



# Economic Analysis and Land Use Study for Three Proposed Opportunity Areas

CITY OF SIGNAL HILL • MAY 23, 2024 - REVISED OCTOBER 23, 2024







SIGNAL HILL POLICE DEPARTMENT

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## City of Signal Hill

# Economic Analysis and Land Use Study for Three Proposed Opportunity Areas



### SUBMITTED TO:

#### **CITY OF SIGNAL HILL**

Colleen T. Doan  
Community Development Director  
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### SUBMITTED BY:

#### **PLACEWORKS**

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### WITH:

#### **P11 FUSCOE ENGINEERING**

MAY 23, 2024 | REVISED OCTOBER 2024





SIGNAL HILL  
**Raymond** AVE  
2600

2600  
SIGNAL HILL





May 23, 2024

Colleen T. Doan  
Community Development Director  
CITY OF SIGNAL HILL  
Community Development Department  
2175 Cherry Avenue  
Signal Hill, CA 90755

Subject: Proposal to the City of Signal Hill for the Preparation of an Economic Analysis and Land Use Study for Three Proposed Opportunity Study Areas

Dear Colleen Doan:

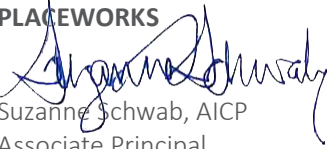
PlaceWorks has been helping cities create feasible and visionary plans for decades. We are excited for the opportunity to apply our expertise for the City of Signal Hill. The balance between economic realities and community aspirations can be difficult. To accomplish your goals and objectives for the three Opportunity Study Areas we have pulled together an experienced team, including our in house economic, planning, and community outreach experts, and partnered with Fuscoe to assist with infrastructure and P11 for real estate marketing. Our team knows how to think big yet build flexibility into plans and standards so that change can occur incrementally along with market conditions.

Recent projects in the City such as the Housing Element update and Civic Center Master Plan have set the stage for the next phase of future planning for other areas of the City. The market study, land use plans for the Opportunity Areas, and selected zoning tool for implementation will set the foundation for the upcoming General Plan update. Identifying a downtown area and then incentivizing change will take time. Our proposal thoughtfully lays out a path to foster economic development, build community support, and help the City to achieve its objectives.

This proposal shall remain valid for 180 days from the date of submittal. As a Principal, Karen Gulley is authorized to bind the team to the contents of this submittal and to negotiate contracts on behalf of PlaceWorks. Please contact **Suzanne Schwab** or **Karen Gulley** with any questions.

We look forward to your response.

Respectfully submitted,

**PLACEWORKS**  
  
Suzanne Schwab, AICP  
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**CERTIFICATION OF PROPOSAL TO THE CITY OF SIGNAL HILL**

1. The undersigned hereby submits its proposal and, by doing so, agrees to furnish services to the City in accordance with the Request for Proposal (RFP), Signal Hill, and to be bound by the terms and conditions of the RFP. Opportunity Areas
2. This firm has carefully reviewed its proposal and understands and agrees that the City is not responsible for any errors or omissions on the part of the Respondent and that the Respondent is responsible for them.
3. It is understood and agreed that the City reserves the right to accept or reject any or all proposals and to waive any informality or irregularity in any proposal received by the City.
4. The proposal includes all of the commentary, figures and data required by the Request for Proposal, dated March 28, 2024, including any addenda issued thereafter.
5. This firm has carefully read and fully understands all of the terms and conditions of the RFP.
6. The proposal shall be valid for 180 days from the date submitted to the City.

Name of Firm: PlaceWorks

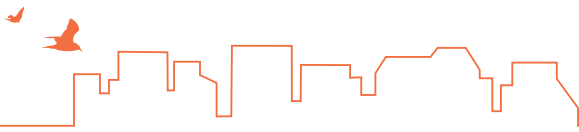
By:   
(Authorized Signature)

Type Name: Karen Gulley

Title: Managing Principal, Design

Date: May 22, 2024

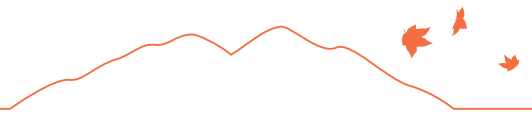




# CONTENTS

<b>SCOPE OF SERVICES</b>	<b>1</b>
Project Understanding . . . . .	1
Keys to Success.....	3
Scope of Work . . . . .	4
Task 1. Project Kick-off and Economic Analysis.....	4
Task 2. Community and Stakeholder Outreach.....	5
Task 3. Public Infrastructure Improvements.....	7
Task 4. Fiscal Analysis.....	9
Task 5. CEQA Advisor.....	10
Task 6. Comprehensive Land Use Plan.....	10
Task 7. District Naming and Branding.....	12
Task 8. Project Management and Coordination.....	13
Post-Project: Direct Marketing to Development Partners.....	13
Post-Project: Adoption and CEQA Documentation.....	14
Contingency.....	14
<b>TECHNICAL SPECIFICATIONS</b>	<b>17</b>
Company Background and Qualifications . . . . .	17
Our Team’s Key Strengths.....	17
Team Organization . . . . .	20
Subconsultants . . . . .	21
Staff Experience . . . . .	21
Detailed Project Experience. . . . .	25
References . . . . .	43
<b>TIMELINE</b>	<b>47</b>
<b>BUDGET</b>	<b>51</b>
Cost Proposal. . . . .	51
PlaceWorks - 2024 Fee Schedule . . . . .	52
<b>APPENDIX</b>	<b>A-1</b>
Resumes . . . . .	A-1





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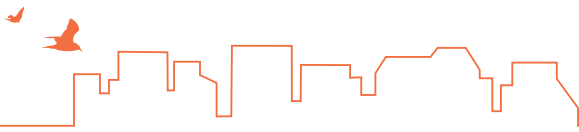
# SCOPE OF SERVICES











# SCOPE OF SERVICES

## Project Understanding

The City of Signal Hill is a tight-knit community that enjoys its hilltop perch overlooking the coastline and cities below. The City is celebrating its Centennial year, which also coincides with a renewed effort to lay the groundwork for the next stage of revitalization and redevelopment of the historic oil field lands and heavy industrial uses north of Willow Street to an environmentally compatible mix of housing, commercial, aerospace, R&D, and other high-tech industries. Although this transformation was envisioned many years ago in the General Plan, much has changed in the manufacturing, retail, and office markets. In addition, the push by the state to identify suitable sites for more housing within the City has necessitated the identification of sites north of Willow. The recently certified Housing Element sets the stage for land planning, site design, and new zoning regulations to implement the redevelopment of 3 Opportunity Areas. The City and oil producers will work together (as in the past) to coordinate the decommissioning and environmental remediation that needs to occur to prepare certain sites for residential and other uses.

