He brings strong expertise in place making and creating high-quality public realms to each of his projects.

### Kevin Yuan | Objective Development Standard Support | JZMK



Kevin's passion lies at the intersection of human behavior, ecological systems, and spatial forms within urban and rural environments. This deep-seated interest propelled him to specialize in landscape architecture and urban design, focusing on the exploration of big nature interventions in emerging urban developments. Throughout his career, Kevin has demonstrated his expertise through various projects, notably contributing to the development of master planned communities in the dynamic region of Southeast Asia and the Middle East.

*This page intentionally left blank*



I am grateful, and very pleased, with the work that you completed for the City. Approval could not have occurred on this accelerated timeline, or so easily, without your work. Vote was 9-0, and...several ZAB comments in the hearing, and after, were that they were pleased with the level of detail and thoroughness. The action tonight ranks in the top 5-6, out of the 100+ outcomes in my time with the City (and not all were for approval). THANK YOU.”

**Greg Powell, Principal Planner**  
***City of Berkeley Planning and***  
***Development Department***



3

Project Experience

*This page intentionally left blank*

# 3 Project Experience

Projects included in the table illustrate our team's experience in the five key areas of expertise identified. The first 11 projects for Rincon are described in greater detail on the following pages, followed by details on JZMK's experience.

Project Name	Zoning Code Updates and Specific Plans	Historic Resources	Objective Development Standards	CEQA	Equity and Engagement
City of San Fernando Various Zoning Ordinance Amendments and Contract Planning Services					
City of Culver City Objective Development Standards, Density Bonus, and Subdivision Ordinance Updates					
City of West Covina Comprehensive Development Code Update					
City of San Fernando Climate Adaptation and Resilience Plan and Open Space, Conservation, Recreation, Safety, Mobility, and Environmental Justice Elements					
City of West Hollywood Housing Element Implementation Updates					
City of Monterey Park 6th Cycle Housing Element Implementation					
City of Marina Downtown Vitalization Specific Plan					
City of Los Angeles Housing Element Rezoning Program EIR Addendum					
City of Agoura Hills Historic Preservation Ordinance					
City of Riverside Latino Historic Context					
Chapman University Specific Plan Amendment					
City of Stanton Town Center Specific Plan Update					
City of Hayward Density Bonus Ordinance Update					
<b>Subconsultant - JZMK</b>					
City of Mission Viejo Objective Design Standards					
City of Laguna Hills Objective Design Standards					
City of Brentwood Objective Design Standards					

## Rincon



City of San Fernando

## Various Zoning Ordinance Amendments and Contract Planning Services

San Fernando, California



### Dates:

January 2024 to Present

### Staff:

John Moreland, Jerry  
Hittleman, Andres Sanchez

### Landscape Ordinance Update

Rincon has been assisting the City with a major update to their landscaping, tree preservation, and Model Water Efficient Landscape Ordinance (MWELO) standards in conformance with state law and their recently adopted Urban Forest Management Plan. Rincon staff assisted City staff in preparing for and presenting draft updates at two Planning Commission public workshops. Based on input received at these workshops, Rincon staff prepared a draft landscape ordinance update and revised graphics for additional public feedback. The draft landscape ordinance update is scheduled to be heard in early 2025.

### Contract Staffing

In May 2024, Rincon began providing in-person planning staff augmentation services to the City in an effort to increase staff resources and assist with the daily responsibilities of the Planning Department. As an extension of Planning staff, Rincon reviews development applications for completeness and conformance with the City's zoning ordinance, design guidelines, and applicable General Plan and Specific Plan regulations, manages and monitors case progress, tracks time-sensitive deadlines for a range of discretionary and ministerial projects, serves as point-of-contact between the planning department and project representatives, prepares incomplete letters, approval letters, staff reports, and resolutions as well as attending public hearings.

As part of this effort, Rincon has taken a hands-on approach in understanding the City's current zoning ordinance in the context of the City's current built

environment and existing land uses patterns. Rincon has been working with the City to identify antiquated developments standards and application review procedures that are inefficient and are inconsistent with evolving legislative requirements.

### Alcohol Use Update

In 2024, Rincon updated the City's Zoning Code to add additional standards for alcohol-related uses. Specifically, the previous City ordinance lacked standards and definitions for on-sale consumption of alcohol uses. Also, the City's code lacked any processes or procedures for temporary uses and special events. We prepared standards and definitions for the City, which were adopted by City Council. We also prepared information related to temporary or special events; however, further development of temporary and special uses were postponed as it required amendments to additional sections of the Zoning Code.







Project Experience



City of Culver City

## Subdivision and Density Bonus Ordinance Updates, and Residential/Mixed-Use Objective Design Standards

Culver City, California

### Objective Design Standards

The City's objectives for multifamily and mixed-use development standards include achieving compliance with State laws, streamlining and clarifying the development review process, adopting clear objective design standards that applicants can understand and the City can implement, and collaboratively creating standards that will result in context-appropriate, high-quality development. Rincon kicked off the project with a city tour of key projects with City staff. This tour helped the team better understand the challenges and opportunities associated with current development standards and identify best practices. Rincon prepared a flexible document that can be easily amended to reflect changes in state law. Furthermore, Rincon's scope includes testing the Objective Design Standards and developing an easy-to-use checklist for City staff.

### Density Bonus Ordinance Update

Rincon initiated this effort by conducting outreach at the weekend-long La Ballona festival, three community outreach meetings in conjunction with the General Plan Update, and two Planning Commission workshops. In an effort to gain interest and data with an online survey, Rincon offered a raffle, providing gift cards from local businesses to those that took the survey. This resulted in over 100 surveys being tallied over the weekend-long festival.

The Density Bonus Ordinance update focuses on ways to increase the production of affordable housing in Culver City by going beyond state incentives. Strategies include tiered bonuses, where developers would get a higher bonus for the more units they provide, and additional bonuses



#### Dates:

December 2022 to Present

#### Staff:

John Moreland, Jerry Hittleman, Susan Hernandez, Susanne Huerta



for developments that provide other benefits, such as affordable units with at least three bedrooms, transit facilities, and publicly accessible open space while not compromising on the need to provide affordable units.

### **Subdivision Ordinance Update**

Rincon is updating the City's Subdivision Ordinance to ensure it complies with applicable state laws, the current Subdivision Map Act, and facilitates streamlined review and approval of subdivisions consistent with the site plan review process, including processes and regulations to allow for small-lot subdivisions and ministerial approvals in sync with state law. Additionally, the Subdivision Ordinance effort will include Objective Design Standards and criteria for residential small lot subdivisions.







Project Experience



City of West Covina

## Comprehensive Development Code Update

West Covina, California

While at a previous firm, John Moreland was part of the project team selected by the City of West Covina for their expertise in writing comprehensive zoning codes. This work was transferred from John's former firm and has been conducted by Rincon since August 2022. The City of West Covina Zoning Code had not undergone a comprehensive update since 1977. The project overhauled the zoning and subdivision portions of the Municipal Code.

The project team hosted an extensive outreach campaign, developed a project-specific website, and conducted an audit of the existing Zoning Code. In addition to updating the code to comply with state law and the City's Housing Element update, the goal of the update was to streamline processes and procedures at the City, reduce the number of overall zones in the city, and make the new Development Code easier to implement and less ambiguous. The scope of work included using exhibits to depict provisions that could be interpreted different ways, updating the City's land use map, and preparing new applications for the City. Rincon also included provisions to encourage retail development and/or other incentives for retailers to thrive, including altering parking standards and exempting the first 500 square feet of outdoor dining for restaurants. The updated Development Code was adopted in January 2024.



### Dates:

December 2021 to August 2022 (with previous firm);  
August 2022 to January 2024

### Staff:

John Moreland, Jerry Hittleman, Susan Hernandez, Andres Sanchez



“The City of West Covina retained the services of Rincon to assist in the preparation of objective design standards for multifamily residential development and to conduct a comprehensive update to the Development Code. Rincon brought great expertise and a genuine commitment to understanding our goals and unique challenges. John Moreland’s team took the time to listen to City staff, gather input from all stakeholders, and conduct thorough assessments before offering recommendations. Rincon’s approach was both strategic and highly collaborative. Rincon demonstrated the utmost professionalism, met all deadlines, and stayed within the project budget.”

Jo-Anne Burns, Deputy Community Development Director  
*City of West Covina*



## City of San Fernando

# Climate Adaptation and Resilience Plan and General Plan Element Updates: Open Space and Conservation, Safety, and Environmental Justice

## San Fernando, California

**Dates:**

February 2021 to Present

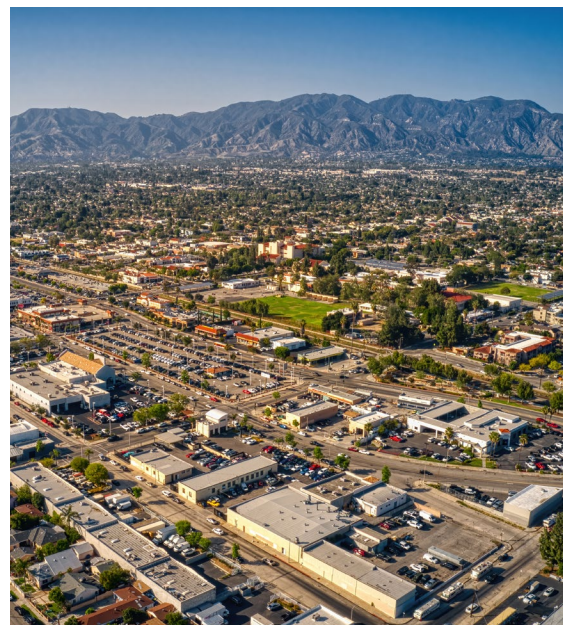
**Staff:**

Reema Shakra, Hannah Mize

Rincon is leading the development of a variety of long-range plans for the City, including a Climate Action and Resilience Plan (CARP) and an update to the City's Open Space and Conservation Element, as well as an update to the City's Mobility Element. The CARP will be designed to increase community resilience to climate change and reduce community-wide greenhouse gas emissions. In tandem, the General Plan Elements will complement the development of the CARP through interconnected policies.

These projects are being completed over two phases. Phase 1 focused on the foundational development of the CARP, which included preparing a greenhouse gas emissions inventory and a Climate Change Vulnerability Assessment (CCVA). The purpose of the emissions inventory is to establish a baseline to work from and track progress against, while the development of the CCVA identifies relevant climate hazards, potential impacts to vulnerable assets and populations, and the City and community's capacity to adapt to potential climate change impacts. Rincon hosted a series of asset manager interviews to better understand climate vulnerabilities in San Fernando and existing efforts to increase climate resilience. Rincon also assisted the City in obtaining additional grant funding from the Office of Planning and Resources to complete Phase 2 of the CARP, which includes a series of community engagement and outreach events, development of climate action and adaptation measures, an equity guardrails evaluation, a financing and cost effectiveness analysis, as well as development of a complete CARP framework that summarizes the work done to date and the goals for the future. Through this multi-plan development process, Rincon has helped create and maintain a coalition of multiple local partners including Community Based Organizations and a Tribe. Founded in meaningful engagement with the community, these plans are being developed to address the hurdles that arise in lived experiences.

As part of the Safety Element update, Rincon developed a preliminary CCVA and series of climate adaptation strategies to increase the resilience of vulnerable populations, systems, and resources in the community. Through the Environmental Justice update, Rincon identified relevant community environmental justice issues, including disproportionate exposure to pollution, substandard housing conditions, and inadequate tree cover. Rincon crafted a set of environmental justice strategies to address the community's environmental justice issues.



City of West Hollywood

## Zoning Code Updates to Implement the Housing Element and Other Initiatives

West Hollywood, California

Rincon prepared various new Zoning Ordinance amendments for the City of West Hollywood to bring its Zoning Ordinance into compliance with state law and to regulate specific land uses within the city.

### Accessory Dwelling Unit Ordinance

Rincon assisted City of West Hollywood staff with preparation of the City's Accessory Dwelling Unit (ADU) Ordinance. Rincon staff ensured that the ADU ordinance followed state law, including Senate Bill (SB) 1069, SB 2299, and recently adopted SB 229 and AB 494. In addition, Rincon staff made sure that the ADU ordinance was consistent with the City of West Hollywood General Plan Housing Element and other sections of the West Hollywood's Zoning Ordinance.

### Affordable Housing/Density Bonus Ordinance

Rincon staff wrote and helped process a zone text amendment to affordable housing regulations and incentives in response to state law. The text amendments updated the code to be compliant with new legislation related to incentivizing the construction of affordable housing, specifically SB 2442, SB 2501, SB 2556, SB 1934, and SB 1505.

### Ongoing Municipal Code Edits

Rincon continues to provide additional services that include updating various housing definitions and related regulations such as low barrier navigation centers, micro-units, EV charging regulation, and further ADU regulation amendments in conformance with recent updates to state law.



#### Dates:

Individual projects vary,  
contract from April 2017 to  
Present

#### Staff:

Susan Hernandez, Jerry  
Hittleman





## City of Monterey Park

# 6th Cycle Housing Element Implementation

## Monterey Park, California

Rincon prepared draft amendments to the City of Monterey Park's Municipal Code to implement various Housing Element programs while ensuring alignment with the Land Use Element and State legislation. Initial steps included reviewing city documents relevant to the Municipal Code Amendments, including the General Plan-Land Use Element, 2021 – 2029 Housing Element update materials, existing Zoning and Subdivision Ordinance, and relevant City Design Guidelines. Rincon prepared a memorandum summarizing documents relevant to the Municipal Code amendments.

Following the memorandum, Rincon was responsible for drafting amendments targeted at seven specific housing programs, covering changes in zoning districts, permitted uses, densities, and design standards. The amendments included updates to maintain consistency with State housing legislation such as for transitional and supportive housing, emergency shelters, low-barrier navigation centers, and replacement housing. Other updates included the creation of a new chapter to permit and regulate the new Mixed-Use Zone, revising various sections of the Zoning Code to implement flexible development standards to encourage affordability in design, adding incentives for the development of low- and moderate-income housing, and minimizing constraints in development standards. Rincon also amended sections of the Subdivision Ordinance to create procedures and incentives for lot consolidation of housing opportunity sites identified in the Housing Element.

Collaboration with city staff to identify other provisions that should be included in the amendments to the Municipal Code occurred through biweekly meetings and working sessions. Additionally, Rincon was able to accommodate an unforeseen request to assist with an in-person public workshop. Rincon prepared a PowerPoint with an overview of the process and the proposed Municipal Code Amendments and presented the information at the in-person public workshop.

The City funded the project with a grant that required an aggressive timeline to provide deliverables within an eight-month timeline. Through effective communication and coordination, Rincon successfully finalized the amendments within the specified timeframe. A comprehensive draft of these amendments was submitted to the city on September 14, 2023, meeting the project's deadline and grant requirements.



### Dates:

January 2023 to September 2023

### Staff:

Kimiko Lizardi, Susan Hernandez, Hannah Mize, Jerry Hittleman, Reema Shakra







## City of Marina

# Downtown Vitalization Specific Plan, Affordable Housing, and Environmental Documentation

## Marina, California

Rincon prepared an update of the City of Marina's Downtown Vitalization Specific Plan and a Housing Overlay district to support the City's Regional Housing Needs Assessment housing obligations and to align with Senate Bill (SB) 35 and SB 330 requirements. This includes developing a housing implementation and zoning strategy to support the City's objectives for Housing Element compliance, as well as additional redevelopment and place making objectives. The Affordable Housing Overlay zone is intended to support increased density, development incentives, affordable housing requirements, and objective development and design standards for streamlined housing review and approval. The adoption of the Affordable Housing Overlay was a critical mechanism contributing to certification of the City's 6th Cycle Housing Element. The Downtown Vitalization Specific Plan, adopted in October 2024, included objective design and development standards intended to streamline housing development, a policy foundation for a future road diet of a primary downtown corridor, transportation demand management policies, and other key infill strategies.

To support the Housing Overlay and the Downtown Vitalization Specific Plan efforts, Rincon prepared a housing overlay case study analysis, community engagement strategy to support both efforts, updated the City's land use and zoning maps, developed a public facing geographic information system data viewer, environmental document preparation, and staff reports. Rincon prepared an Initial Study-Mitigated Negative Declaration for the Housing Overlay and a Focused EIR for the Downtown Vitalization Specific Plan.



### Dates:

May 2019 to Present

### Staff:

Kimiko Lizardi, John Moreland



## City of Los Angeles

# Housing Element Rezoning Program EIR Addendum

## Los Angeles, California

Rincon is working with Los Angeles City Planning staff to prepare the EIR Addendum for the City of Los Angeles Housing Element Rezoning Program. Rincon started this process by working with the City to determine the appropriate CEQA pathway that adequately analyzes the potential environmental impacts associated with the Rezoning Program. The Citywide Rezoning Program will create up to 255,432 units of new residential-zoned capacity pursuant to the Housing Element that was adopted in November 2021. The Housing Element Rezoning Program encompasses targeted citywide code amendments including the following four ordinances: the Citywide Housing Incentive Program Ordinance, an expansion to the City's existing Adaptive Reuse Ordinance, a Housing Element Sites and Minimum Density Ordinance, and a Resident Protections Ordinance.

Rincon prepared the Citywide Housing Element 2021-2029 and Safety Element Updates EIR, which conservatively assumed significant impacts for 11 of the CEQA issue areas. Rincon conducted an initial analysis to determine whether any new impacts would result from implementation of the Rezoning Program, and determined the Rezoning Program would not exceed the impacts identified in the original EIR. Therefore, an EIR Addendum was prepared in support of the ordinances under the Rezoning Program, which were adopted by the Los Angeles City Planning Commission in September 2024.



### Dates:

May 2022 to November 2024

### Staff:

Susanne Huerta



City of Agoura Hills

## Historic Survey and Cultural Heritage Ordinance

Agoura Hills, California

Rincon has been working with the City of Agoura Hills to develop a cultural heritage ordinance to establish a local regulatory framework to recognize and manage the community's significant cultural resources. Recognizing the successful development and adoption of the ordinance requires a collaborative process, the scope of work includes several community meetings to gather input and support from a variety of individuals, stakeholders, and legislative bodies.

To help inform the development of the ordinance and future planning efforts, Rincon first completed a historic resources windshield survey of the city. The survey sought to define the architectural and historical character of Agoura Hills and included a review of primary and secondary source data, including historical aerial photographs and maps, assessor data, and past environmental documentation. Our qualified architectural historians subsequently completed a reconnaissance-level survey to confirm and document existing conditions. The findings were presented in a report, which included methods, historic context, figures depicting the results, and recommendations.

Rincon recognizes that gaining a clear understanding that the goals and objectives of the community and City leaders are critical to the development of a cultural heritage ordinance, which is tailored to the city. As such, Rincon is conducting ongoing meetings with City staff, community members, and various local commissions and bodies. Using this input, Rincon has prepared a draft ordinance that establishes a regulatory framework to support the City's cultural heritage goals. The ordinance follows the guidance of the California Office of Historic Preservation's guidance for drafting historic preservation ordinances, while being tailored to local conditions and addressing built environment, archaeological, and tribal cultural resources.



### Dates:

January 2023 to Present

### Staff:

Steven Treffers





## City of Riverside

# Latino Historic Context Statement and Historic Resources Survey

## Riverside, California

In 2018, Rincon completed a Multiple-Property Documentation Format historic context statement and survey for the City of Riverside Community and Economic Development Department. The project was funded through the Certified Local Government program of the State Office of Historic Preservation. For well over a century, the Latino community in Riverside has made a vital, immeasurable contribution to the City of Riverside's growth, culture, and prosperity. As of 2018, Riverside is home to one of the oldest and most expansive citrus colonia in California. In spite of this, few context-driven studies had been completed in Riverside to guide historic resource evaluations of properties associated with the city's Latino community. The Riverside Latino Historic Context Statement and survey provide a key tool for future evaluations and designations. In order ensure consistent, context-based assessments, the study followed the Multiple-Property Documentation Format. This allowed the Rincon team not only to identify dozens of potential historic resources associated with the Latino community but also to provide a tool for future evaluations. Community support, engagement, and input were critical to the success of the project. Therefore, in the earliest project stages, Rincon coordinated with the City of Riverside to plan and lead community workshops. Our team members also conducted interviews with community leaders and members, and reviewed a wide range of materials, in English and in Spanish. Close coordination with stakeholder groups, such as the Riverside County Mexican-American Historical Society, helped Rincon build wide community support in the project. The Riverside Latino Historic Context Statement provides the City of Riverside, for the first-time, with a consistent, context-driven approach for assessing associations with Latino history and heritage. The study provides not only the first comprehensive history of Riverside's Latino community but also a proactive tool for identifying Latino-related historic resources and assisting the City of Riverside to meet its obligations under CEQA. The study received a Preservation Design Award in the Cultural Resources category in 2019 from the California Preservation Foundation.



### Dates:

March to September 2018

### Staff:

Shannon Carmack, Steven Treffers



Chapman University

## Chapman University Specific Plan Amendment No. 7

Orange, California

Chapman University is situated in Old Towne Orange and is a catalyst to revitalize and preserve this historic downtown. The Chapman University Specific Plan serves as a long-term Master Plan that guides and implements the physical development of the approximately 60-acre University campus. The Specific Plan establishes the land uses, development regulations, design guidelines, and infrastructure systems for the University-owned properties located within the Specific Plan area, as well as considers the existing historic neighborhood context and identifies future expansion needs for the projected campus build-out. Originally adopted in 1989, the Specific Plan was amended six times over the past decades. Rincon is preparing Specific Plan Amendment No. 7, which is a comprehensive update of the Chapman University Specific Plan that will address the projected needs for the University over the next 15 to 20 years. Staff from Rincon were involved in an extensive 21-session outreach program what included University students, faculty, staff, and alumni, as well as local community groups and neighbors. Key components of the Specific Plan include contextual guidelines that new buildings must adhere to when being developed next to historic buildings. The Specific Plan also includes streamlined processes and planning procedures, given the unique nature of the campus.



### Dates:

August 2013 to July 2022  
(with another firm); July 2022  
to Present

### Staff:

John Moreland







Project Experience

## Subconsultant Experience

City of Laguna Hills

### Objective Design Standards

Laguna Hills, California

The Mission Viejo Objective Design Standards provides additional objective design and development standards for residential development within the City of Mission Viejo. Responding to recent state legislation, the Objective Design Standards establishes an agreed upon level of quality from the City of Mission Viejo that gives developers clear direction for their development projects. The code includes chapters covering site planning, site design, building design, architectural styles and landscape.



**Dates:**

May 2023 to Present

**Staff:**

Andrew Watkins, Kevin Yuan

**J Z M K**  
P A R T N E R S





City of Mission Viejo

## Objective Design Standards

Mission Viejo, California

In response to recent changes in California state laws, JZMK created Objective Design Standards for the City of Mission Viejo used to evaluate multifamily and mixed-use residential/commercial development applications and provide direction to developers and property owners on the key design components of site planning, site design, architectural theme, and open space/landscape to streamline the project approval process. These non-subjective standards will ensure development maintains the City of Mission Viejo's vision for design quality and appearance.



**Dates:**

May 2023 to Present

**Staff:**

Andrew Watkins

**J Z M K**  
P A R T N E R S



City of Brentwood

## Objective Design Standards

Brentwood, California

The Brentwood Objective Design Standards provides additional objective design and development standards for residential development within Brentwood. Responding to recent state legislation, the Objective Design Standards establishes an agreed upon level of quality from the City of Brentwood that gives developers clear direction for their development projects. The code includes chapters covering site planning, site design, building design, architectural styles and landscape.



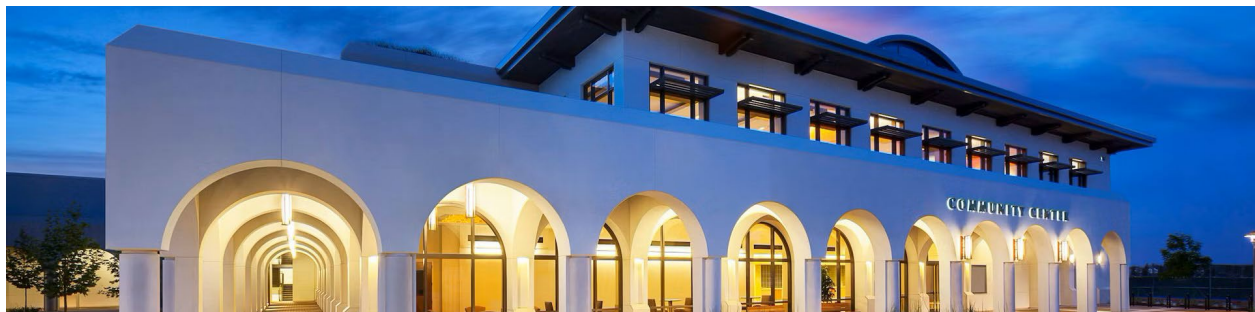
**Dates:**

August 2023 to Present

**Staff:**

Andrew Watkins, Kevin Yuan

**J Z M K**  
P A R T N E R S





I know I've mentioned this before, but in my 17 years in local government, this project has genuinely been the most fun, educational, and exciting one I've worked on. We truly appreciate your professional, innovative, and collaborative approach in bringing this plan to life."

**Lilly Whelan, Community Development Director**  
***City of Pinole***

4

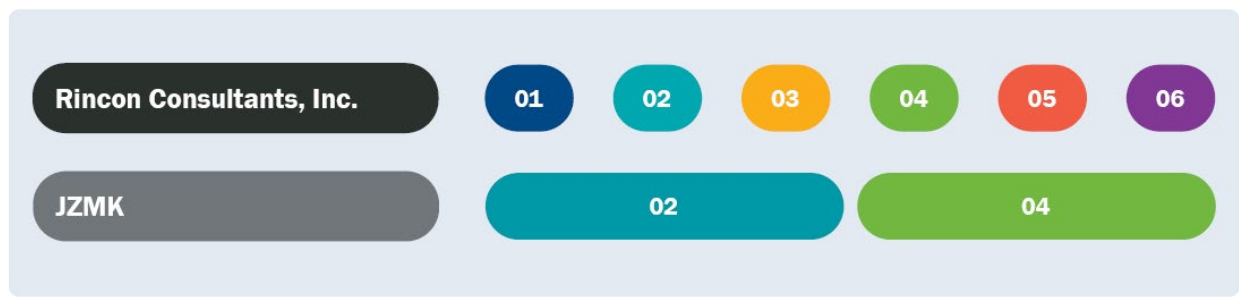
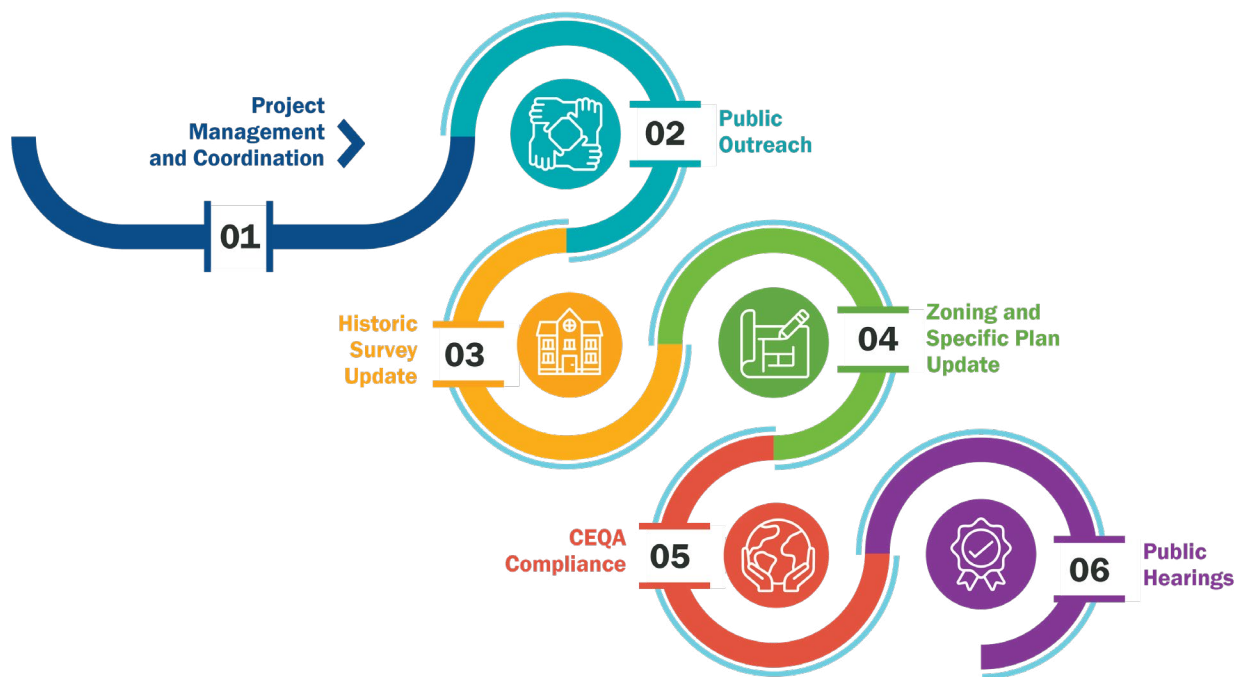
Scope and Fee

*This page intentionally left blank*

# 4 Scope and Fee

## Work Plan

The following Workplan Overview showcases how the Rincon team will collaborate throughout the project to accomplish the variety of services included in this scope of work. Rincon will be involved in every step of the process, which will provide consistent management, communication, and messaging in all deliverables. JZMK will support the project by providing architectural and urban design services as part of the Objective Development Standards. JZMK will also assist with updating the physical development standards found in the Zoning Code and SP-5 that may impact housing production. JZMK will support community outreach and engagement.



## Scope of Work

### Task 1 Project Management and Coordination

#### Task 1.1 – Project Kickoff Meeting

Immediately following the notice to proceed, key members of the project team will attend one kickoff meeting in person with the City to discuss the following:

- Confirmation of project objectives, scope of work, schedule, deliverable/milestone dates, communication protocols, and any applicable agency coordination
- Project Management Plan (PMP; identified in Task 1.2)
- Summary of recent projects, specific desires, and current studies, including updates on relevant studies or information since the RFP was released
- Determine schedule for standing conference calls with City staff
- Data needs, key contacts, and information sources
- Approach on the Historic Context and Historic Resources Survey
- Discuss conceptual outreach and engagement meeting schedule
- Deliverable formats and organization
- Invoice and progress reporting format and methodology
- REAP metric data collection and reporting

It is assumed that this meeting will last approximately 90 minutes. After the meeting, the project team would conduct a tour (of up to two hours) of the city area, taking photographs, analyzing existing structures, and discussing challenges as it relates to housing production, processing, and objective standards. Ideally, this tour would be conducted with the City to gain further insight into these issues impacting the city. An agenda will be prepared and distributed (along with any supporting information) at least two working days in advance of the meeting. Meeting minutes will be provided within two working days of the meeting.

#### Task 1.2 – Project Management Plan and Schedule

At the initial kickoff meeting, Rincon will prepare a PMP for the project. The PMP will include the following.

- Contact information for the Rincon team
- The scope of work
- The schedule





- The budget, divided into separate tasks
- Invoicing progress
- Task reporting details
- Document control
- Quality Assurance/Quality Control procedures
- Deliverables and timing of these items

It is envisioned that the PMP will be used as the base for the agenda and meeting minutes and will be continually updated as the project progresses. Any edits to the timing of the deliverables shall be immediately communicated to the City.

Part of the PMP will include the schedule. The schedule will identify all tasks, when the tasks are due, critical path items, and key milestones. The schedule will be attached to the PMP.

### Task 1.3 – Project Management Meetings

To effectively manage the multiple deliverables of the project, the Project Manager and Assistant Project Manager will host regular, bi-weekly conference calls up to an hour in length to update the City on upcoming deliverables and discuss any potential issues that may impact the scope of work. Other team members may be added to the meeting, as necessary. Rincon will draft agendas at least two working days in advance of these calls via email to the City. The agendas will identify action items and the responsible party to implement said action item. Meeting minutes will be provided within two working days. Supplemental material will be provided at least 24 hours prior to the meeting.

Additionally, this task includes Rincon being available for additional, as-needed check-ins, discussions, and/or meetings totaling up to 12 hours for the duration of the project.

### Task 1.4 – Monthly Invoicing and Reporting

Rincon will prepare monthly invoices and reports in accordance with applicable City policies and procedures. At the initial kickoff meeting, Rincon and the City will discuss the format and content of the monthly invoice and report. Each monthly progress report will include the following.