The opportunity areas are located within the City's Central Neighborhood, a critical part of the economic engine of the City. Yet, this area lacks improvements to roadways, sidewalks, streetlights, and other infrastructure that will be needed to support new development. Surrounding the opportunity areas are signs of regeneration - adaptive reuse of industrial buildings, retail spaces combined with manufacturing and service businesses, and upgrades to small-scale office buildings. There are opportunities to build off key assets adjacent to the area, but within the City of Long Beach, including Long Beach Memorial Hospital and associated health-related businesses to the west; Willow Springs Park and Farm Lot 59, and recent development that includes an aerospace company at Orange Avenue and Spring Street. And of course, the success of the City's Town Center retail developments below Willow Street provides a strong foundation for something special to happen in any one or perhaps all three of the opportunity areas.

Although Signal Hills is only 2.2 square miles, it is within a much larger market area with a strong and stable job base. The city lies in a complex market area for retaining, growing, and attracting businesses. Office and industrial businesses in the city are part of the larger office and industrial district surrounding Long Beach Airport. There are medical services businesses in Signal Hill, yet the anchor for these, Long Beach Medical Center, lies just beyond the city boundary. And though the





*“PlaceWorks has proven its ability to over deliver on quality while staying on schedule and within budget. I heartily recommend PlaceWorks for any work that requires creative, yet realistic, land use and design skills; an ability to generate consensus and enthusiasm among the general public, key stakeholders, and city leadership; and a commitment to the client’s goals and objectives. Please feel free to contact me if you have additional questions about the project or PlaceWorks.”*

— **Steven A. Mendoza**  
former City of Los Alamitos Planning Director (now with City of Santa Ana)

city has several strong national retail anchors, they are not all located together in one central place.

Yet there are also opportunities among this complexity. The existing Costco and other Town Center East retailers already serve as an anchor attracting customers from well beyond the city to the center of Signal Hill. Even though there is another Costco four miles away in Lakewood, one must go as far as Orange County to the east or Torrance to the west to reach another Costco. Furthermore, the closest central-place or downtown-type commercial districts are Bixby Knolls, the Exchange, the 4th Street Corridor and 2nd Street. It would appear that there is an opportunity to attract consumer spending from the large area to support a walkable, park-once, experienced-oriented downtown place in Signal Hill. However, the planning should seek to differentiate the new Signal Hill downtown from these other regional districts and do so at a scale that is appropriate to the desires of residents and to the market potential.

Key to this is, of course, having people out and about in the new downtown area, conveying an image of a place that is alive and vibrant. Thus, housing within walking distance will be a critical component. It is often erroneously assumed that mixed-use buildings and higher density housing are important for providing spending to support downtown businesses. The reality is that the vast majority of money spent in a walkable downtown district comes from customers who drive to the district. The real value of housing in or adjacent to a downtown district is providing people who regularly walk in and through the downtown area.

Finally, successful downtown-type districts offer more than just shopping. Instead, they are a place for people to socialize. Indeed, the activities and experiences that draw people to a downtown are usually more important than any material need they may purchase. Thus, the land use plan must accommodate not only buildings and businesses but must also foster an attractive and enticing public realm and provide spaces and places for people to congregate and socialize.

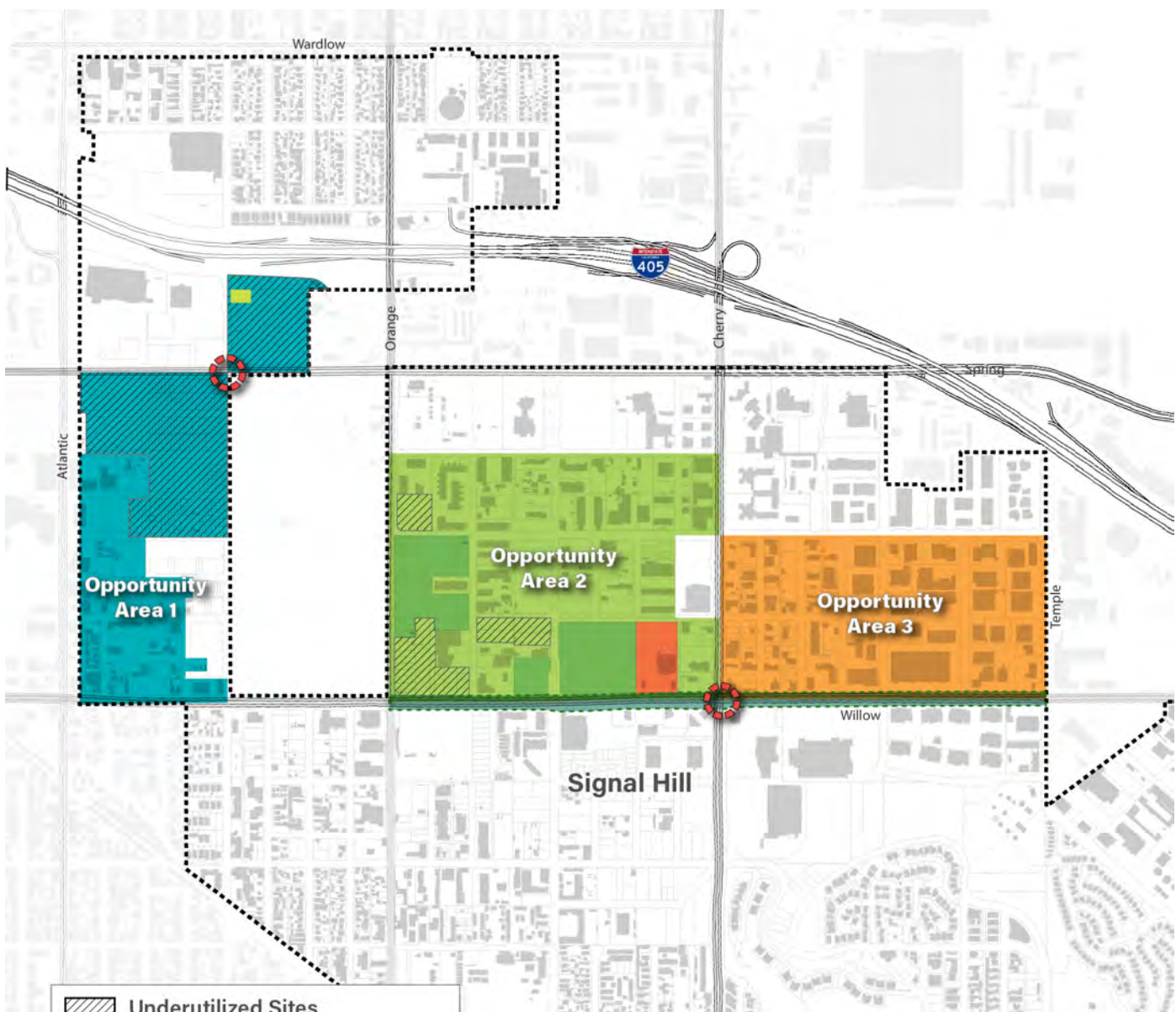
This all costs money, of course. This project must seek to balance the cost of creating a vibrant public realm with the financial incentive to attract investment in new development and do so in a way that is fiscally positive for the City.