- Summary
- Progress narrative
- Description of tasks completed during the month
- Project schedule describing the percentage of each task/deliverable/milestone





## Scope and Fee

- Summary of costs incurred per task/milestone with info on remaining funding by task
- Schedule and schedule tracking narrative
- List of deliverables
- Management issues
- Needed corrective actions
- Statement of resolution of problems
- 30-day look ahead

## Task 1.5 – Project Close-Out Files

After the final public hearing, Rincon will send all working files to the City. This includes all working GIS databases, the working files of the Specific Plan , the working files of the Zoning Code, and working files of any other deliverable the City would need to amend in the future. These files will be organized pursuant to the scope of work and sent via an FTP link. Each task will have its own individual folder. Each folder will also include a final version of the document in PDF form. All meeting agendas and minutes will also be provided. These documents will be summarized in a project closure summary excel file.

The Project Close-Out report will be provided as part of the one-hour training after adoption that is discussed further in Task 4.4. Also, approximately two to three months after the adoption of the Zoning Code and Specific Plan updates, Rincon will contact the City to ensure that the interpretation and implementation of the updated Zoning Code and Specific Plan are working at or above expectations. Should there be any issues or ambiguity, Rincon will prepare the necessary policy interpretation document or amendment documentation (including any staff reports and ordinances/resolutions) to resolve any unanticipated issues . Rincon guarantees our work product and will prepare the necessary amendment documentation for a period of up to six months after the effective date of the ordinance. This guarantee does not include state law updates that are passed after City Council adopts the Zoning Code and Specific Plan updates.

## Task 1.6 – REAP Metrics Data Collection and Reporting

At the outreach meeting, Rincon will work with the City to collect existing conditions information to prepare a report on measurable outcomes of the project. This report will be provided with the project close-out documentation identified in Task 1.5.

Meetings	Deliverables
<ul style="list-style-type: none"> <li>• One Project Kickoff Meeting and Tour with City Staff</li> <li>• Bi-Weekly Standing Meetings over an 18-month Duration</li> <li>• Additional Check-ins, Discussions, and/or Meetings (Up to 12 hours)</li> </ul>	<ul style="list-style-type: none"> <li>• Kickoff Meeting Agenda, Including Supplemental Information</li> <li>• Kickoff Meeting Minutes</li> <li>• Data Needs Request</li> <li>• PMP</li> <li>• Project Schedule</li> <li>• Bi-weekly Meeting Agenda, Including Supplemental Information</li> <li>• Bi-weekly Meeting Minutes</li> <li>• Monthly Invoices with Progress Reports</li> <li>• Project Close-Out Files with Excel Summary</li> <li>• REAP Metrics Data Collection and Report</li> </ul>

## Task 2 Public Outreach

### Task 2.1 Community Stabilization Manual

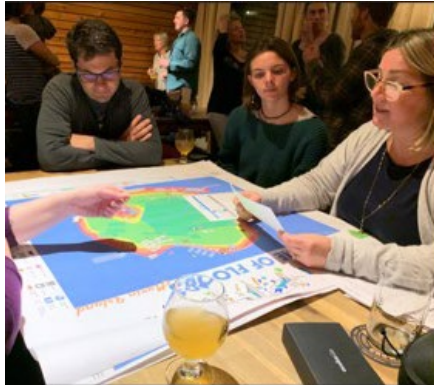
Rincon will prepare a Community Stabilization Manual, or Affordable Housing Directory, that will provide San Fernando residents with information on affordable housing resources available to lower- and moderate-income households. Intended to implement Policy 3.4 and implementing programs under Goal 3.0, the Directory will provide information on rental assistance, local affordable housing projects, senior housing, housing legal assistance, fair housing, homeownership assistance and rehabilitation. The Directory will provide answers to frequently asked housing questions, educate residents and landlords on the City's Section 8 program and recently approved legislation, and serve as a housing resource.

Rincon will work closely with City staff to gather all relevant information before preparing a draft document for review. Rincon will address one round of consolidated comments on the draft prior to preparing the final version. It is our vision that this document will be highly visual and will communicate information graphically to the maximum extent practical. The draft will be provided in English, and both English and Spanish versions of the final version will be produced. Rincon will deliver working files and PDF files of the final version so that the City can maintain and edit in the future, as needed. This scope of work also includes the printing of 100 color hard copies of this document that the City may use or give to housing service providers. If additional copies are required, Rincon can provide them on a time and materials basis, in accordance with our standard fee schedule, attached.

### Task 2.2 – Outreach and Engagement Plan

The outreach and engagement process will be designed to identify the specific needs of the San Fernando community by integrating as many voices and perspectives as possible. As a foundational step, Rincon will prepare a Public Outreach Plan that will be derived from our previous experience conducting outreach as part of the CARP and General Plan Element updates. Through our work with the City, we understand that the community is interested in and excited for the opportunity to engage in the decision-making process and participation is the greatest when the event logistics are thoughtfully designed to be culturally appropriate, inclusive for all age groups, and in locations where we can meet people where they are. During the CARP and General Plan Element updates, Rincon worked with Climate Resolve, Pacoima Beautiful, the Fernandeño Tataviam Band of Mission Indians, and the City of San Fernando to prepare a robust Public Outreach Plan that outlined the goals and activities to be completed throughout the CARP and General Plan Element development process. Based on our work to date, and the details in the RFP, we believe that components of the Public Outreach Plan will include the following.

- Purpose and Outcomes of Community Engagement Effort – including the overarching goals of the outreach and engagement process and how the feedback received will be incorporated into the final deliverables and decision-making process
- Community Profile and Interested Party Analysis – including Community Based Organizations (CBOs) anticipated to help facilitate and garner support for the project
  - One of the key elements of the Public Outreach Plan will be to build off of our work on the CARP and General Plan to identify the potential interested parties for this project, which may include property owners, developers, other internal or external agencies, neighborhood associations, service organizations, local community leaders, local residents, and other advocacy groups.
  - Our initial task will be to determine the appropriate points of contact for these groups and to develop a comprehensive matrix.
- Engagement Approaches and Methods – including anticipated schedule detailing how events will meet people where they are, anticipated timeline for public hearings, post-adoption activities, and event logistics (e.g., locations, times, invitation process, etc.)



- Metrics for Success and Measuring Reach – these will be refined with the City and could include number of people reached, number of new participants in the planning process, number of returning participants in the planning process, events hosted, location diversity, etc.
- Roles and Responsibilities – including communication protocols and timelines required by the City (i.e., one month posting for social media) and logistic coordination
- Opportunities to Address Historical Barriers to Engagement – including creating inclusive spaces where historically marginalized voices are not only heard but empowered to shape decisions, confirming everyone has a meaningful seat at the table
  - Spanish translation and interpretation
  - Meeting timing/location (e.g., weekends, nights) and venues
  - Stipends to fund community-based engagement (included in scope and budget)
  - Multi-generational (activities for children to participate in when parents or caregivers attend)

The Public Outreach Plan is intended to be a living document that is adaptive and responsive to the project and community needs. We will strategize with the City and conduct an alternate approach during the process if it is determined that the goals of the outreach and engagement program are not being met.

## Task 2.3 – Outreach Events and Summary

The specific outreach and engagement deployed will build on the lessons learned during the CARP and General Plan outreach and engagement process, and specifically tailored to the feedback needs of the specific components of this scope of work. Similarly, we will utilize this framework to show the community how the various initiatives build on each other and their feedback is integrated thoughtfully throughout. To streamline future outreach initiatives, Rincon will also utilize the Public Outreach Plan to develop draft language for social media posts that can be revised as needed. It is anticipated that the public outreach and engagement events would be refined based on discussions with the City, and may include the following types of events:

- **Community Events:** Our team will plan and facilitate events for community input. Each event will provide project updates and include an open-house style format with facilitated activities for community members to provide input on the project. We will prepare exhibit materials to facilitate discussion and collect feedback. These meetings will be in-person and accessible to all, and Spanish translation services will be provided. Local elected officials will also be invited to these events. These events are anticipated to last up to two hours each.
- **Pop-up events:** To get broader reach, we anticipate working with Pacoima Now and other CBOs at pop-up events near local events and businesses where residents frequent. This could be the Outdoor Market, El



Progreso Market, Downtown San Fernando, or in conjunction with a civic event. We will work with the CBOs and the City to identify diverse locations to reach a broad audience. These events are anticipated to last up to three hours each.

- **Electronic Information:** We will post information on a dedicated City webpage. It is assumed that we will summarize information and that the City's website will host all information related to the project. We will work with the City's IT department to post all information. The Rincon team will prepare all content and direct the City's IT to make this as easy as possible on City staff.
- **Technical Advisor Meetings:** We envision that technical meetings will be needed with various internal and external government departments and the development community. These meetings would be conducted to get technical input on housing development and the City's development process. It is anticipated that these meetings will be held during business hours and be conducted virtually. These events are anticipated to last up to 90 minutes each.
- **Subcommittee Briefings:** Due to the volume of content and number of anticipated changes to the Zoning Code, we recommend hosting Planning Commission and City Council subcommittees to go over revisions to the Zoning Code, the objective design standards, the Corridors Specific Plan, and the historic survey. It is anticipated that there will be separate meetings for the Planning Commission and City Council. These meetings could be open to the public and conducted according to the Brown Act, or closed meetings with public briefings. These events are anticipated to last up to two hours each.
- **Public Hearings:** Hearings will be held before the Planning Commission and the City Council. All parties that expressed interest and/or are on the interested party matrix will be notified of these hearings, in addition to all required Brown Act notices. These events are anticipated to last up to four hours each.
- **Post-Hearing Communications:** After the hearings, Rincon will prepare flyers, handouts, and information on the website that depict the changes and new procedures for the City. This information will be visual and will include versions in both English and Spanish. All documentation will be accessible and compatible with OCR programs.

For in-person meetings and pop-up events, we assume that the City or a CBO will arrange for space and provide tents/tables, etc. Rincon would have at least one person fluent in Spanish attend in-person events, but would also anticipate that the City would provide interpretation support. Rincon will provide exhibits, run stations, and provide refreshments. For virtual events, we will host the meeting, prepare materials, and facilitate discussion. We anticipate that City staff will provide interpretation support and host the meeting on an existing, trusted City platform. Community meeting summaries and recordings will be posted to the project website so community members who may not have been able to attend in-person can still participate.

We will work with City staff to identify locations where supplemental "hard copies" of flyers or surveys can be available and to post flyers at key locations (e.g., City recreational facilities, line at grocery store, local markets, City Hall, the library, etc.) to encourage participation. All hard copies will be produced in both English and Spanish. It is anticipated that Rincon would provide draft materials in English and Rincon will prepare final versions in both English and Spanish.

Based on our current understanding of the city and the work product defined in this scope of work, we anticipate that there will be five different rounds of outreach





and engagement. Each engagement activity within each round will contain similar information, however, the information will be tailored to each audience. This outline and the anticipated number of outreach and engagement efforts serve as the baseline for scope and budgeting purposes. Through the overall engagement and outreach process, this scope is adaptable, and the number of meetings held may vary to meet the needs of the interested parties and to inform our work products. However, the final engagement and outreach activities shall be equivalent to that identified in this scope. The anticipated rounds are defined as follows:

- Round 1: Overview and goals
- Round 2: Round 1 summary, historic survey findings, and framework for Zoning Code/SP-5/Density Bonus/Objective Development Standards
- Round 3: Round 2 summary and draft Zoning Code Update/SP-5/Density Bonus/Objective Design Standards
- Round 4: Public hearings with outreach summary
- Round 5: Post-adoption communication

## Round 1 Outreach: Overview and Goals

The goal of the first round of outreach is anticipated to introduce the community to the scope of work and to gain an understanding of overarching issues as they relate to the Zoning Code, housing production, process, standards, and other topics that we will identify out of our initial research. The first round of outreach is anticipated to include the following events:

- One community event
- Up to three pop-up events
- Electronic information placed on the City's website (as needed)
- Up to three technical advisor meetings
- Up to two subcommittee briefings

## Round 2 Outreach: Historic Survey Findings and Zoning Framework

The goal of the second round of outreach is anticipated to present the historic survey findings, prepare a summary of the outreach conducted in the first round, and discuss key policy framework as it relates to housing production, zoning/SP-5 consistency with state law, development process at the City, and framework for Zoning Code/SP-5/Density Bonus/Objective Development Standards. The community and interested parties will be asked to provide feedback on these elements. The second round of outreach is anticipated to include the following events:

- One community event
- Up to three pop-up events
- Electronic information placed on the City's website (as needed)
- Up to three technical advisor meetings
- Up to four subcommittee briefings





## Round 3 Outreach: Draft Zoning Documents

The goal of the third round of outreach is anticipated to present the draft zoning documents to the community and interested parties for review and feedback. Since some of these documents may be technical in nature and we will prepare summaries of the proposed revisions in both English and Spanish. The third round of outreach is anticipated to include the following events:

- One community event
- Up to three pop-up events
- Electronic information placed on the City's website (as needed)
- Up to three technical advisor meetings
- Up to four subcommittee briefings

## Round 4 Outreach: Public Hearings

The fourth round includes the necessary public hearings in order to adopt the changes to the Zoning Code and SP-5. Public hearings are described in greater detail in Tasks 4.8 and 4.9. It should be noted that our scope includes two rounds of public hearings so that the Objective Development Standards may be approved in advance of the other project components.

- Electronic information placed on the City's website (as needed)
- Up to four public hearings

## Round 5 Outreach: Post-Adoption Communication

The goal of the fifth round of outreach is to communicate the new processes, standards, and/or code revisions to the public and users of the code. Likely users include property owners, local architects and engineers, business owners, and developers. Flyers, an application, and web-based information will be prepared with the targeted audience in mind. The documents will be visual in nature. All public flyers and applications will be prepared in both English and Spanish and in an accessible format, compatible with digital text recognition programs. The fifth round of outreach will include the following events:

- Electronic information placed on the City's website (as needed)
- Post-adoption communication (up to 10 flyers/applications)

## Develop and Disseminate Outreach Materials

To facilitate project-recognition, Rincon will develop a consistent brand that is used in all outreach communication. This includes consistent colors on all materials and a simple logo to help increase awareness of this extensive outreach process. As outlined in the RFP, all public-facing communication materials will acknowledge and give credit to SCAG. Rincon has experience providing outreach materials for the CARP and General Plan Element updates with clear recognition for the Office of Land Use and Climate Innovation and would similarly recognize SCAG as

**ENCOURAGING AFFORDABLE HOUSING IN Culver CITY**

**BUILDING AFFORDABLE HOUSING**

Culver City wants to encourage construction of affordable housing. Four-person households with an annual income below \$100,900 a year may qualify for low-income housing in Culver City.

**WHAT IS THE CITY ALREADY DOING TO ENCOURAGE AFFORDABLE HOUSING?**

California already requires cities to incentivize affordable housing by providing:

- Opportunities to build more market-rate units in exchange for setting aside affordable units
- Reduced development standards, like smaller setbacks, height limits, etc.
- Incentives for housing for seniors, the homeless, transitional later youth, and other groups

Culver City provides additional incentives, like...

- Incentives for workforce housing
- Density bonuses for micro-units

But the City wants to do more.

**WHAT ELSE CAN THE CITY DO TO ENCOURAGE AFFORDABLE HOUSING?**

This is where you come in! Culver City wants to know:

- What you have to consider more affordable housing
- What you think about solutions other cities have found to increase affordable housing supply

Tell us what you think of...

- Expanding workforce housing
- Increasing density bonuses
- Reducing restrictions for affordable housing, like setbacks, height, etc.
- Streamlining developments that include affordable housing

**MAP OF RECENT AFFORDABLE HOUSING PROJECTS IN CULVER CITY**

- A. 12803 West Washington Boulevard  
21 homes, 3 income-restricted
- B. 12727 W Washington Boulevard  
104 homes, 16 income-restricted
- C. 4025 Grand View Boulevard  
26 homes, 3 income-restricted
- D. 11281 Washington Place  
18 homes, 2 income-restricted
- E. 4044 to 4048 Globe Avenue  
10 homes, all income-restricted
- F. 11048 W Washington Boulevard  
23 homes, all income-restricted
- G. 10808 Washington Boulevard  
4 new homes, all income-restricted
- H. 9763 Culver Blvd  
34 homes, 0 income-restricted
- I. 3727 Washington Boulevard  
12 homes, 3 income-restricted

**SCAN THIS QR CODE TO TAKE THE HOUSING SURVEY:**

For more information and to take the survey, please visit: [pictureculvercity.com](http://pictureculvercity.com)  
For comments, contact: [planning@culvercity.org](mailto:planning@culvercity.org)  
Please share this with family and friends in Culver City!