In support of the City’s Opportunity Study Areas Objectives we have also identified the following keys to success for this project:



## Keys to Success

- Find the right balance between flexibility and design/development control most likely with Overlay Zone(s) or another zoning tool.
- Explore the range of possibilities, so that each opportunity area achieves its full potential and benefits surrounding uses.
- Offer opportunities for community involvement that are engaging and meaningful.
- Coordinate with property owners and the development community to create trust and establish partners to implement the vision of this project.
- Identify economic feasibility of land use changes and incentives for future development.
- Keep the momentum going, after this project continue with CEQA evaluation and marketing efforts to ensure the new tools are in place for change to occur.



## Scope of Work

### Task 1. Project Kick-off and Economic Analysis

#### 1.1 Project Kick-off Meeting

To kick off the project, our team will meet with an interdepartmental group of City staff to discuss the overall scope for the Opportunity Study Areas. It is anticipated that this group will continue to work closely with our team to assist with data collection and community outreach. PlaceWorks will develop the kick-off meeting agenda with City Planning staff to include the project's goals, objectives, tasks, and timeline.

#### 1.2 Economic Analysis

PlaceWorks will prepare a comprehensive economic analysis to quantify both the unmet demand existing in the area and the potential to develop a destination that attracts visitors from a larger area and create new demand. We will build on existing studies and analyses to quantify regional market demand, assess the potential to capture regional demand for the opportunity sites, and identify strategies and action to realize the demand in new development.

The economic analysis will cover:

- Market potential for retail uses, defined broadly to include shopping, personal services, dining, entertainment, and recreation.
- Market-supportable building space for retail uses—again, defined broadly.
- Regional growth and demand for office-based and light-industrial/flex-industrial-based businesses, with a specific assessment for medical office and research and development businesses.
- Market-supportable building space for general/professional offices, medical offices, and light/flex industrial space.
- Market demand for hotels for business and leisure travel and the number of hotels and hotel rooms.
- Regional growth and demand for residential development by product type and price point, including market-rate and below-market-rate housing.
- Lifestyle segmentation to identify target types of retail businesses and activities that land use planning should accommodate to capitalize on synergy between business growth and housing/residential growth.

PlaceWorks will use a wide variety of publicly available data sets as well as proprietary data from Claritas, Esri Business Analyst, and Smith Travel Research. In addition, we will conduct interviews (covered under Task 2.1) with businesses, brokers, developers, and other stakeholders.

The economic analysis will provide a range of demand for each land use type to inform the land use planning process. The analysis will identify

*"In addition to demonstrating a clear understanding of the perspectives of both clients and the challenges of the area, they brought a unique combination of public policy knowledge and private development expertise. Their commitment to two very different clients is reflected in the quality of work throughout the process, timely responses, and customized solutions. They worked efficiently and kept the deadlines that were set. I would highly recommend their services."*

— **Chares Kovac**  
formerly with City of Fullerton



potential funding sources and assess the opportunities for funding and financing mechanisms, such as enhanced infrastructure financing districts and business improvement districts. It will also identify strategies and incentives to promote desired types of development, including lot consolidation, redevelopment, public realm improvements and other community benefits.

PlaceWorks will collaborate with City staff during the preparation of the economic analysis. We will provide a draft economic analysis report. We will review the draft report in an in-person meeting with City staff and finalize the economic analysis report based on the direction received from the review meeting and one round of consolidated comments. Finally, PlaceWorks will provide digital copies of charts and other graphics in the report for the City to use in subsequent presentations and in future marketing collateral and developer outreach.

***Deliverable(s):***

- » Draft Economic Analysis Report
- » One review meeting with City staff
- » Final economic analysis report

## Task 2. Community and Stakeholder Outreach

### 2.1 Stakeholder Interviews

Our objective is to craft standards and guidelines for future, feasible, development. One of the best ways we can ensure that the standards will achieve this objective is to talk to developers and property owners who have current work or interest in the area. In coordination with the City, we will identify the list of stakeholders to interview. Via Zoom or a phone call, we will interview stakeholders for their input on residential, commercial, and mixed-use building types, densities, and other approval requirements or regulations that would incentivize development for the Opportunity Study Areas. In addition to developers, the list of stakeholders should include property owners; the Chamber of Commerce; and other local business operators, including Signal Hill Oil. We want to understand the perspective and concerns about future development from the owner/operator group while beginning to build a relationship with them.

### 2.2 Community Study Session

In addition to the Decision Maker Study Session described in Task 2.5 below, PlaceWorks will facilitate an initial Community Study Session along with Planning Commission and/or City Council. The purpose of this study session will be to share information about the OSA project, gather input for the vision, project branding, ideas for placemaking, and study area boundaries. Our team will create and present a PowerPoint show summarizing the project and engage the community

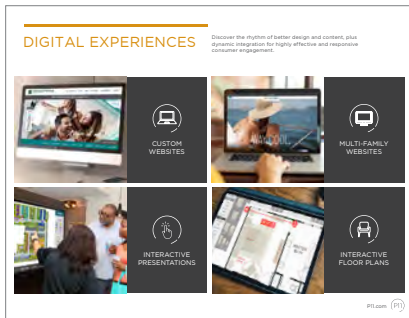




and decision makers in a series of questions to gather input for the future land uses to be included the OSAs.

### 2.3 Digital Content and Outreach Materials

To support our outreach efforts this task includes time for the PlaceWorks team to create materials to support the pop-up events, such as posters, flyers, and other presentation materials. We will use branding that P11 will create in Task 7; for materials created before that, we will use the City logo or seal. Reimbursable expenses have been allocated in the budget for printing. Keeping the community up to date on the project is important. In addition to in-person materials, we can also use time in this task to support drafting language for the City to use for its website and social media. We will coordinate with P11 for content to ensure that the project has a consistent look and messaging.



### 2.4 Vision

Informed by an *initial Planning Commission/City Council Study session or other community events* and stakeholder/developer interviews (Tasks 2.1 and 2.2), the PlaceWorks team will draft a community-led Vision Statement for the Opportunity Study Areas. PlaceWorks will design a final product that will be graphically interesting with photos and other imagery so that readers can visualize future possibilities. Since the Vision is the foundation for future revitalization and development, it will be shared with the community online and at pop-up event #2 for comment. We recommend it go to City decision makers for approval at the study session (Task 2.5) before commencement of Task 6.

### 2.5 Decision Maker Study Session

During milestones such as confirming the Vision Statement and selection of a preferred plan, the PlaceWorks team recommends a study session with Planning Commission and/or City Council. We have budgeted for participation in *two separate* study sessions (*see Task 2.2*). Our team will create and present a PowerPoint show summarizing work to date, community outreach, and confirming the Vision, project boundaries, and preferred land use plan from Task 6. If staff feels that this study session would be better suited during another phase of the project, we are open to aligning it with the milestone that works best for the City. *Task 2.2 is an initial Community Study Session, therefore we suggest that this Study Session be used to present the final OSA Overlay Zone(s) and recap the project, this could be in advance of kicking off CEQA to confirm the project or could be reserved for a hearing along side the future CEQA phase.*

### 2.6 Outreach Summary

The outreach phase of this project is critical, and documenting the input gathered to inform Task 6 will be a great way to show the community



and decision makers that we have listened. In this task, time has been allocated to compile and summarize all outreach activities and ideas collected throughout Task 2, including pop-up events, on-line input, stakeholder interviews, and study session comments. Ideally, this summary would be posted on the City's website so it could easily be accessed by the community.

**Deliverable(s):**

- » Up to 10 stakeholder interviews, could be individuals or small groups; list of questions; and meeting notes.
- » Outreach materials and digital content.
- » 1 formatted draft vision statement with 1 round of edits and 1 final version.
- » Preparation and participation in 2 Planning Commission and/or City Council Study Session, including PowerPoint slides.
- » Outreach Summary with 1 round of edits, 1 clean final version to post on City website, share with General Plan consultant, and City decision makers.

## Task 3. Public Infrastructure Improvements

Fuscoe will lead this task by providing infrastructure analysis of the three proposed opportunity sites, including drainage, water, and sewer systems and recommendations for improvements. PlaceWorks will support the effort by identifying funding strategies.

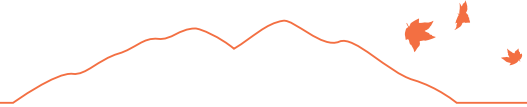
### 3.1 Existing Conditions Infrastructure Evaluation

Ideally the project team will have access to existing GIS data related to storm drain, water, and sewer utility systems supporting the three proposed opportunity sites. If GIS data is not available, we will request maps from Public Works for the necessary data. In this task the team will also request and review any master plans related to drainage/flood control, water, and sewer systems or regional studies, potholing, or system evaluations. Fuscoe will coordinate with Public Works staff to identify any known issues related to capacity, maintenance, or other items such as localized flooding, etc. for the systems serving the three proposed opportunity areas. Lastly, Fuscoe will identify any existing water quality measure in place associated with the three opportunity areas. This work will be documented in a brief memorandum summarizing the existing infrastructure systems, including a utility exhibit for each opportunity area.

### 3.2 Proposed Condition Infrastructure Evaluation

In coordination with PlaceWorks and City staff, Fuscoe will provide water and sewer demand estimates for existing and proposed land uses using City-approved demand generation factors for water and sewer. As further discussed in Task 6.1, this task assumes up to two





land use scenarios for each opportunity area. Based on the preferred land use and overlay zones for each area, Fuscoe will evaluate the ability for the existing infrastructure systems to accommodate the proposed land uses. Fuscoe will also work with PlaceWorks to identify infrastructure improvements to support the proposed land uses and cost-sharing mechanisms to ensure developers contribute their fair share, as discussed in Task 3.4. Findings from the alternatives analysis and preferred plans will be summarized in a technical report for the wet infrastructure systems, including drainage, water, sewer, and water quality. Though CEQA documentation is not part of this scope, the proposed infrastructure study will include CEQA threshold analysis for the utility system that can be used by the selected CEQA consultant for inclusion in the EIR.

### 3.3 Infrastructure Meetings and Coordination

As requested, Fuscoe will participate in team meetings, City meetings, and any meetings with external agencies when needed. This task also includes time to coordinate with PlaceWorks, City staff, and agency staff to complete the existing condition memorandum and infrastructure documentation for the project.

### 3.4 Implementation Funding Strategies

PlaceWorks will work with Fuscoe to identify infrastructure improvements to support the proposed land uses and cost-sharing mechanisms to ensure developers contribute their fair share. Options to be considered could include community facilities districts, enhanced infrastructure finance districts, or other tax-increment-financing options.

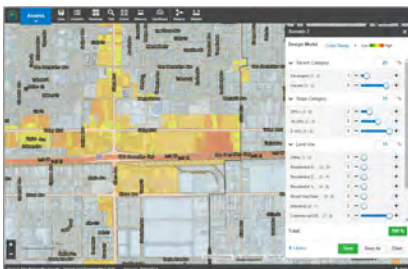
*Deliverable(s):*

- » Infrastructure existing conditions memo
- » Technical Report Covering Infrastructure. Note: Analysis does not include performing hydraulic sewer or water modeling that may be employed in current master plans or prior work by the City. If modeling is required, Fuscoe will notify PlaceWorks and City staff so the City’s on-call modeling consultant can provide the required analysis.
- » Financing Strategies Memo to be included in Task 4.
- » Meeting attendance and project coordination as needed.

## Task 4. Fiscal Analysis

### 4.1 Feasibility and Fiscal Analysis

PlaceWorks will prepare a financial feasibility model. We will use this model to evaluate the impacts of alternative land use mixes and development standards on the financial feasibility for future developers.



The financial feasibility model will be based on industry-standard market and return assumptions, insights from interviews with developers and other stakeholders, market-rate rents and sales values, and standard construction cost indexes.

We will use the financial feasibility model to inform the final land use plan and recommended standards to ensure that the final project can attract investment in new development. In addition, we will use the financial feasibility model to assess the impact of requiring public realm improvements or other community benefits.

The financial feasibility model focuses on the feasibility implications for developers, so we will also prepare a fiscal analysis model to evaluate the potential costs to the City to provide public facilities and services versus the municipal revenue that would be generated.