**WHAT CAN Culver CITY DO TO ENCOURAGE AFFORDABLE HOUSING?**

**Take the Culver City affordable housing survey and get a chance to win a gift card**

**TAKE THE SURVEY HERE:**

Or visit this website to take the survey: [pictureculvercity.com](http://pictureculvercity.com)  
For comments, contact: [planning@culvercity.org](mailto:planning@culvercity.org)  
Please share this with family and friends in Culver City!

**AND GET YOUR RAFFLE TICKET!**

**RAFFLE TIMES HELD DAILY**

the funding agency for this scope of work in all materials. In addition to the materials detailed above, Rincon will prepare all necessary outreach collateral pieces (flyer, mailer, poster, etc.) to promote engagement activities. This scope assumes that engagement will be completed in phases and that up to four template pieces for the first four rounds of outreach will be developed in both English and Spanish. The fifth round of outreach will not include any notifications.

For each round of notification, Rincon will prepare updates to the City's website and draft social media posts. FAQs will be developed for the website and will likely be updated as the project progresses. It is anticipated that the content of the social media posts will be similar to the emailed notices and would include links to the City's dedicated webpage for the project.

## Outreach Summary Booklet

A Public Outreach Summary Booklet will be prepared that summarizes the public outreach and engagement efforts that occurred throughout the project process such as all project-specific public meetings (both community meetings and pop-up events), meetings with interested parties, technical advisor meetings, subcommittee meetings, public hearings, and other notification efforts. The summary will be succinct and include an appendix with other relevant documents to support the outreach activities completed, including survey results other relevant engagement information. An outreach summary is essential for showcasing the results of engagement as it highlights the community's input, demonstrates transparency, and builds trust. It also provides a clear record of how feedback was integrated into the project, ensuring accountability and fostering continued collaboration.

Meetings	Deliverables
<ul style="list-style-type: none"> <li>● Up to three Community Events</li> <li>● Up to nine Pop-up Events</li> <li>● Up to nine Technical Advisor Meetings (virtual)</li> <li>● Up to 10 Subcommittee Briefings</li> </ul>	<ul style="list-style-type: none"> <li>● Community Stabilization Manual Draft and Final (working and PDF versions, as well as up to 100 color hard copies)</li> <li>● Public Outreach Plan</li> <li>● Website Content (as needed)</li> <li>● Draft Social Media Posts (as needed)</li> <li>● Project Branding with credit provided to SCAG as funder</li> <li>● Meeting and Event Materials and Collateral (digital and hard copies, as needed)</li> <li>● Outreach Summary Booklet</li> </ul>



## Task 3 Updating 2002 Historic Survey

The historic resources survey completed under this task will serve to support the City's policies and inform other aspects of the HIPP Program and future planning efforts. As detailed below, our qualified architectural historians will use existing data to the greatest extent possible, supplementing where needed to support consistency with current best professional best practices.

### Task 3.1 – Background Research and Citywide Historic Context Development

Under this task, Rincon will prepare a Citywide Historic Context to guide the identification of potential historic resources in the subsequent tasks. Historic contexts are an invaluable preservation planning tool which identify significant historical and architectural themes within a given area. By understanding these significant themes, and the property types associated with them, a resource may be placed within its larger context and considered for potential historic resources eligibility.

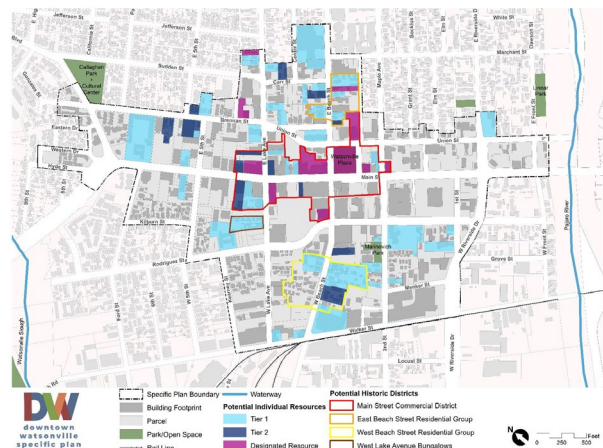
Rincon will first conduct background research to understand and define the historical development of San Fernando. This will include review previous studies and designations, Sanborn Fire Insurance Maps, historic aerial photographs, and other materials as available. We will also obtain the historic resources ArcGIS layer from the County Assessor, for incorporation into our ArcGIS platform and mapping efforts. We will also consider the City's 2002 historic resources survey and information gathered during the kickoff and community outreach meetings. Additionally, Rincon will consider the National Park Service Multiple-Property Documentation Format guidance and consider other applicable Historic Contexts using the Multiple-Property Documentation approach to identify any applicable historical and architectural themes which may provide larger context to significant trends within the larger San Fernando Valley.

The Historic Context will be developed to include a discussion of significant themes and identify associated property types. It will include figures depicting the development of San Fernando by decade and include photographs of properties representative of specific themes. We envision the document will be used to identify potential historic resources during the subsequent windshield survey and may also be considered a "living" document, which can be expanded in the future to explore specific themes and property types in more detail. We will provide the document to City staff in a digital format and finalized pending two rounds of review.

### Task 3.2 – Windshield Survey

During and subsequent to the development of the Historic Context, Rincon's architectural historians will complete a windshield, also known as a reconnaissance-level survey, to update previously identified resources and identify new potentially eligible resources along commercial corridors within the city. The survey will be conducted from the public right-of-way using ArcGIS enabled tablets, which will be prepopulated with County Assessor construction dates and existing eligibility status. The tablets will be developed by our in-house GIS staff using a schema which will allow for seamless integration into the digital database which will be created on Arches. The survey will be completed by two architectural historians and take no more than five days.

We understand 228 properties were previously identified in 2002 and documented on California Department of Parks (DPR) 523A series forms. Each of these properties will be re-surveyed to confirm existing conditions and potential eligibility. In accordance with California Office of Historic Preservation guidance, each of these properties will be documented on DPR 523L Continuation Sheets and identify any changes which have occurred to the properties since they were



Watsonville Downtown Specific Plan Historic Resources Findings.



last recorded along with a photograph. Newly identified resources which have the potential to qualify as historic resources will be documented on DPR 523A forms to include an architectural description and photograph. Based on our preliminary research, we have identified approximately 4,200 parcels which were constructed prior to 1980 and are over 45 years of age, the threshold generally triggering the need for historic resources evaluation per Office of Historic Preservation guidance. For the purposes of this scope and cost estimate we have assumed up to 200 newly identified resources will be recorded, in addition to updates to the 228 previously identified resources.

The DPR forms will be appended to a survey report, which will present a summary of survey methodology, findings, and recommendations. We will provide the report and DPRs to City staff for review, and we anticipate finalized pending two rounds of review. Following confirmation from the City regarding the findings, the digital database will be finalized to include the results and transferred to the Arches platform. This scope assumes that property-specific research and evaluations will not be completed, nor will DPR 523B forms or a search of the California Historical Resources Information system.

### Task 3.3 – Informational Handout

Subsequent to the Historic Context and Windshield Survey, Rincon will develop an informational handout for distribution to the public. The handout will outline the City's historic preservation-related goals and requirements related to development. It will be presented in English and Spanish and presented in a file format which can easily be uploaded to the City's website and produced for dissemination to the public.

#### Deliverables

- Draft and Final Citywide Historic Context
- Draft and Final Historic Resources Survey, inclusive of DPR 523 Forms and Arches Digital Database
- Draft and Final Informational Handout

## Task 4 Zoning Code and Corridors Specific Plan (SP-5) Update

### Task 4.1 – Existing Conditions Analysis

For the existing conditions analysis, Rincon will start with the zoning foundation we have with our ongoing activities at the City—notably the CARP and Zoning Code amendments we have worked on, and the list of zoning updates we have as part of our contract planning work. We will combine these and programs identified in the City's Housing Element to develop a working matrix of potential future updates. Rincon will then collect and evaluate other information pertaining to the Zoning Code and Corridors Specific Plan (SP-5) update, including, but not limited to the following.

- City of San Fernando General Plan (notably the Land Use, Circulation, and the Open Space/Conservation/Parks-Recreation Elements)
- City of San Fernando Zoning Code and Zoning Map
- 2002 Historic Resources Survey
- Existing Design Guidelines
- New Outdoor Dining Ordinance and Standards
- Parking Management Master Plan
- Existing City of San Fernando Application Forms, Handouts, and Flowcharts
- Staff reports for previous projects, where available

We will research these documents and conduct a Zoning Code/SP-5 audit that will focus on ways to make the City's development review process more efficient and include best practices for general processing and permits. We will also include the portions of the Zoning Code that we are already aware need to be updated, such as property line wall requirements, zoning conformance letter process, and consolidating definitions into one section to name a few. These updates will be added to the matrix, which will serve as the foundation for later tasks.

Along with the matrix, an existing conditions analysis will be prepared identifying the provisions of these documents that the team may be revising. This analysis will also identify recent state laws (including, but not limited to, AB 98, AB 2632, and SB 1211) and recommended modifications, as well as include a vulnerabilities assessment. Having people that have worked on the CARP as part of this team will allow for a quick and seamless integration of the CARP's goals into this effort.

Also included in this document will be an evaluation of the City's existing housing stock, transportation infrastructure, and general project processing outline and timing. This memo will identify any existing challenges or areas of potential concern, as well as recommendations to address said concerns. Any recommendations (other than state-mandated revisions) will include a comparative analysis identifying how the issue is addressed in other nearby and comparable jurisdictions. This analysis will serve as the framework for the Zoning Code and SP-5 update and also help focus key topics for the outreach phase.

Rincon will evaluate the risk for displacement within the city (particularly the sites that are identified in the City's Housing Element). Rincon will rely on information from the Housing Element and will also consult the Urban Displacement Project online mapping tool, American Community Survey data, and Housing and Urban Development data to confirm areas at risk to displacement and to identify population groups at highest risk.

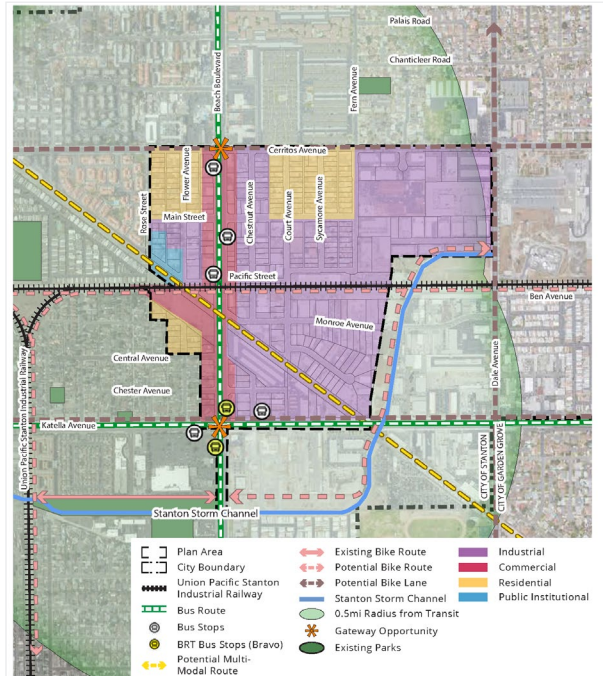
## Task 4.2 – Comprehensive Zoning Code and Map Update

### Zoning Code/SP-5 Framework Matrix

After the Zoning Code/SP-5 Audit identified in Task 4.1 has been conducted and the initial round of outreach has been conducted, Rincon will prepare a Zoning Code/SP-5 framework document that will serve as the playbook to comprehensively update the Zoning Code and SP-5. At this task, the matrix identified in Task 4.1 will evolve into outline, identifying the sections needed to be updated, why they need to be updated, and what they should be updated to. This framework will serve as the internal checklist to update the various sections of the Zoning Code and SP-5.

### Administrative Draft of the Comprehensive Zoning Code Update

After the framework has been discussed as part of the second round of outreach and engagement activities, Rincon will begin comprehensively updating the Zoning Code. In addition to meeting the applicable legal and technical requirements, the code will include text, images, and graphics to clearly illustrate any provisions needing additional clarification so that the Code can be easily understood by government officials, developers, residents, and business owners. It is anticipated that the Zoning Code will be Euclidian in nature and will be



**Opportunities, Challenges, and Existing Conditions Exhibit for the City of Stanton's Town Center Specific Plan.**





reorganized into a more efficient and user-friendly document. Ambiguous guidelines, when appropriate, will be modified into objective standards. It is our experience that flexible, but adequately defined development standards can allow for market-driven innovations in urban design and spur creativity from architects and designers. Codes that include strict regulations often sit unused with limited implementation. Provisions for streamlining residential development as well as required updates pursuant to state law will also be incorporated. This scope of work also includes the required Zoning Code updates that would come from both the 2024 and 2025 legislative sessions.

Rincon will prepare and submit the Administrative Draft of the Zoning Code for City review. Rincon will revise the Administrative Draft based on comments received from the City. Revisions will be depicted in strike-through format. It is anticipated that City staff will require four weeks for review and comment on this draft.

### **Screencheck Draft of the Comprehensive Zoning Code Update**

Once Rincon receives comments on the Administrative Draft, we will prepare and submit the Screencheck Draft of the Zoning Code for City review. Rincon will revise the Screencheck Draft based on comments received from the City. Revisions will be depicted in strike-through and in both MS Word and PDF format. It is anticipated that City staff will require four weeks for review and comment on this draft.

### **Public Review Draft of the Comprehensive Zoning Code Update**

Once Rincon receives comments on the Screencheck Draft, we will prepare and submit the Public Review Draft of the Zoning Code for public review as part of the third round of the outreach and engagement activities. Rincon will revise the Public Review Draft based on comments received from the City. Revisions will be depicted in strike-through and in both MS Word and PDF format. It is anticipated that City staff will require four weeks for review and comment on this draft.

### **Public Hearing Draft of the Comprehensive Zoning Code Update**

After the third round of outreach and engagement activities have concluded, Rincon will work with the City to identify, prepare and submit the Public Hearing Draft of the Zoning Code. This draft will be provided to the Planning Commission and hold a public hearing that will make a recommendation to the City Council. This scope of work allows for minor revisions to the Zoning Code Update in between the Planning Commission and City Council hearings. This scope assumes that all copies of the Zoning Code Update provided to the Planning Commission and City Council will be electronic in both MS Word and PDF format.

### **Final Zoning Code**

After City Council approves the Zoning Code update, Rincon will prepare the Final Zoning Code. Edits will be made as required by final City staff review and formal City Council action and revisions. Rincon will work with the City and Municode to get the new Zoning Code published on the City's website. Rincon has verified that Municode accepts PDFs in order to update this Code. Since it takes Municode time to update their website, Rincon will provide a complete digital file with bookmarks and embedded hyperlinks in the PDF document. Rincon will also provide the working MS Word file of the document as well. This scope does not include any hard copies.

### **Zoning Map**

Utilizing the existing City of San Fernando GIS database, Rincon will provide a comprehensive updated GIS Zoning Map. All information contained in the existing GIS dataset will be included and updated to be consistent with the Zoning Code update. Our proposal also includes integrating this database with the historic survey GIS database identified in Tasks 3.1 and 3.2. Rincon will provide both a static zoning map in PDF format as well as the GIS files.

## Task 4.3 – Corridors Specific Plan (SP-5) Update

In tandem with the Zoning Code update, Rincon will also provide updates to the Corridors Specific Plan (SP-5). It is anticipated that updates to SP-5 will occur at the same time as the Zoning Code Update. This scope assumes the Rincon will be able to use the working file of SP-5 and will provide it in the same format. It is anticipated that the updates to SP-5 will be made to be consistent with the content in the Zoning Code update, the Housing Element, and as otherwise required by state law. Similar to the Zoning Code update, Rincon will prepare the following drafts, which will be submitted at the same time as those for the Zoning Code update:

- Administrative Draft Specific Plan
- Screencheck Draft Specific Plan
- Public Review Draft Specific Plan
- Public Hearing Draft Specific Plan
- Final Specific Plan

All maps will be created with GIS files and Rincon will provide both a static zoning map in PDF format as well as the GIS files.