We will collaborate with City staff to quantify appropriate levels of services, based primarily on current budgeting, financial projections, and expected changes in staffing levels and facilities. The model will provide unique detailed projections for property tax, sales tax, and transient occupancy taxes for each type of development and estimates of capital and ongoing operation and maintenance costs for police, fire, water, and parks, recreation, and library services. All other revenues and costs will be estimated on a per capita basis.

Financial feasibility and fiscal impact are two distinct and different assessments, and we will prepare a separate model for each. However, we will use the models together to evaluate alternative development scenarios and provide insights for selecting preferred alternatives. We will also provide a subsequent evaluation of the preferred alternative. This final evaluation will include recommendations for maintaining the financial feasibility incentive for investment in new development and strategies to improve the net fiscal revenue the City will realize from new development.

PlaceWorks will collaborate with City staff to prepare the model. We will provide an alternatives evaluation report as a technical memorandum and review the report with City staff. Based on the direction from the review meeting and one round of consolidated comments, we will revise the models. We will conduct a final evaluation of the preferred land use plan, and the final evaluation report will be included in the final report for the project.

***Deliverable(s):***

- » Alternatives Financial Feasibility and Fiscal Impact Report
- » One review meeting with City staff
- » Final Financial Feasibility and Fiscal Impact Report (included in the final project report)





## Task 5. CEQA Advisor

Section 1, Scope of Services, item 5 of the RFP relates to the preparation of environmental documentation in accordance with CEQA to analyze potential environmental impacts. Our recommendation would be to prepare an Environmental Impact Report (EIR) for the proposed project to support approval of long-term buildout pursuant to the overlay districts established for the opportunity areas. However, we have not provided a scope and budget for this work since there is insufficient funding available to do so under the current RFP. Our scope of work in this proposal does include a solid project description for the proposed overlays that can be used in the EIR.

Our suggestion is that CEQA clearance for this project be covered in the environmental analysis for the General Plan update. Our recommendation is that the City issue an RFP to cover CEQA clearance for both the General Plan updates and this project. However, since the scope of work in this proposal would precede the General Plan updates, if timing is an issue, then a separate RFP for the preparation of the CEQA documentation for this project is recommended.

### 5.1 CEQA Consultation

A small amount of time has been included in our budget for coordination with the City regarding the future of this task.

#### *Deliverable(s):*

- » Up to 4 hours of consultation with the City and or a selected consultant

## Task 6. Comprehensive Land Use Plan

### 6.1 Land Use Plan Evaluation and Development

PlaceWorks will lead the effort to evaluate the current land use plan and zoning. Informed by the market and infrastructure studies as well as adjacent existing uses, we will:

- Refine the project boundaries.
- Develop new land use designations if needed.
- Recommend and identify potential locations suitable for the creation of the downtown area.
- Create up to two land use scenarios and one preferred plan for each opportunity area.
- Test the scenarios for financial feasibility (Task 4.1) and infrastructure requirements (Task 3.2).

In this task we will also explore zoning tools that would be best suited to help the City/community achieve its goals to lay the groundwork for Task 6.2. Lastly, we allocated time to coordinate with the City's General Plan consultant, MIG.

**Deliverable(s):**

- » Confirmed project boundary, land use designations and definitions, comprehensive land use map, up to 2 land use scenarios, and 1 preferred plan per Opportunity Area.

## 6.2 Overlay District Development / Zoning Tool

Whether an overlay or other zoning mechanism is selected, we will establish flexible regulations that will not create nonconformance issues. In this task we will create the first draft of the Development Standards to support the land use plan(s) selected in Task 6.1. We will explore area-specific solutions to address the unique conditions near oil pumps and adjacent uses such as the cemetery and recycling center. Where it makes sense, graphics will be used to demonstrate implementation and interpretation of the standards.

*-Additional time has been allocated to this task informed by our conversations with City staff regarding the complexities of the 3 Opportunity Study Areas and recent legislation.*

During our kick-off meeting and confirmation of scope we could refine this task and budget to include streetscape improvements for Willow Street utilizing PlaceWorks in-house landscape architecture team. Implementation of public realm improvements may be feasible in the short term and spur interest from the development community if the City is also investing in the area.

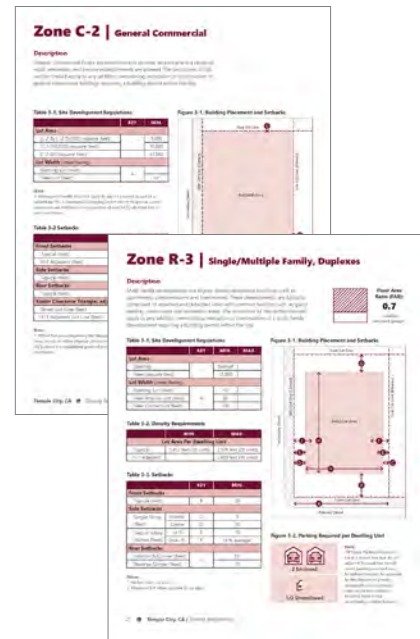
## 6.3 Administrative Review Draft

Time in this task is provided for our team to edit and revise the Overlay Zones / draft Development Standard and possible streetscape plan based on City staff input. This task assumes:

- Staff review/comments will be consolidated and provided to the PlaceWorks team.
- One revised draft will be returned back to the City with redline edits documenting the changes.

## 6.4 Public Review and Hearing Draft

The clean draft resulting from the Admin Review Draft will become the Public Review draft. Depending on where the City is at with the General Plan update and the timing of this project, the Public Review Draft could be released alongside the General Plan Update documents. This draft is typically used for posting to City website, City Decision Maker review, etc. If the two projects align for adoption, the result of this task would be the adopted land use plans and associated overlay/zoning.





This task assumes:

- 1 redline and 1 clean draft incorporating changes to the Public Review Draft to be used as the “Hearing Draft.”

**Deliverable(s):**

- » Confirmed project boundary, land use designations and definitions, proposed buildout, comprehensive land use map, up to 2 land use scenarios, and 1 preferred plan per Opportunity Area.
- » Draft Overlay Standards or other Zoning mechanism to be determined.
- » Administrative Review Draft, redline and clean (electronic).
- » Public Review Draft, redline and clean (electronic), resulting in a Hearing Draft.