## Task 4.4 – Development Review Process Modification

As part of the Existing Conditions Analysis identified in Task 4.1, Rincon will review the City's development process, discuss the process with City staff, and evaluate City procedures. Similar to the work that we conducted in West Covina, we will look at the number of applications, application forms, and routing procedures to internal and external departments to conduct a thorough investigation. We will also look at ways to establish review thresholds for other departments and standard conditions of approval checklists to help facilitate their review.

Recommendations will be identified as part of the Zoning Code Framework Matrix and progress will be tracked concurrently with the Zoning Code. These processes would be discussed with internal and external departments as part of the Technical Advisor meetings. It is anticipated that procedures identified in the Zoning Code would need to be updated to reflect development review best practices to best streamline development.

As the Zoning Code update is nearing the public hearings, Rincon will prepare an application implementation guide that includes instructions, flowcharts, applicant checklists, and updated application forms. It is our experience that these applications should be simple, straightforward, and accurately depict processing timelines. Applications and flowcharts will be developed to include procedures for SB 35, SB 330, and other commonly used processes in San Fernando. It is anticipated that these documents will be predominately visual and illustrative and would be compatible with the City's website. Rincon will provide a PDF and the working files of these materials.

Similar to the work we conducted on policy documents, our scope also includes a training of up to two-hours (in-person) for the Zoning Code and SP-5 updates after the Code is adopted.

Current Ordinance					Proposed Ordinance				
Type of Application	Role of Review Authority				Type of Application	Role of Review Authority			
	Director <sup>1</sup>	City Engineer	Commission	Council		Director	City Engineer	Commission	Council
Parcel Map	Review	Review	Approve	Appeal	Lot Line Adjustments	Approve	Approve	-	-
Tentative Map	Review	Review	Recommend	Approve	Lot Mergers	Approve	Approve	-	-
Vesting Tentative Map	Review	Review	Recommend	Approve	Urban Lot Splits (SB 9)	Approve	Review	-	-
Final Map <sup>2</sup>	-	Review	-	Approve	Multi Family Lot Split (SB 684)	Approve	Review	-	-
					Parcel Map	Approve	Approve	Appeal	Appeal
					Tentative Tract Map	Approve	Approve	Appeal	Appeal
					Tentative Tract Map	Review	Review	Approve	Appeal
					Vesting Tentative Tract Map	Review	Review	Approve	Appeal
					Final Map	Approve	Approve	-	-

Culver City Subdivision Process Modification.

## Task 4.5 – Develop Citywide Residential and Mixed-Use Objective Design Standards

Similar to our work on the Culver City Objective Design Standards and as described in Task 1.1, our team will conduct a site tour to help inform the Objective Design Standards. This scope assumes that the Objective Development Standards would be produced ahead of the Zoning Code update due to its importance.

### Design Guidelines Assessment Memo

We will review existing documents including the existing Zoning Code, Single Family and Multi-family Design Guidelines, the mixed-use overlay, and SP-5. These planning documents will be incorporated into the planning process for the Citywide Residential and Mixed Use Objective Design Standards.

We will summarize findings from the review of the Design Guidelines and provide a suggested path for incorporating relevant content into the Citywide Residential and Mixed Use Objective Design Standards as well as identifying content that may be missing.

### Administrative Draft

We will prepare an Administrative Draft of the Objective Design Standards for residential and mixed-use development. This content shall include text and graphics which would guide prospective developers and/or users in the uniform accomplishment of the desired objective design standards. A draft outline will include:

- Introduction, including purpose, applicability, and definitions.
- Site Planning Elements, including block size, pedestrian circulation, and public open space.
- Site Design Elements, including development ratios/density (if needed), building setbacks and stepbacks (if needed), building frontages, open space and site amenities, site access and parking, development incentives and bonuses (if any), and affordable housing requirements (if any).
- Building Design Elements, including height, massing, articulation, roof form, and entrances.
- Architectural Style, including building materials and building details.
- Landscape, including groundcover requirements, tree placement, slopes, and general site criteria.

### Screencheck Draft

Based on review with City Staff, we will prepare a Screencheck Draft Objective Design Standards document that includes strike-through revisions (in PDF and Word formats).

### Public Review Draft

We will prepare a Public Review Draft Objective Design Standards document to be shared with Planning Commission, City Council and the General Public and will track changes with strike-through revisions (in PDF and Word formats).

### Final Objective Design Standards Document

Based on input from the Planning Commission and City Council, we will prepare a Final Objective Design Standards document (in PDF and Word formats).



Example of Culver City Objective Design standards.

## Objective Design Standards Administration

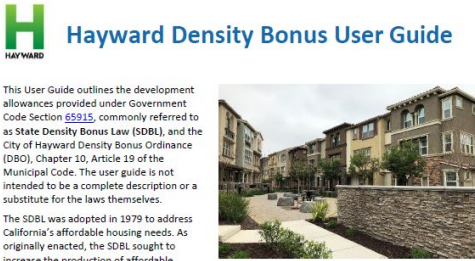
We will prepare supporting documents and provide a training session to City Staff to aid in the implementation of the Objective Design Standards. Documents will include an ODS Implementation Guide and an ODS Checklist.

### Task 4.6 – Density Bonus Ordinance Update

As part of the of the overall Zoning Code update, Rincon will update the City's Density Bonus Ordinance consistent with the City's Housing Element. Our approach will be to prepare a Density Bonus Ordinance that is flexible and can adapt to changes in state law. This can be achieved by referencing specific sections in state law, rather than integrating it into the Code. Similar to our density bonus ordinances for Culver City, the ordinance will include local bonuses for larger families, as well as preserving historic buildings, community-focused designs, and other incentives determined as part of the outreach and engagement process.

It is anticipated that the Density Bonus Ordinance Update will occur at the same time as the Zoning Code Update. Similar to the Zoning Code update, Rincon will prepare the following drafts, which will be integrated as part of the Zoning Code update:

- Administrative Draft Density Bonus Ordinance Update
- Screencheck Draft Density Bonus Ordinance Update
- Public Review Draft Density Bonus Ordinance Update
- Public Hearing Draft Density Bonus Ordinance Update
- Final Density Bonus Ordinance Update



**Hayward Density Bonus User Guide**

This User Guide outlines the development allowances provided under Government Code Section 65915, commonly referred to as State Density Bonus Law (SDBL), and the City of Hayward Density Bonus Ordinance (DBO), Chapter 10, Article 19 of the Municipal Code. The user guide is not intended to be a complete description or a substitute for the laws themselves.

The SDBL was adopted in 1979 to address California's affordable housing needs. As originally enacted, the SDBL sought to increase the production of affordable housing by requiring local agencies to grant a density increase over the otherwise maximum eligible density. The law has been strengthened over time as early versions were not deemed to be sufficiently incentivizing. Thus, it was amended (1) to require progressively more "concessions or incentives" and "waivers" in addition to a density bonus and (2) to make it easier to get concessions, incentives, and waivers. As discussed below, the City of Hayward adds further incentives to affordable housing production by allowing an additional bonus for certain housing types, including additional incentives and concessions, beyond those allowed under the SDBL.

**ELIGIBILITY**

Any housing development that proposes five or more units and incorporates at least one of the following is eligible for a density bonus:

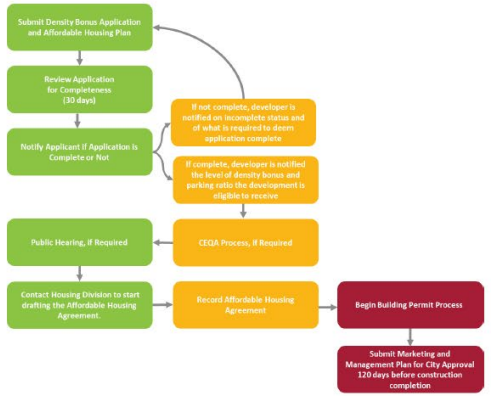
- 10% of units for foster youth housing,
- 10% of units for disabled veterans housing,
- 10% of units for projects for unhoused people,
- 20% of units restricted for low-income full time college students,
- Senior citizen housing developments,
- Mobile home parks age restricted to senior citizens (55 and older per Public Law 104-76)
- At least 10% of housing units in for-sale development are restricted for moderate income households
- At least 10% rental units restricted to low-income households
- At least 5% of rental units restricted to very low-income households
- The property owner must be willing to record affordable housing restriction to the title of the property.

Please refer to Government Code Section 65915 (as it may be modified from time to time) for additional details on eligibility requirements.

City of Hayward Density Bonus User Guide- 4/2023 Page 1 of 14

**CITY OF HAYWARD DENSITY BONUS FLOW CHART**

Figure 1 City of Hayward Density Bonus Flow Chart



```

graph TD
    A[Submit Density Bonus Application and Affordable Housing Plan] --> B[Review Application for Completeness 150 days]
    B --> C[Notify Applicant if Application is Complete or Not]
    C --> D[Public Hearing, if Required]
    C --> E[CEQA Process, if Required]
    D --> F[Contact Housing Division to start drafting the Affordable Housing Agreement]
    E --> G[Record Affordable Housing Agreement]
    F --> G
    G --> H[Begin Building Permit Process]
    H --> I[Submit Marketing and Management Plan for City Approval 120 days before construction completion]
    I --> A
    
```

**DENSITY BONUS**

The amount allowed for the density bonus is set on a sliding scale based on the percent of affordable units that are provided and the income level except for Senior, Foster Youth, Veterans, Homeless and College Students which is a flat rate as shown in Table 1. Please note that the last two columns of the table for Foster Youth, Disabled Veterans, Homeless and for College Students are also special targeted groups that may receive an additional density increase as shown in Table 2 if all requirements are met.

City of Hayward Density Bonus User Guide- 4/2023 Page 2 of 14

Example of the City of Hayward Density Bonus User Guide.





Similar to the work that we have done for the Cities of Hayward and Culver City, we will prepare a guide for implementing the new Density Bonus Ordinance, which will include a flowchart, sample calculations, and step-by-step instructions. Process reviews and training for the Density Bonus Ordinance will be conducted at the same time as for the process modification described in Section 4.4.

## Task 4.7 – CEQA Compliance

Rincon prepared the Initial Study-Mitigated Negative Declaration (IS-MND) for the San Fernando Housing Element Update. Assuming potential impacts under the proposed Project would not exceed the impacts identified in the original IS-MND, we will prepare an addendum or a finding of consistency (FOC) under Section 15183 of the CEQA Guidelines. However, if the initial analysis determines that a new potential impact is identified and an addendum or FOC will not be the appropriate CEQA pathway, we will contact the City immediately to discuss how to proceed.

### CEQA Initiation

Rincon's CEQA Project Manager will organize a kickoff meeting with City staff to review and confirm the project objectives and establish an operational protocol. Working schedules will be finalized and details for scheduled tasks will be discussed. We will use this opportunity to collect any relevant studies and information not already transmitted to Rincon by the City and discuss the approach to the environmental analysis.

### Administrative Draft Addendum/FOC

The Addendum/FOC will include an introductory section and project description that will describe requirements of an addendum/FOC and provide a comparison of the proposed Project and the impacts under the Housing Element Update that was studied in the 2022 IS-MND. Following these sections, we will address each of the issues in the Initial Study checklist to determine whether the proposed project would create any new or increased severity significant environmental effects.

The Administrative Draft Addendum/FOC can be completed within five weeks of receipt of written authorization to proceed; however, there will be a placeholder for summary of the Tribal consultation efforts due to the 90-day consultation period under SB 18. The summary will be added within one week of the close of the consultation period. The document will be submitted electronically. We anticipate one round of the review by City staff for the Administrative Draft Addendum/FOC.

### Senate Bill 18 Tribal Assistance

Because the project will require an update to a Specific Plan, it must comply with California Public Resources Code Sections 65352.3–65352.4 (SB 18), which requires local governments to conduct meaningful consultation with California Native American Tribes on the contact list maintained by the Native American Heritage Commission (NAHC). Under this task, Rincon will assist the City as the CEQA lead agency by requesting an SB 18 consultation list from the NAHC and subsequently providing letter templates, checklists, and detailed instructions to help ensure meaningful consultation with interested Native American groups. Typically, NAHC list requests are fulfilled within 10–14 business days. After receipt of letters, Native American Tribes have 90 days to respond. Rincon will aid the City in language use, methodology, emails, and formal letter replies, and in-person communication between the City and up to three interested tribal groups, which may be anticipated to respond. Rincon assumes attendance at up to six meetings may be required; virtual meetings can be substituted for in-person meetings. A table documenting these efforts alongside example letters and replies.

### Final Addendum/FOC

Rincon will respond to a single round of consolidated comments from the City on the Administrative Draft Addendum/FOC. We will provide up to five hard copies and one PDF of the Final Addendum/FOC. Per the CEQA Guidelines, the Addendum/FOC will not need to circulate for public review, but must be considered by City decision makers.

## Task 4.8 – Planning and Preservation Commission Review

Rincon will prepare all documents necessary for the Planning and Preservation Commission hearing. Public notices, staff reports, ordinances, and resolutions will be prepared by Rincon, in consultation and with input from the City. This task assumes that the City will provide the desired templates and mail/post all public notices.

Rincon and the project team will attend up to two Planning and Preservation Commission hearings to present the project and respond to questions. Rincon will prepare presentation materials using content developed in the previous tasks. This task assumes that the City will introduce the item and turn it over to the Rincon team. If desired, the PowerPoint design can be created by Rincon, or we can use the City's design template. Rincon and its team will work with the City to prepare a draft and final version of the PowerPoint for each public hearing.

## Task 4.9 – City Council Review and Adoption

Rincon will prepare all documents necessary for the City Council hearing. Public notices, staff reports, ordinances, and resolutions will be prepared by Rincon, in consultation and with input from the City. This task assumes that the City will provide the desired templates and mail/post all public notices.

Rincon and the project team will attend up to two City Council hearings to present the project and respond to questions. Rincon will prepare presentation materials using content developed in the previous tasks. This task assumes that the City will introduce the item and turn it over to the Rincon team. If desired, the PowerPoint design can be created by Rincon, or we can use the City's design template. Rincon and its team will work with the City to prepare a draft and final version of the PowerPoint for each public hearing.

Meetings	Deliverables
<ul style="list-style-type: none"> <li>● Development Review Process/Density Bonus Training</li> <li>● Objective Design Standards Training</li> <li>● Up to four Public Hearings</li> </ul>	<ul style="list-style-type: none"> <li>● Zoning Code/SP-5 audit (PDF and working file only)</li> <li>● Existing Conditions Analysis (PDF and working file only)</li> <li>● Zoning Code/SP-5 Framework Matrix (PDF and working file only)</li> <li>● Administrative Draft Comprehensive Zoning Code Update, including Process Modifications and Density Bonus Ordinance (PDF and working file only)</li> <li>● Screencheck Draft Comprehensive Zoning Code Update, including Process Modifications and Density Bonus Ordinance (PDF and working file only)</li> <li>● Public Review Draft Comprehensive Zoning Code Update, including Process Modifications and Density Bonus Ordinance (PDF and working file only)</li> <li>● Public Hearing Draft Comprehensive Zoning Code Update, including Process Modifications and Density Bonus Ordinance (PDF and working file only)</li> </ul>

Meetings	Deliverables
	<ul style="list-style-type: none"> <li>● Final Comprehensive Zoning Code Update, including Process Modifications and Density Bonus Ordinance (PDF and working file only)</li> <li>● Zoning Map (PDF and working file only)</li> <li>● Administrative Draft Corridors Specific Plan (PDF and working file only)</li> <li>● Screencheck Draft Corridors Specific Plan (PDF and working file only)</li> <li>● Public Review Draft Corridors Specific Plan (PDF and working file only)</li> <li>● Public Hearing Draft Corridors Specific Plan (PDF and working file only)</li> <li>● Final Corridors Specific Plan (PDF and working file only, including GIS working files)</li> <li>● Application Implementation Guide, including flowcharts, checklists, and application forms (PDF, working files, and up to 150 printed hard copy pages)</li> <li>● Design Guidelines Assessment Memo (PDF and working file only)</li> <li>● Administrative Draft Objective Design Standards (PDF and working file only)</li> <li>● Screencheck Draft Objective Design Standards (PDF and working file only)</li> <li>● Public Review Draft Objective Design Standards (PDF and working file only)</li> <li>● Final Objective Design Standards (PDF and working file only)</li> <li>● Objective Design Standards Implementation Guide, including checklists and flowcharts (PDF and working files only)</li> <li>● Density Bonus Ordinance Implementation Guide, including checklists and flowcharts (PDF and working files only)</li> <li>● Administrative Draft Addendum/Finding of Consistency</li> <li>● SB 18 Tribal Notification Letter Templates</li> <li>● Tribal Outreach Summary</li> <li>● Final Addendum/Finding of Consistency</li> </ul>

Meetings	Deliverables
	<ul style="list-style-type: none"><li>● Staff Reports, Ordinances, Resolutions, and PowerPoint Presentation for up to two Planning Commission Hearings</li><li>● Staff Reports, Ordinances, Resolutions, and PowerPoint Presentation for up to two City Council Hearings</li></ul>

## Task 5 Final Deliverable

### Task 5.1 – Adopted Zoning Code, Density Bonus Ordinance, Citywide

As identified in many of the previous tasks, Rincon will provide the final, adopted Zoning Code, Density Bonus Ordinance, Objective Design Standards, SP-5, Historical Survey and final project metrics identified in Task 1.6. These will be provided on an FTP site and/or on a flash drive in an organized manner.





Scope and Fee

## Fee

Below is a summary of costs and hours necessary to complete each task for the entire team. Afterwards is Rincon's standard rates and fees.

Task # and Description	Hours	Labor Budget	Direct Expenses	Total Budget
<b><u>Task 1: Project Management and Coordination</u></b>	<b><u>487.00</u></b>	<b><u>\$124,544.00</u></b>	<b><u>\$268.00</u></b>	<b><u>\$124,812.00</u></b>
Task 1.1 Project Kick-Off Meeting	50.00	\$14,660.00	\$268.00	\$14,928.00
Task 1.2 Project Management Plan and Schedule	180.00	\$47,670.00	\$0.00	\$47,670.00
Task 1.3 Project Management Meetings	132.00	\$36,384.00	\$0.00	\$36,384.00
Task 1.4 Monthly Invoicing and Reporting	73.00	\$15,306.00	\$0.00	\$15,306.00
Task 1.5 Project Close-Out Files	34.00	\$6,102.00	\$0.00	\$6,102.00
Task 1.6 REAP Metrics Data Collection and Reporting	18.00	\$4,422.00	\$0.00	\$4,422.00
<b><u>Task 2: Public Outreach</u></b>	<b><u>807.00</u></b>	<b><u>\$192,649.00</u></b>	<b><u>\$23,525.00</u></b>	<b><u>\$216,174.00</u></b>
Task 2.1 Community Stabilization Manual	132.00	\$28,980.00	\$2,320.00	\$31,300.00
Task 2.2 Outreach and Engagement Plan	48.00	\$11,240.00	\$0.00	\$11,240.00
Task 2.3 Outreach Events and Summary	627.00	\$152,429.00	\$21,205.00	\$173,634.00
<b><u>Task 3: Updating 2002 Historic Survey</u></b>	<b><u>930.00</u></b>	<b><u>\$208,592.00</u></b>	<b><u>\$2,219.00</u></b>	<b><u>\$210,811.00</u></b>
Task 3.1 Background Research and Citywide Historic Context Statement	438.00	\$98,904.00	\$684.00	\$99,588.00
Task 3.2 Windshield Survey	464.00	\$103,272.00	\$1,535.00	\$104,807.00
Task 3.3 Informational Handout	28.00	\$6,416.00	\$0.00	\$6,416.00
<b><u>Task 4: Zoning Code and Corridors Specific Plan (SP-5) Update</u></b>	<b><u>2,531.00</u></b>	<b><u>\$568,680.00</u></b>	<b><u>\$3,086.00</u></b>	<b><u>\$571,766.00</u></b>
Task 4.1 Existing Conditions Analysis	60.00	\$14,036.00	\$0.00	\$14,036.00
Task 4.2 Comprehensive Zoning Code & Map Update	617.00	\$145,404.00	\$0.00	\$145,404.00
Task 4.3 Corridors Specific Plan (SP-5) Update	100.00	\$20,980.00	\$0.00	\$20,980.00
Task 4.4 Development Review Process Modification	88.00	\$20,092.00	\$2,000.00	\$22,092.00

Task # and Description	Hours	Labor Budget	Direct Expenses	Total Budget
Task 4.5 Develop Citywide Residential and Mixed Use Objective Design Standards	1,248.00	\$273,760.00	\$0.00	\$273,760.00
Task 4.6 Density Bonus Ordinance Update	104.00	\$23,840.00	\$0.00	\$23,840.00
Task 4.7 CEQA Compliance	162.00	\$35,424.00	\$550.00	\$35,974.00
Task 4.8 Planning and Preservation Commission Review	76.00	\$17,572.00	\$268.00	\$17,840.00
Task 4.9 City Council Review and Adoption	76.00	\$17,572.00	\$268.00	\$17,840.00
<b><u>Task 5: Final Deliverable</u></b>	<b><u>5.00</u></b>	<b><u>\$1,259.00</u></b>	<b><u>\$0.00</u></b>	<b><u>\$1,259.00</u></b>
Task 5.1 Adopted Ordinances and Documents	5.00	\$1,259.00	\$0.00	\$1,259.00
<b>PROJECT TOTAL</b>	<b>3,512.00</b>	<b>\$1,095,724.00</b>	<b>\$29,098.00</b>	<b>\$1,124,822.00</b>



## Standard Fee Schedule for Environmental Sciences and Planning Services

Professional, Technical and Support Personnel*	January 1, 2024 – December 31, 2024
Senior Principal	\$319
Principal	\$307
Director	\$307
Senior Supervisor II	\$292
Supervisor I	\$272
Senior Professional II	\$255
Senior Professional I	\$238
Professional IV	\$211
Professional III	\$196
Professional II	\$174
Professional I	\$155
Associate III	\$130
Associate II	\$117
Associate I	\$109
Field Technician	\$94
Data Solutions Architect	\$196
Senior GIS Specialist	\$187
GIS/CADD Specialist II	\$167
GIS/CADD Specialist I	\$150
Technical Editor	\$147
Project Accountant	\$125
Billing Specialist	\$107
Publishing Specialist	\$120
Clerical	\$107

\* Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$400.

## Reimbursable Expenses

Direct Cost	Rates
Photocopies – B/W	\$0.25 (single-sided), \$0.45 (double-sided)
Photocopies – Color	\$1.55 (single-sided), \$3.10 (double-sided)
Photocopies – 11" by 17"	\$0.55 (B/W), \$3.40 (color)
Oversized Maps	\$8.50/square foot
Digital Production	\$15/CD, \$20/flash drive
Light-Duty and Passenger Vehicles*	\$90/day
4WD and Off-Road Vehicles*	\$150/day

\* Current IRS mileage rate for mileage over 50 and for all miles incurred in employee-owned vehicles.

**Direct Costs.** Other direct costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 16%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment, and vehicles other than covered by the above charges.

**Annual Escalation.** Standard rates subject to 3.5% annual escalation, on January 1.

**Payment Terms.** All fees will be billed to Client monthly and shall be due and payable upon receipt or as indicated in the contract provisions for the assignment. Invoices are delinquent if not paid within 10 days from receipt or per the contractually required payment terms.

Equipment	Rate
<b>Environmental Site Assessment</b>	
Soil Vapor Extraction Monitoring Equipment	\$160
Four Gas Monitor	\$137
Flame Ionization Detector	\$110
Photo Ionization Detector	\$82
Hand Auger Sampler	\$62
Water Level Indicator, DC Purge Pump	\$46
CAPDash	\$7,500
<b>Natural Resources Field Equipment</b>	
UAS Drone	\$300
Spotting or Fiberoptic Scope	\$170
Pettersson Bat Ultrasound Detector/Recording Equipment	\$170
Sound Level Metering Field Package (Anemometer, Tripod and Digital Camera)	\$113
GPS (Submeter Accuracy)	\$67
Infrared Sensor Digital Camera or Computer Field Equipment	\$57
Scent Station	\$23
Laser Rangefinder/Altitude	\$11
Pitfall Traps, Spotlights, Anemometer, GPS Units, Sterilized Sample Jar	\$9
Mammal Trap, Large/Small	\$1.55/\$0.55
<b>Water and Marine Resources Equipment</b>	
Boat (20-foot Boston Whaler or Similar)	\$800
Multiparameter Sonde (Temperature, Conductivity, Turbidity, DO, pH) with GPS	\$170
Water Quality Equipment (DO, pH, Turbidity, Refractometer, Temperature)	\$62
Refractometer (Salinity) or Turbidity Meter	\$38
Large Block Nets	\$114
Minnow Trap	\$98
Net, Hand/Large Seine	\$57
<b>Field Equipment Packages</b>	
Standard Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet, Safety Equipment, and Botanic Collecting Equipment)	\$114
Remote Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet and Mifi, Delorme Satellite Beacon, 24-Hour Safety Phone)	\$144
Amphibian/Vernal Pool Field Package (Digital Camera, GPS, Thermometer, Decon Chlorine, Waders, Float Tube, Hand Net, Field Microscope)	\$170
Fisheries Equipment Package (Waders, Wetsuits, Dip Nets, Seine Nets, Bubbles, Buckets)	\$57
Underwater and Marine Sampling Gear (Photo/Video Camera, Scuba Equipment [Tanks, BCD, Regulators, Wetsuits, etc.])	\$57/diver
Marine Field Package (Personal Flotation Devices, 100-foot Reel Tapes with Stainless Carabiners, Pelican Floats, Underwater Slates, Thermometer, Refractometer, Anemometer, Various Field Guides)	\$100
<b>Insurance, Hazard, and Fees</b>	
Historic Research Fees	\$55
L&H Dive Insurance	\$57/diver
Level C Health and Safety	\$70/person





**The Rincon Team made the development of our updated Greenhouse Gas Reduction Plan simple and designed the Plan to provide a set of implementable measures that reflect the diverse voices in our community in order to reduce emissions, mitigate and adapt to climate change risks, establish resilient neighborhoods, and lead the way toward a more sustainable future. They were very responsive collaborators in the development of the plan with City staff and were mindful of budget and timelines.”**

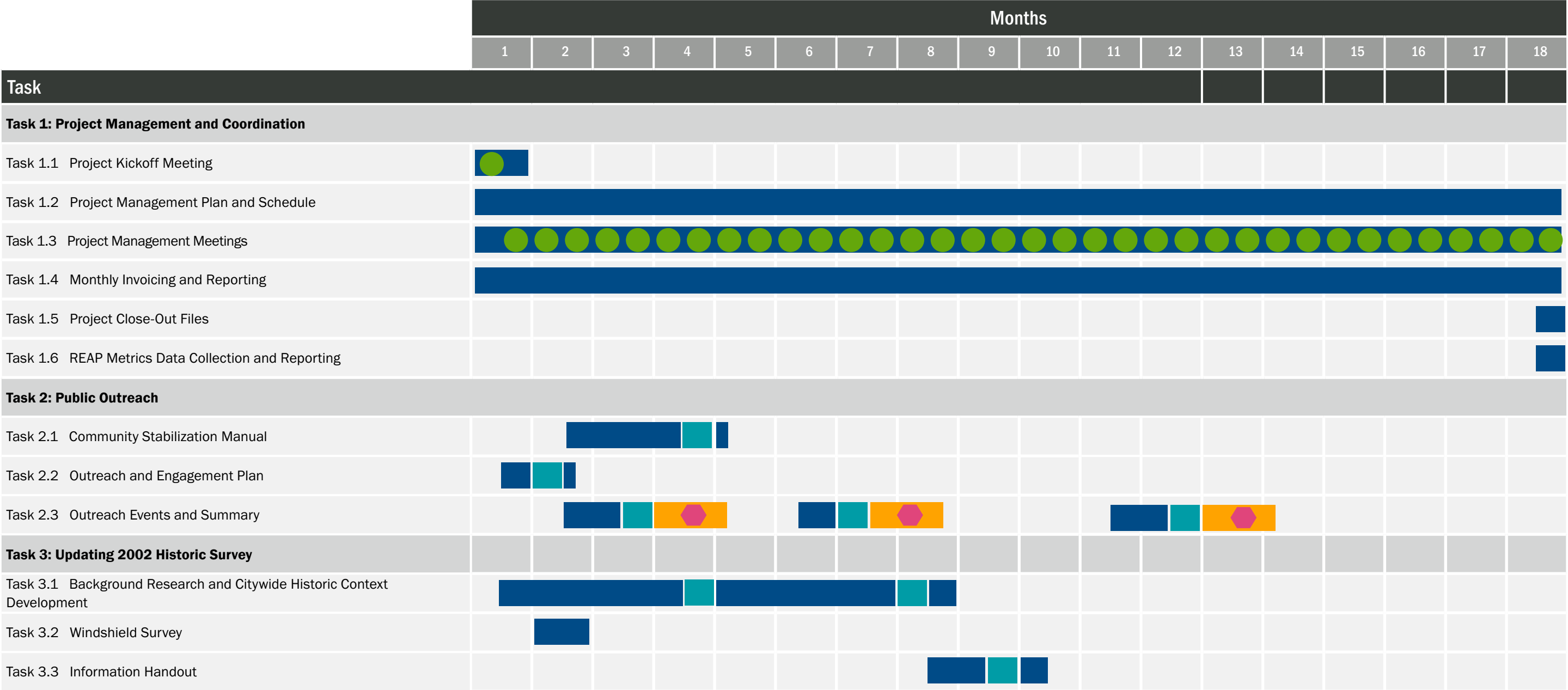
**Karen Pan, Administrative Officer**  
***City of Burbank***

5

**Project Schedule**

5

Project Schedule



KEY

Work in Progress

City Review

Engagement Activities

City Meetings

Engagement Workshop

Continued on next page

		Months																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Task																			
Task 4: Zoning Code and Corridors Specific Plan (SP-5) Update																			
Task 4.1	Existing Conditions Analysis																		
Task 4.2	Comprehensive Zoning Code and Map Update																		
Task 4.3	Corridors Specific Plan (SP-5) Update																		
Task 4.4	Development Review Process Modification																		
Task 4.5	Develop Citywide Residential and Mixed-Use Objective Design Standards																		
Task 4.6	Density Bonus Ordinance Update																		
Task 4.7	CEQA Compliance																		
Task 4.8	Planning and Preservation Commission Review																		
Task 4.9	City Council Review and Adoption																		
Task 5: Final Deliverable																			
Task 5.1	Adopted Zoning Code, Density Bonus Ordinance, Citywide Residential and Mixed-Use Objective Design Standards, and SP-5 Update and Updated Historical Survey with the adopted CEQA Document																		





We developed a great partnership with Rincon during the climate action planning process. Rincon ensured that, at its core, the City's Climate Action Plan reduced greenhouse gas emissions through equitable, achievable, and implementable actions that equally benefit all South Pasadenans. We consider them trusted advisors and look forward to working together again in the future."

**Arpy Kasparian,**  
**Environmental Services and Sustainability Manager**  
***City of South Pasadena***

A

Resumes



## Kimiko Lizardi

### Principal-in-Charge, Healthy Communities

Kimiko oversees Rincon's statewide Healthy Communities planning practice. She has been at the forefront of managing and preparing complex land use and environmental documents that not only align with state legal requirements but also cater to the distinctive needs of her clients and their communities. Her passion lies in creating resilient, vibrant places that capture the essence of each place's unique character, culture, and community dynamics. Her expertise includes the management of large interdisciplinary consultant teams, multifaceted and multiyear projects. Kimiko has successfully completed the preparation of general plans, housing elements, specific plans, adaptation plans, and Zoning Code updates throughout California. Most recently, Kimiko served as the Principal-in-Charge for the Monterey Park Housing Element implementation effort, City of Marina Downtown Vitalization Specific Plan, City of Chino Hills Regional Housing Needs Assessment rezoning and General Plan update, and City of Huntington Park Housing, Environmental Justice, and Safety Element update and Regional Housing Needs Assessment rezoning project.