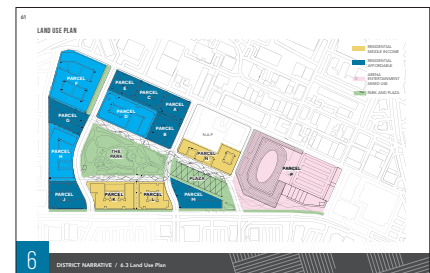
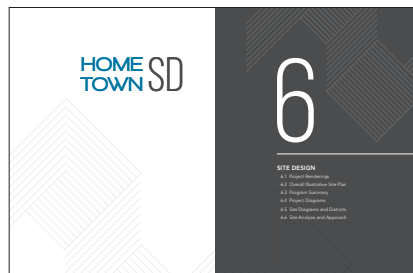
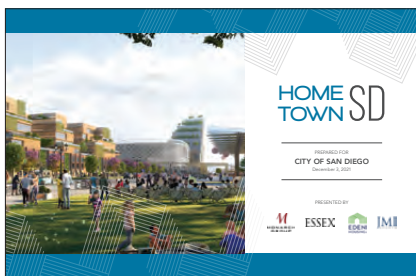
## Task 7. District Naming and Branding

### 7.1 District Naming, Logo, and Brand Guide

The P11 team is expert when it comes to developing creative and engaging real estate–centric logos and branding packages. As requested in the RFP, our team will create an inspiring name drawing from the community engagement and vision in Task 2. The logo and branding guide may include a combination of symbols, text, colors, graphics, or photos. We will work with City staff to identify iconic images that represent the opportunity areas of the Atlantic/Spring and Central neighborhoods.

**Deliverable(s):**

- » Up to 3 draft options for Opportunity Study Area logos and branding guide, with 1 round of review for the City to select 1 name, logo, and branding guide.





## Task 8. Project Management and Coordination

### 8.1 Project Management and Check-Ins

A successful project requires coordination and communication. PlaceWorks will lead the day-to-day project management for the Opportunity Study Areas. Regular communication via Zoom calls and email will ensure all members of the team are in the know. We will establish a protocol for email communication, identifying who from the City and the consultant team will be part of the communication. Our project manager will use a variety of tools, including an ongoing budget and schedule tracking template to ensure we stay on track.

*Deliverable(s):*

- » Meeting agendas and summaries, maintain schedule, budget tracking, and invoice reporting.

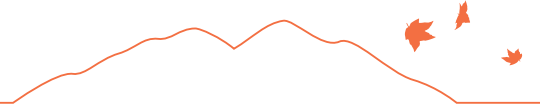
### Post-Project: Direct Marketing to Development Partners

Post-project, P11 is available to be kept on retainer to provide direct marketing of the opportunity sites to the development community. P11's creative and digital expertise is designed to engage audiences to ensure opportunity properties in Signal Hill are seen and heard through a multi-channel, targeted campaign approach. P11 would explore this future task further with the City once the new zoning and incentives are in place. Please see additional details regarding P11's qualifications in this proposal.

### Post-Project: Adoption and CEQA Documentation

This proposal culminates in a Hearing Draft document but because impacts under CEQA will not have been evaluated the Opportunity Study Areas land use plans and standards will need a strategy for adoption. Depending on timing of the General Plan update and how the City approaches CEQA for this project PlaceWorks can provide an additional scope for the CEQA work and adoption of the new zoning tool. If the City intends to fold this project into a CEQA document already underway with the General Plan update we could revisit the scope and schedule with you to best understand how to align the two projects.

*-A separate proposal has been submitted to cover future CEQA work.*



## Contingency

*To build in flexibility and address unknowns for the proposed project we have included a contingency budget for unforeseen tasks and/or review time that may arise. PlaceWorks will not conduct work under the Contingency Budget without written authorization from the City of Signal Hill. An appropriate protocol for identifying, reporting, and addressing unforeseen issues will be identified during the project kick-off meeting, described in Task 1.*



# TECHNICAL SPECIFICATIONS







SIGNAL HILL  
BOULEVARD  
CADILLAC CENTER

**We are Hiring!**



- ✓ BODYSHOP/FRAME TECH
- ✓ HEAVY LINE SERVICE TECH
- ✓ SALESPEOPLE

STOP IN & APPLY



# TECHNICAL SPECIFICATIONS

## Company Background and Qualifications

PlaceWorks is a 100% employee-owned planning, design, and environmental consulting firm offering a full complement of professional services. The firm serves both public- and private-sector clients in the fields of comprehensive planning, urban design, landscape architecture, environmental analysis and sciences, and GIS. Founded in 1975, PlaceWorks (known as The Planning Center prior to 2014) now employs a staff of approximately 140 people in six offices. A summary of PlaceWorks' services is provided below.



### Company Ownership

100% Employee-Owned California Corporation

Incorporated: September 5, 1975

### Office Locations

Santa Ana (headquarters)

Los Angeles

Ontario

San Luis Obispo

Berkeley

Sacramento

### Primary Contacts

**Karen Gulley** | Managing Principal  
*Principal in Charge*

714.966.9220 x2347

kgulley@placeworks.com

**Suzanne Schwab AICP** | Assoc Principal  
*Project Manager*

714.966.9220 x2323

sschwab@placeworks.com

3 MacArthur Place, Suite 1100  
Santa Ana, CA 92707

### Website

<https://placeworks.com>

### Community Planning

- Comprehensive Planning, including General Plans, Specific Plans
- Community Engagement
- Housing Research and Analysis
- Climate Adaptation & Resiliency Planning
- Zoning and Form-Based Code
- Infill Planning and Design
- Corridor Planning
- Transportation and Active Transportation Planning
- Transit-Oriented Development Planning
- GIS and Creative Media
- Transfer of Development Rights

### Design

- Transit-Oriented Design
- Downtown Planning
- Design Standards/Guidelines
- Site Planning
- Large-Scale Planning and Design
- Strategic Plans

### Economics

- Economic and Market Analysis
- Economic Development Planning
- Site Selection and Development
- Feasibility Studies

### Landscape Architecture

- Streetscape Design
- Parks and Trails Planning
- Urban Agriculture/Urban Forestry
- Storm Water Management Planning
- Evidence-Based Design

### Environmental Services

- CEQA/NEPA Documentation
- Third-Party Review
- Technical Studies, including Air Quality, GHG, Energy, Noise/Vibration, Hydrology/Water Quality, Health Risk, Wildfire, Visual Impact Analyses: Shade/Shadow, Light/Glare, Visual Simulations
- Regulatory Compliance

## Our Team's Key Strengths

At PlaceWorks, we blend vision and passion with pragmatic thinking. We're a talented, multidisciplinary team that thrives on bringing together a variety of perspectives to tackle complex problems. Even though each problem is unique, we can draw from a rich palette of experience to address the environmental, social, economic, and political implications of planning and urban design. Our firm develops context-

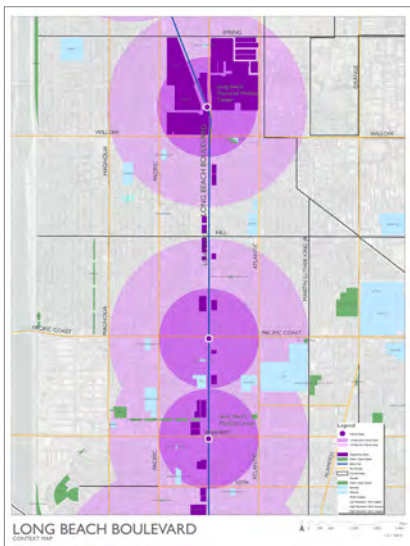




sensitive solutions, providing creativity and innovation grounded in systems-based thinking. We recognize project constraints and believe that every challenge offers unique opportunities for those with the spirit to explore and collaborate. Our experience in diverse areas—land use planning, environmental studies, urban design, and policy development and analysis—allows us to operate from an integrated perspective and process, the hallmark of sustainable development.