#### EDUCATION

BA, Urban Studies and Planning, University of California, San Diego

#### AFFILIATIONS

American Planning Association

American Planning Association San Diego Board, Programs Co-Chair

#### YEARS OF EXPERIENCE

22

#### SELECT PROJECT EXPERIENCE

- Principal-in-Charge, City of Huntington Park – Housing Element, Environmental Justice, Safety Element, Rezoning and Program Environmental Impact Report, Huntington Park
- Principal-in-Charge, City of Monterey Park – Housing Element Implementation, Monterey Park
- Principal-in-Charge, City of Chino Hills – Safety Element Update, General Plan Update, and Housing Element Implementation, Chino Hills
- Project Manager, City of Pico Rivera – General Plan, Housing Element, Rezoning and Program EIR, Pico Rivera
- Principal-in-Charge, City of Marina – Downtown Vitalization Specific Plan and Housing Overlay, Marina
- Principal-in-Charge, City of Pacific Grove – Housing Element and General Plan Updates, Pacific Grove
- Project Manager, City of Bakersfield – General Plan Update, Housing Element Update, Zone Code Update and Program EIR, Bakersfield
- Principal-in-Charge, Stanislaus County – REAP Planning Services, Housing Element Rezone and Implementation, Stanislaus County
- Principal-in-Charge, Greystone Equities LLC – Liberty Groves Specific Plan, Madera County
- Principal-in-Charge, Various Clients – 6th Cycle Housing Element Updates and Focused General Plan Updates Various Counties/Cities, California





## John R. Moreland, AICP

### Project Manager/Client Contact Lead

John brings 20 years of experience in managing, processing, and coordinating housing element implementation and zoning projects in over 85 jurisdictions throughout the western United States. John specializes in the preparation of Zoning Code and Specific Plan updates to promote the production of housing and to streamline municipal procedures. While with another firm, he drafted a completely new review process for the County of Orange, including the creation of new review bodies, new findings, and new applications to promote specific projects. While with the County of Orange, he developed new internal processes to help streamline entitlement review projects. He also was the Director-in-Charge for the City of West Covina Development Code Update, leading efforts to modernize and streamline the City's zoning regulations through extensive collaboration. John also worked with different architectural firms in his career and understands the residential portion of the California Building Code and how objective development standards can have an impact on the physical realm and construction costs. His work on objective development standards in Culver City focused on enhancing urban design, increasing housing opportunities, streamlining the process while ensuring that new developments adhered to sound design principles. These projects highlight John's ability to navigate complex regulatory environments and his commitment to creating sustainable, livable communities.

### EDUCATION

MURP, California State  
Polytechnic University,  
Pomona

BS, Business Administration,  
Pepperdine University

### CERTIFICATIONS/ REGISTRATIONS

American Institute of Certified  
Planners (AICP)

### AFFILIATIONS

Board Member and  
Newsletter Editor for largest  
historic district in Long Beach  
– California Heights.

### YEARS OF EXPERIENCE

20+

### SELECT PROJECT EXPERIENCE

- Director-in-Charge, City of San Fernando – Landscape and Alcohol Use Code Updates, San Fernando
- Director-in-Charge/Outreach Lead, City of West Covina – Comprehensive Development Code Update, West Covina
- Director-in-Charge, City of West Covina – Housing Element Update, West Covina
- Director-in-Charge, Culver City – On-Call Services, Density Bonus, and Subdivision Ordinance Updates, and Objective Design Standards/ Housing Element Implementation, Culver City
- Director-in-Charge, City of Hayward – Density Bonus Ordinance Update, Hayward
- Director-in-Charge, City of Stanton – Town Center Specific Plan, Stanton
- Specific Plan Lead/Environmental Lead, City of Burlingame – North Rollins Specific Plan, Burlingame
- Director-in-Charge, Chapman University – Chapman University Specific Plan Amendment No. 7, Orange
- Director-in-Charge, City of Port Hueneme – Missing Middle Housing Overlay and Housing Element Implementation, Port Hueneme
- Director-in-Charge, Latigo Development – Hillcrest Specific Plan, Thousand Oaks
- Director-in-Charge, American Family Housing – 15081 Jackson Entitlement Support, County of Orange
- Director-in-Charge, American Family Housing – 1400 Bristol Homekey Permitting Support, Costa Mesa





## Susan Hernandez

### Assistant Project Manager, Planner, Bilingual Spanish

Susan has a foundation in local government as a former Planner for the City of Pico Rivera. She is a skilled Planner experienced in site plan review, entitlement processing, and environmental planning. While employed with the City of Pico Rivera, Susan assisted City interested partners, including developers, residents, and business owners, navigate the City's zoning ordinances, General Plan, and City processes. She provided counter assistance to residents and developers in both English and Spanish. She processed, managed, and reviewed entitlements, including commercial and multifamily residential projects. While managing the entitlements she held community outreach meetings, prepared the staff reports and resolutions, and presented the projects to the Planning Commission. With Rincon she has assisted with a variety of long-range and environmental projects, such as General Plan zoning ordinance, subdivision ordinance, and Housing Element updates. Susan also serves as the Assistant Project Manager for the Culver City Density Bonus and Subdivision Ordinance updates.

#### EDUCATION

MA, Urban and Regional Planning, University of California, Los Angeles

BA, International Development Studies, Minor, Urban and Regional Studies, University of California, Los Angeles

#### YEARS OF EXPERIENCE

6

#### SELECT PROJECT EXPERIENCE

- Planner, City of Monterey Park – Housing Element Implementation Zoning Ordinance Amendments, Monterey Park
- Planner
- Planner, City of West Hollywood – Various Zoning Ordinance Amendments/Housing Element Implementation, West Hollywood
- Assistant Project Manager/Planner, City of Culver City – Density Bonus, and Subdivision Ordinance Updates/Housing Element Implementation, Culver City
- Planner, City of Hayward – Density Bonus Ordinance Update, Hayward
- Planner, City of West Covina – Comprehensive Development Code Update, West Covina
- Planner, City of Kingsburg – Zoning Ordinance Updates, Fresno County
- Planner, City of Carlsbad – Zoning Ordinance Update, Carlsbad
- Planner, Stanislaus County – Housing Element Update, Stanislaus
- Planner, City of Selma – Zoning Ordinance Update, Selma
- Planner, County of Fresno – General Plan Review and Zoning Ordinance Update, Fresno County
- Planner, City of Ukiah – Demolition Ordinance Update, Ukiah





## Jerry Hittleman

### Planning Advisor

Jerry has over 40 years of experience in urban planning and environmental consulting throughout California, which includes holding the Senior Planner at the City of San Diego, Planning Director at the City of Oceanside, Principal Planner at the City of Malibu, and Transportation Planner at the City of Santa Monica. Jerry specializes in managing a variety long-range and current planning projects, including, but not limited to, Housing Element updates for the cities of West Hollywood and Santa Clarita, and Zoning Code updates for the cities of West Covina, San Fernando, San Joaquin, West Hollywood, Simi Valley, Santa Monica, Hayward, Sonoma County, Trinity County, and Monterey County. He is integrally involved in Rincon's contract planning practice and also provides management level assistance with the preparation of CEQA documents.

### EDUCATION

MA, Urban and Regional Planning, University of Colorado, Denver

BA, Architecture and Environmental Design, University of New Mexico, Albuquerque

### YEARS OF EXPERIENCE

40+

### SELECT PROJECT EXPERIENCE

- Senior Contract Planner, City of West Hollywood – Various Ordinance Updates, West Hollywood
- Senior Contract Planner, City of San Joaquin – Comprehensive Zoning Code Update, San Joaquin
- Senior Contract Planner, City of West Covina – Comprehensive Zoning Code Update
- Senior Project Manager, City of Santa Monica – Coastal Zoning Ordinance, Santa Monica
- Senior Project Manager, City of Hayward – Affordable Housing Density Bonus Ordinance Update, Hayward
- Senior Planner, City of Selma – Downtown Overlay District, Fresno County
- Senior Planner, City of Pleasanton – Sustainability Regulations, Pleasanton
- Project Manager, County of Monterey – Cannabis Regulation Update and Permitting Assistance, Monterey County
- Senior Contract Planner, City of Monterey – Processing Wireless Projects, Monterey
- Senior Contract Planner, County of Monterey – On-Call Development Permit and Cannabis Permit Processing, Monterey County
- Senior Planner, City of Marina - Affordable Housing Overlay, Marina
- Project Manager, County of Sonoma – Cannabis Cultivation Ordinance Update and IS-MND, Sonoma County
- QA/QC, City of Salinas – On-Call Planning and Environmental Services, Salinas





## Hannah Mize

### CARP and Displacement Policy Advisor

Hannah is an experienced project manager and expert grant writer with an understanding of how reflecting the community voices in long-range plans is imperative to successful implementation and meaningful change. She believes deeply in creating a strong technical foundation and the importance of telling the story of how collaborative, community-driven solutions help solve some of the most complex problems of our time. Hannah's experience includes working on the CARP for the City of San Fernando. Her role for this project is to be an advisor for CARP policies that will require Zoning Code/SP-5 updates. Since the CARP and the Zoning Code updates will be on similar timelines, Hannah will play an important role in integrating the recommendations of the CARP into the Zoning Code and SP-5. She is committed to infusing the voices of the community into her work, enhancing the character of our changing world through inclusive and responsive planning. She also currently manages the City of Glendale Climate Action and Adaptation Plan, which will help build regional coalitions to increase the region's infrastructure resilience, protect natural resources and cultural heritage, and reduce emissions.

#### EDUCATION

BS, Environmental Science and Research Management, California State University Channel Islands

#### CERTIFICATIONS/REGISTRATIONS

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board (EO #H-18-103) and Low Carbon Fuel Standard Lead Verifier (EO #H3-20-096), Corporate Communications – Cornell

#### AFFILIATIONS

Secretary, California State University Alumni and Friends Board

#### YEARS OF EXPERIENCE

10

#### SELECT PROJECT EXPERIENCE

- Project Manager, City of San Fernando – Climate Adaptation and Resilience Plan, Open Space and Conservation Element, Mobility Element, and Grant Application Support
- Sustainability Project Manager, City of Monterey Park – Sustainability Plan, Monterey Park
- GGRP Project Manager, City of Burbank – Greenhouse Gas Reduction Plan Update, Burbank
- Project Manager, City of South Pasadena – Climate Action Plan and Grant Application, South Pasadena
- Project Manager, City of Glendale – Climate Action and Adaptation Plan, Glendale
- Project Manager, City of Camarillo – Climate Action Plan and Sustainability Master Plan for Municipal Operations
- Lead Analyst, City of La Cañada Flintridge – GHG Inventory Update and Climate Action Plan, La Cañada Flintridge
- Sustainability Project Manager, City of Pasadena – Greenhouse Gas Emissions Inventory and Climate Action Plan, Los Angeles County
- Sustainability Project Manager, City of Burbank – Greenhouse Gas Reduction Plan Update, Burbank



## Reema Shakra, AICP

### Equity Advisor

Reema oversees Rincon's statewide Healthy Communities climate practice. She has a wide-ranging policy background, having prepared or managed General Plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. Reema has worked for over 20 years with cities and counties to shift their policy priorities towards a more resilient and equitable future. She coauthored an award-winning step-by-step guidebook for the Southern California Association of Governments region, which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. In Los Angeles County, she has managed significant projects such as the Safety and Environmental Justice Element Update for the City of San Fernando, where she prepared updates to meet new state requirements, and the Climate Action and Resilience Plan, where she prepared a vulnerability assessment highlighting disproportionate impact of climate change on systemically vulnerable community members. Additionally, she managed the Safety, Environmental Justice, and Housing Element Update for Monterey Park, incorporating policy priorities based on extensive public engagement efforts. Furthermore, Reema led the preparation of a vulnerability assessment for the City of Glendale's Climate Action and Adaptation Plan, addressing the impacts of extreme heat, drought, and air quality on vulnerable populations. Reema's role for this project is to advise on the policy framework for the Zoning Code and SP-5 updates to ensure that the revisions are conducted in an equitable manner.

### EDUCATION

BS, Urban and Regional Planning, California State Polytechnic University, Pomona

### CERTIFICATIONS/ REGISTRATIONS

Certified Planner, American Institute of Certified Planners (no. 023226)

### AFFILIATIONS

American Planning Association (APA)

### YEARS OF EXPERIENCE

19

### SELECT PROJECT EXPERIENCE

- Project Manager, City of San Fernando – Safety, Environmental Justice, and Housing Element Update, San Fernando
- Project Manager, City of Culver City – General Plan Update, Culver City
- Project Manager, City of Monterey Park – Safety, Environmental Justice, and Housing Element Update, Monterey Park
- Project Planner, City of Long Beach – Los Cerritos Wetlands and Oil Production Project EIR, Long Beach
- Deputy Project Manager, Los Cerritos Wetlands Authority – Los Cerritos Wetlands Restoration Program EIR, Long Beach and Seal Beach
- Project Manager, City of Pico Rivera – Planning and Environmental On-Call, Pico Rivera
- Climate Adaptation Senior Advisor, City of Glendale – Climate Action and Adaptation Plan, Glendale
- Project Manager, City of Manhattan Beach – Manhattan Beach Climate Ready, Manhattan Beach
- Project Manager, City of Beverly Hills – Climate Action and Adaptation Plan, Beverly Hills
- Senior Project Planner, City of Paramount – Climate Action Plan and Vulnerability Assessment, Paramount





## Susanne Huerta, AICP

### CEQA Lead

Susanne is a seasoned Director of Environmental Planning at Rincon, with extensive experience in Los Angeles County. Her 16-year experience includes managing and preparing environmental documents in compliance with CEQA and NEPA for a variety of projects, including residential, commercial, industrial, and community developments. Susanne has led significant projects, such as the Housing Element Update EIRs for the Cities of West Hollywood and Los Angeles, and multiple EIRs for the City of Burbank, showcasing her expertise in programmatic and project-level environmental impact reports. Additionally, she has prepared numerous streamlining documents for transit priority and infill projects, demonstrating her proficiency in the *CEQA Guidelines*.

### EDUCATION

Master of Urban Planning,  
New York University, Robert  
Wagner Graduate School of  
Public Service

BA, Geography, University of  
California, Los Angeles

AA, Social Science, Pasadena  
City College

### CERTIFICATIONS/ REGISTRATIONS

American Institute of Certified  
Planners (No. 026358)

### YEARS OF EXPERIENCE

16

### SELECT PROJECT EXPERIENCE

- Project Manager, City of West Hollywood – Housing Element Update EIR, West Hollywood
- Project Manager, City of Los Angeles – Citywide Housing Element Update EIR, Los Angeles
- Project Manager, City of Burbank – Multiple EIRs
- Project Manager, City of Los Angeles – Ventura-Cahuenga Boulevard Corridor Specific Plan Amendment, Los Angeles
- Project Manager, City of Walnut – The Terraces at Walnut Specific Plan Project EIR, Walnut
- Project Manager, City of Beverly Hills – 9000 Wilshire Boulevard Commercial Project EIR, Beverly Hills
- Project Manager, City of Pasadena – 3200 East Foothill Boulevard Mixed-Use Project Sustainable Communities Environmental Assessment (SCEA), Pasadena
- Project Manager, Little Tokyo Service Center – 414 Crocker Street Apartments Sustainable Communities Project CEQA Exemption, Los Angeles
- Project Manager, City of El Monte – On-Call Environmental Services
- Project Manager, Los Angeles County Development Authority (LACDA) – On-Call Environmental Services, Los Angeles County
- Project Manager, City of Santa Ana – On-Call Services Environmental for the Planning Division and Housing Division



## Andres Sanchez

### Planner

Andres has five years of professional land use planning and public service experience. In the City of San Fernando, he manages contract planning services, evaluating residential and commercial development applications for consistency with zoning regulations and state legislation, including CEQA. As a project manager, Andres provides guidance to developers, architects, and residents on development procedures, and reviews applications for various construction projects. In his role as a Planner for the City of West Covina's Comprehensive Development Code Update, Andres was responsible for reviewing the City's existing code and identifying sections that needed updates to align with recent changes in state legislation and the City's General Plan. Andres is also the contract planner for the City of San Fernando, where he assists with serving at the public counter, processes projects, and has developed a list of necessary Zoning Code updates for smoother reviews and implementation.

### EDUCATION

MA, Urban & Regional Planning, University of California, Irvine

BA, Political Science, University of California, Irvine

### AFFILIATIONS

Member, American Planning Association

Member, Association of Environmental Planners

Member, Environmental Systems Research Institute, Inc.

### YEARS OF EXPERIENCE

5

### SELECT PROJECT EXPERIENCE

- Project Manager, City of San Fernando – Planning Staff Augmentation/Contract Planning, San Fernando
- Contract Planner, County of Ventura – Contract Planning, Ventura County
- Planner, City of West Covina– Comprehensive Development Code Update, West Covina
- Contract Planner, City of San Marino – Contract Planning, San Marino
- Planner, City of Hayward – Housing Element Update, Hayward
- Planner, City of San Leandro – Housing Element Update, San Leandro
- Contract Planner, City of Santa Clarita – Contract Planning, Santa Clarita
- Contract Planner, City of San Joaquin – Contract Planning, San Joaquin
- Planning Intern, City of Alhambra – Planning Assistant, Alhambra
- Planning Intern, City of Diamond Bar– Planning Assistant, Diamond Bar







## Antonia Davetas

### Policy and Equity Support

Antonia has professional experience in environmental science and assessment and is adept at preparing both CEQA and NEPA environmental documentation for large- and small-scale projects. In addition to her work in CEQA and NEPA, Antonia works with Rincon's Community Planning team, specializing in public outreach and environmental justice. Skilled at technical report writing, she contributes to long-range planning projects, including rezoning, environmental justice reporting, and EIRs.