### Specific Plans

PlaceWorks is at the forefront of the specific planning practice, and we have completed more than 300 specific plans for small, medium, and large cities throughout California, including specific plans tailored around existing and future station areas, downtowns, and along transit corridors. We focus on laying the groundwork for slow, steady change in the urban fabric and on integrating public realm improvements that foster quality places and encourage alternative modes of travel.



### Corridor Planning and Design

Communities need financial tools and growth opportunities to reclaim corridors and reweave them into the neighborhood fabric. At the forefront of corridor revitalization, PlaceWorks creates new solutions to reposition commercial corridors with the mix of land uses that best competes in the local and regional economies. With our long history of working with the general public, private developers, and businesses, we know how to combine the right community- and market-driven design solutions to address multimodal transportation options, the built environment, economics, and community health. From design to implementation, we identify both new and proven economic development strategies and funding mechanisms to begin implementing the plan immediately.

### Award-Winning Community Engagement



The PlaceWorks team is invested not only in producing a plan that is adoptable and implementable, but in developing an open, engaging, and interactive process that truly incorporates feedback from the public. PlaceWorks' work is founded on the principle that the success of a project lies with the ownership and involvement of community members. We integrate technical expertise with a community-based approach, developing a thorough understanding of the issues, existing conditions, and challenges that are relevant to each community. PlaceWorks has won numerous awards across the state for its public involvement processes, including the Fullerton College Connector Study, Harbor Boulevard Mixed-Use Transit Corridor Specific Plan and EIR in the City of Santa Ana, and the Bergamot Station Area Plan in the City of Santa Monica.



## Economic Development Opportunities

PlaceWorks crafts plans, policies, and development projects that are grounded in regional and global economic realities. We help clients leverage market forces to achieve their goals. And most importantly, we help jurisdictions to overcome existing challenges and help communities create visionary plans that capitalize on the possibilities, not just past trends. This work helps communities to bridge the gap between long-range planning policies and economic development—with community organizations and special districts to fund and implement priority projects, and with developers to guide project decision-making and obtain entitlements based on sound economic and market analysis.

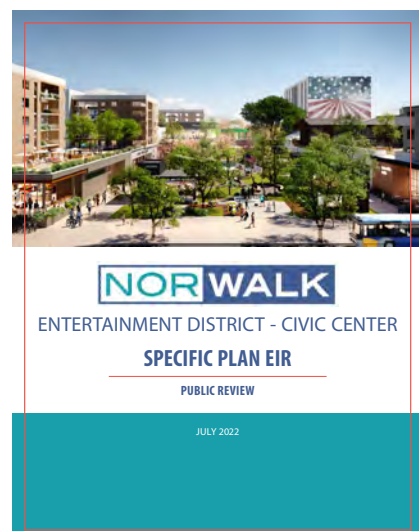
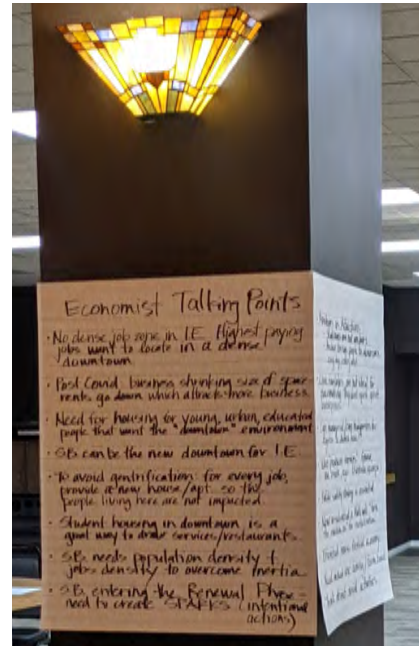
## Geographic Information Systems

PlaceWorks offers expertise in all stages of the GIS project cycle. GIS mapping and analyses are an integral part of all our services areas, including planning, design, and public participation efforts. With our skills in spatial data processing and visualization, we can deliver databases, models, web-based applications, and presentation-quality maps that harness the power of GIS. We possess a comprehensive knowledge of municipal GIS and data management practices and over 25 years of technical experience in GIS development, support, and analysis for a wide range of municipal clients. PlaceWorks is expert at integrating GIS data sets from a range of departments; we develop 3-D models, web GIS, and network analyses for a variety of public and private clients. We are at the forefront of GIS technology because we understand how data will—and should—be combined and used.

## Defensible Environmental Planning

In addition to our urban planning and design practice, PlaceWorks is also one of the West Coast’s leading environmental planning firms, providing environmental documentation for public- and private-sector clients. We have over three and a half decades of experience in environmental planning and science, bringing technical expertise and a long-term perspective in shaping responses to the dynamic state and federal regulatory environment. Our in-house environmental planners and scientists have handled projects of every size, type, and complexity, including large-scale comprehensive plans, specific developments, infrastructure, and implementation projects.

Good environmental analysis doesn’t just tally up impacts but finds opportunities to address and solve environmental concerns. We use our expertise to formulate workable plans while remaining objective to ensure environmental documentation withstands legal scrutiny. Our reputation is built on our consistent production of effective and defensible environmental documents. We view ourselves as the City’s environmental strategist, providing you with a deep understanding of the CEQA process, legal requirements, and court decisions.



# Team Organization



## Subconsultants

### P11 (Real Estate Marketing/Branding)

P11 is the leading real estate marketing agency. For more than 30 years it has partnered with owners, investment groups, developers and property managers in all stages of marketing. From the initial brand vision through the final design and execution of fully immersive digital brand experiences, it brings real estate communities to life with personality and authenticity. This expertise across multifamily, residential home building, luxury residences, master planned communities, senior living and commercial is unmatched, and its creative and digital expertise is designed to engage audiences to accelerate lease-ups and drive sales.