### SELECT PROJECT EXPERIENCE

- Planner, City of San Fernando – Climate Action and Resilience Plan, San Fernando
- Planner, City of Huntington Park – 6th Cycle Housing Element with Associated Element and Zoning Code Updates, Huntington Park
- Planner, City of Monterey Park – 6th Cycle Housing Element and General Plan Update, Monterey Park
- Community Planner, County of Sonoma – Sonoma County Environmental Justice Technical Report, Sonoma County
- Community Planner, County of Merced – Merced County Association of Governments – Multi-Jurisdictional Housing Element, Merced County
- Environmental Planner, Bridge Housing – Berkeley Way Phase I ESA: HUD Explosives Hazards Evaluation, Berkeley
- Environmental Planner, County of San Mateo – North Fair Oaks Rezone Project, Town of North Fair Oaks
- Environmental Planner, City of American Canyon – Paoli Loop Annexation Environmental Impact Report, American Canyon
- Environmental Planner, County of San Benito – Lee Subdivision Project, San Benito County
- Environmental Planner, City of Suisun City – Class 1 Categorical Exemption Report for a General Plan Amendment to Eliminate a Planned Roadway Realignment, Suisun City

### EDUCATION

MS, Environmental Policy and Management, University of California, Davis

BA, Environmental Studies, University of California, Santa Barbara

### YEARS OF EXPERIENCE

3





## Steven Treffers, MHP

### Architectural Historian

Steven has 15 years of experience with projects requiring historic resources compliance with Section 106 of the National Historic Preservation Act, CEQA, and local ordinances, including projects throughout Los Angeles County. He has supported numerous zoning ordinance developments in the region, overseeing background research to identify historic resources and assessing impacts at the programmatic level. He has also supported a variety of projects to support the identification and management of historic resources on a citywide level, including the Riverside Latino Historic Context Statement, current updates to the Long Beach Historic Context Statement, and historic resource surveys such as SurveyLA. He understands the importance of identifying historic themes and developing registration requirements to support a consistent framework for evaluating the significance of resources. His expertise in managing historic resource surveys, conducting background research, and developing mitigation measures has been instrumental in supporting general and specific plans and zoning update projects throughout his career.

### EDUCATION

MHP, Historic Preservation,  
University of Southern  
California, Los Angeles  
Graduate Certificate Program,  
Architecture & Urbanism,  
University of Southern  
California, Los Angeles  
BA, European History,  
University of California,  
Santa Cruz

### CERTIFICATIONS/ REGISTRATIONS

Meets and exceeds  
requirements in the Secretary  
of the Interior's Professional  
Qualification Standards in  
Architectural History and  
History

### YEARS OF EXPERIENCE

15

### SELECT PROJECT EXPERIENCE

- Director/Senior Architectural Historian, City of West Hollywood – Various Zoning Ordinance Developments, West Hollywood
- Senior Architectural Historian, City of Indio – General Plan Update, Indio
- Director and Senior Architectural Historian, HACLA - William Mead Project, City and County of Los Angeles
- Senior Architectural Historian, HACLA – One San Pedro Project, City and County of Los Angeles
- Senior Architectural Historian, City of Compton – Compton Artesia Specific Plan, Compton
- Senior Architectural Historian, City of Watsonville – Downtown Watsonville Specific Plan, Watsonville
- Senior Architectural Historian, City of Marina – Specific Plan EIR, Marina
- Senior Architectural Historian Monterey Peninsula Regional Park District – Palo Corona Regional Park General Development IS-MND, Monterey County
- Senior Architectural Historian, City of West Hollywood – 7965-7985 Santa Monica Boulevard Cultural Resources Assessment, West Hollywood
- Senior Architectural Historian, LACMTA – West Santa Ana Branch Line EIR/EIS Technical Studies, Los Angeles County



## Shannon Carmack

### Principal/Architectural Historian

Shannon has more than 24 years of professional experience providing cultural resources management and historic preservation planning for large-scale and high-profile projects. Shannon prepares documentation to satisfy CEQA/NEPA, Section 106, and local historic preservation ordinances. She also provides reports and studies that assess compliance with the Secretary of the Interior's *Standards for the Treatment of Historic Properties* and the California Historic Building Code. She has developed and implemented successful mitigation for countless projects that included Historic American Building Survey documentation, oral histories, and interpretive programs. In Los Angeles County, Shannon has contributed significantly to several projects. In West Hollywood, she served as the Senior Architectural Historian for the redevelopment of commercial buildings on Santa Monica Boulevard and the Lexington Tract Historic Survey. In Pasadena, she led the evaluation of the Space Bank Mini Storage Facility, highlighting its Cold War significance. For the One San Pedro Project in Los Angeles, she prepared a cultural resources study for the redevelopment of the Rancho San Pedro affordable housing community. In San Gabriel, she worked on the Alameda Corridor-East San Gabriel Trench Project, managing compliance with the Memorandum of Agreement and coordinating with various agencies.

### EDUCATION

BA, History, emphasis in  
American History, California  
State University, Long Beach  
AA, Anthropology, Orange  
Coast College

### CERTIFICATIONS/ REGISTRATIONS

Green Strategies for Historic  
Buildings, National  
Preservation Institute

CEQA Workshop Training,  
Association of Environmental  
Professionals

Oral History Methods,  
California State University,  
Long Beach

Identification and Evaluation  
of Mid-20th Century  
Resources, National  
Preservation Institute

Section 4(f) Cultural  
Resources Compliance for  
Transportation Projects,  
National Preservation Institute

### YEARS OF EXPERIENCE

24

### SELECT PROJECT EXPERIENCE

- Senior Architectural Historian, City of West Hollywood – 7965-7985 Santa Monica Boulevard EIR, West Hollywood
- Principal Architectural Historian, City of Pasadena – 3200 East Foothill Boulevard Mixed-Use Project, Pasadena
- Principal Architectural Historian, City of Los Angeles – One San Pedro Project, San Pedro
- Senior Architectural Historian, City of San Gabriel – Alameda Corridor-East San Gabriel Trench Project Cultural Resources Services, San Gabriel
- Senior Architectural Historian, City of West Hollywood – Lexington Tract Historic Survey, West Hollywood
- Senior Architectural Historian, City of Long Beach – 3655 N. Norwalk Boulevard Project, Long Beach
- Principal Architectural Historian, City of Santa Ana Community Development Agency – Santa Ana Library Repair Project Cultural Resources Assessment Report, Santa Ana, Orange County



## Kassandra Gale, AICP

### Community Engagement Lead

Kassandra brings a comprehensive portfolio of experience to the table, including her roles in land use planning, environmental resource management, and analysis, coupled with her skills in project management and community engagement. Over her 13-year career across both public and private sectors, Kassandra has proven her strengths in team leadership, long-range planning, building community partnerships, and overseeing land use and entitlements, including her time as the Assistant Planning Director for the City of Bakersfield. She is presently finalizing her Doctorate in Organizational Change and Leadership at the University of Southern California, working on a dissertation that delves into the barriers local government employees face in community participation and equity. Kassandra's blend of educational background and practical experience in planning and community engagement allows her to craft community outreach approaches that are community-relevant, effective, and adaptive.

#### EDUCATION

Doctoral Candidate,  
Organizational Change,  
University of Southern  
California

MA, Applied Anthropology,  
San Diego State University

BA, Art History, Minor in  
Chemistry, California State  
University, Bakersfield

#### CERTIFICATIONS/ REGISTRATIONS

AICP (American Institute of  
Certified Planners)  
Certification No. 33473.

#### YEARS OF EXPERIENCE

13

#### SELECT PROJECT EXPERIENCE

- Engagement Strategist, City of Huntington Park – 6 Cycle Housing Element Update with Associated Element and Zoning Code Updates and Environmental Review, Los Angeles County
- Assistant Planning Director, Various Clients – Various Community Engagement Efforts, Bakersfield
- Engagement lead, City of Bakersfield – General Plan Update Community Outreach Program, Bakersfield
- Project Manager, City of Bakersfield – Habitat Conservation Plan, Bakersfield
- Land Use Environmental Planner and Tribal Liaison, County of San Diego – Various Projects, San Diego County
- Senior Supervising Planner, City of Morro Bay – Morro Bay Power Plant Master Plan
- Project Manager, City of Bakersfield – Majestic Gateway Project, Bakersfield
- Project Manager and Outreach Lead, City of Bakersfield – Zoning Ordinance Updates, Bakersfield
- Project Manager, City of Bakersfield – Veteran's Affairs Community-Based Outpatient Clinic, EIR, Bakersfield
- Research Project Manager, San Diego State University – Various Projects, San Diego
- Project Manager and Consultation Lead, T-Mobile/Verizon Wireless – Section 106 4G Transition Project, Los Angeles, County
- Environmental Project Manager/Associate Archaeologist, NVB Environmental Services LLC – Various Projects, Various Counties/Cities, California





# ANDREW WATKINS, AIA AICP

## PARTNER / DIRECTOR OF URBAN DESIGN & PLANNING

### DETAILED ROLE ON PROJECT

PROJECT MANAGER

### YEARS EXPERIENCE

20+

### EDUCATION

HARVARD UNIVERSITY  
MASTERS IN ARCHITECTURE IN URBAN DESIGN

SYRACUSE UNIVERSITY SCHOOL OF ARCHITECTURE  
BACHELOR OF ARCHITECTURE

### AFFILIATIONS

AIA, AICP, LEED AP, WELL AP, ULI, BIA

### CONTACT

awatkins@jzmkpartners.com

Andrew Watkins is an architect, urban designer, and planner with over 20 years of professional experience. Andrew is licensed in California and Massachusetts.

As Partner and Director of Urban Design and Planning at JZMK, his work focuses on large-scale urban design projects that explore the confluence of ecology and urbanism. Andrew has led the design of new cities, community plans, campus plans, and urban revitalization projects in diverse locales including the United States, Mexico, Saudi Arabia, UAE, Egypt, Indonesia, India, China, South Africa, Botswana, Ethiopia, Germany, Italy, and Armenia.

Andrew has particular interests in projects that engage wellness and the ecological systems of food, mobility, waste, shelter and water. He brings strong expertise in place making and creating high-quality public realms to each of his projects.

Andrew regularly speaks at and participates in several professional organizations. As a Full Member of ULI, he Chairs the national Residential Neighborhood Development Council and has served on the Health Leaders Network. He also serves locally as part of the Building Healthy Places Council and For Sale Housing Council. With the AIA, Andrew serves on the National Ethics Committee. He holds a Bachelors of Architecture from Syracuse University and a Masters of Architecture in Urban Design from the Graduate School of Design at Harvard University.

## PROFESSIONAL EXPERIENCE

### MISSION VIEJO OBJECTIVE DESIGN STANDARDS

#### CLIENT: CITY OF MISSION VIEJO

#### LOCATION: LOMITA, CALIFORNIA

The Mission Viejo Objective Design Standards (ODS) provides additional objective design and development standards for residential development within the City of Mission Viejo. Responding to recent state legislation the ODS establishes an agreed upon level of quality from the City that gives developers clear direction for their development projects. The code includes chapters covering site planning, site design, building design, architectural styles and landscape.

### BRENTWOOD OBJECTIVE DESIGN STANDARDS

#### CLIENT: CITY OF BRENTWOOD

#### LOCATION: BRENTWOOD, CALIFORNIA

The Brentwood Objective Design Standards (ODS) provides additional objective design and development standards for residential development within the City of Brentwood. Responding to recent state legislation the ODS establishes an agreed upon level of quality from the City that gives developers clear direction for their development projects. The code includes chapters covering site planning, site design, building design, architectural styles and landscape.

### LAGUNA HILLS OBJECTIVE DESIGN STANDARDS

#### CLIENT: CITY OF LAGUNA HILLS

#### LOCATION: LAGUNA HILLS, CALIFORNIA

The Laguna Hills Objective Design Standards (ODS) provides additional objective design and development standards for residential development within the City of Laguna Hills. Responding to recent state legislation the ODS establishes an agreed upon level of quality from the City that gives developers clear direction for their development projects. The code includes chapters covering site design, building design, architectural styles and landscape.





## KEVIN YUAN

### SENIOR PLANNER

<b>ROLE ON PROJECT</b>	SENIOR PLANNER
<b>YEARS EXPERIENCE</b>	10
<b>EDUCATION</b>	CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA MASTERS OF LANDSCAPE DESIGN  UNIVERSITY OF CALIFORNIA, IRVINE BACHELORS OF ENVIRONMENTAL SCIENCE
<b>AFFILIATION</b>	ASLA
<b>CONTACT</b>	kyuan@jzmkpartners.com
<b>LANGUAGES</b>	ENGLISH, MANDARIN

Kevin Yuan received a Masters of Landscape Architecture from California State Polytechnic University, Pomona. Prior to his masters, he graduated with a Bachelors in Environmental Science.

Kevin's passion lies at the intersection of human behavior, ecological systems, and spatial forms within urban and rural environments. This deep-seated interest propelled him to specialize in Landscape Architecture and Urban Design, focusing on the exploration of big nature interventions in emerging urban developments.

Throughout his career, Kevin has demonstrated his expertise through various projects, notably contributing to the development of master planned communities in the dynamic region of the South East Asia and the Middle East. Additionally, he has made significant contributions to the domestic landscape, where his work has encompassed diverse projects ranging from hospitality, home campuses and commercial spaces to retail centers and high-density residential communities. His professional journey has led him to his current role as a Senior Planner at JZMK Partners, a testament to his dedication and expertise in the field.

### PROFESSIONAL EXPERIENCE

#### BRENTWOOD OBJECTIVE DESIGN STANDARDS

##### CLIENT: CITY OF BRENTWOOD

##### LOCATION: BRENTWOOD, CALIFORNIA

The Brentwood Objective Design Standards (ODS) provides additional objective design and development standards for residential development within the City of Brentwood. Responding to recent state legislation the ODS establishes an agreed upon level of quality from the City that gives developers clear direction for their development projects. The code include chapters covering site planning, site design, building design, architectural styles and landscape.

#### LAGUNA HILLS OBJECTIVE DESIGN STANDARDS

##### CLIENT: CITY OF LAGUNA HILLS

##### LOCATION: LAGUNA HILLS, CALIFORNIA

The Laguna Hills Objective Design Standards (ODS) provides additional objective design and development standards for residential development within the City of Laguna Hills. Responding to recent state legislation the ODS establishes an agreed upon level of quality from the City that gives developers clear direction for their development projects. The code include chapters covering site design, building design, architectural styles and landscape.

*This page intentionally left blank*

---

## Office Locations

### Carlsbad

2215 Faraday Avenue  
Suite A  
Carlsbad, California 92008  
760-918-9444

### Fresno

4589 North Marty Avenue  
Suite 102  
Fresno, California 93722  
559-228-9925

### Los Angeles

250 East 1st Street  
Suite 1400  
Los Angeles, California 90012  
213-788-4842

### Monterey

80 Garden Court  
Suite 240  
Monterey, California 93940  
831-333-0310

### Oakland

66 Franklin Street  
Suites 352 and 357  
Oakland, California 94607  
510-834-4455

### Palm Springs

777 East Tahquitz Canyon Way  
Suite 200-127  
Palm Springs, California 92262  
760-203-5120

### Riverside

11801 Pierce Street  
Suite 200  
Riverside, California 92505  
951-405-0979

### Sacramento

4825 J Street  
Suite 200  
Sacramento, California 95819  
916-706-1374

### San Diego

8825 Aero Drive  
Suite 120  
San Diego, California 92123  
760-918-9444

### San José

99 South Almaden Boulevard  
San José, California 95113  
408-577-3008

### San Luis Obispo

1530 Monterey Street  
Suite D  
San Luis Obispo, California 93401  
805-547-0900

### Santa Barbara

319 East Carrillo Street  
Suite 105  
Santa Barbara, California 93101  
805-319-4092

### Ventura (headquarters)

180 North Ashwood Avenue  
Ventura, California 93003  
805-644-4455