### Fuscoe Engineering (Infrastructure)

Fuscoe Engineering, Inc.(Fuscoe) provides civil engineering for land development, public infrastructure and General & Specific Plan EIRs, using an eco-adaptive® approach. Specialty practices include survey & mapping services; water quality assurance; sustainable engineering; and geospatial technology. Fuscoe has delivered a broad range of services for numerous General Plan and Specific Plan EIRs for Southern California cities and agencies. Recent relevant projects include Artesia Downtown TOD Specific Plan, Costa Mesa Fairview Specific Plan, Long Beach Shoreline Village Specific Plan, Montebello GPU and Downtown Specific Plan, and San Bernardino GPU and Downtown Specific Plan.



## Staff Experience

Brief biographies for our proposed key staff follow. Full resumes for all of PlaceWorks’ proposed staff are in the Appendix.

### PlaceWorks

#### KAREN GULLEY | Managing Principal, Design

*Principal-in-Charge*



As PlaceWorks’ Managing Principal of Design, Karen leads an immensely talented team of urban designers, site planners/designers, landscape architects, and planners to imagine and produce highly creative plans and designs that are as workable and implementable as they are unique. Karen has extensive experience in developing community participation programs and facilitating public meetings and workshops. She is adept at establishing a rapport with her audience and communicating complex and often controversial issues clearly and accurately. Karen’s recent work includes the Downtown Specific Plan for the City of San Bernardino, Beach







Boulevard Corridor Specific Plan in Anaheim, and the El Camino Plan for the City of Atascadero.

**SUZANNE SCHWAB AICP | Associate Principal**  
*Project Manager, Community Outreach Lead*



Suzanne is an experienced urban planner with a diverse background—from conceptual planning to development standards and design guidelines incorporated in specific plans, general/comprehensive plans, and campus master plans. She manages a variety of planning projects, including master planned communities, vibrant corridors, military base reuse, and health districts. She is passionate about linking health to the built environment and has led planning efforts for many impactful campus developments. Suzanne is also active in the urban planning community, serving on the Orange County American Planning Association Board and mentoring students at UC Irvine in the urban and regional planning master’s program.

**STEVE GUNNELLS | Chief Economist**  
*Economic Analysis Lead*



Steve crafts plans, policies, and development projects that are grounded in regional and global economic realities, and he helps clients leverage market forces to achieve goals. He uses his grasp of economics and real estate markets to overcome existing challenges and help create visionary plans that capitalize on possibilities—not just past trends. Steve works with community organizations and special districts to fund and implement priority projects, and with developers to guide project decision-making and obtain entitlements based on sound economic and market analysis. Steve was the primary author of the award-winning Re-envisioning Chino: Implementing the 2025 General Plan.



Potential Growth in Employment and Economic Activity



**CHAD SO AICP | Associate**  
*Assistant Project Manager, Designer*



Chad is a valued member of PlaceWorks’ community planning and design team, with a background in landscape architecture and a deep passion for urban design. He develops urban design and streetscape design concepts, first/last mile plans for transit stations, and multimodal strategic and specific plans. He uses technical analysis with computer-aided design programs and GIS in his design work and creates graphics, maps, and diagrams. These are incorporated into plans and used to present planning and urban design concepts to clients, public meetings, and community workshops.



**MALIA DURAND | Associate Principal**

*CEQA Advisor/Strategist*



Malia is a highly skilled environmental land use planner with 16 years of experience in environmental land use and urban planning. She manages CEQA/NEPA public and private projects for a wide variety of project types and sizes and is an adept problem solver. She has produced and overseen the production of numerous environmental projects as well as planning and zoning projects throughout Southern California. Malia is responsible for project quality and defensibility, project management, mentoring staff, and helping to maintain and advance our environmental practice in Orange County and the Inland Empire.



**NORWALK**

ENTERTAINMENT DISTRICT - CIVIC CENTER

**SPECIFIC PLAN EIR**

PUBLIC REVIEW

JULY 2022

**P11**

**LANCE HUANTE | Co-Chief Executive Officer**

*Branding Design/Execution*



Lance founded P11 in 1989 with the relentless drive to build an agency with unsurpassed talent delivering exceptional creativity and service. And 35 years later, he celebrates this success and continues to lead projects across the nation in multiple real estate markets, including multi-family, from branding through stabilization, utilizing proven traditional and forward-thinking digital solutions. His ability to envision the big picture while focusing on the critical details ensures that every project meets and exceeds clients' objectives.



**JASVINA GILL | Co-Chief Executive Officer**

*Branding Strategy/Naming*



With over 25 years of experience in real estate marketing, Jas is a consummate leader known for her strategic acumen. Since joining P11 in 2008, she has demonstrated her expertise in guiding marketing strategies through every stage of the real estate lifecycle. Her keen understanding of demographic, psychographic, and regional nuances has consistently delivered results, making her a powerhouse in the industry.

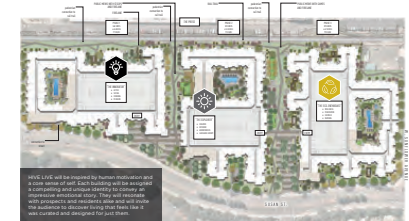


**KENDALL CARRE | Executive Vice President**

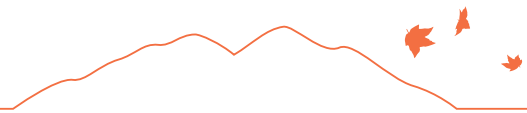
*Branding Strategy/Naming*



Kendall brings over 25 years of experience in the real estate industry, specifically focused on multifamily housing property management for the last eight years at industry leaders Greystar and Sares Regis Group. She has expertise in developing and managing successful marketing strategies from land close, pre-leasing and lease-up, through stabilization for properties across the US.



GENERAL PLAN SCREENING SUBMITTAL



## Fusco Engineering

**IAN ADAM** CPSWQ, QSD/P | VP, Specialty Practice

*Infrastructure Lead*



### Storm Drain Overview



Ian's specialty is water resources, with an emphasis in water quality regulations, sea-level rise policy, Clean Water Act Citizen Suits and resource agency negotiation. He has worked on over 80 specific plans and general plans throughout California to assist municipalities and developers with infrastructure assessments, zoning approvals, EIR technical support and long term capital improvement planning. For the past decade, Ian's experience with local and regional professional thoroughbred stabling operations has led to him to become an expert on CAFO NPDES permitting, including the negotiation of unique individual permits with the top management levels of all three Southern California Regional Water Quality Control Boards. Ian's notable long-term clients include the City of Long Beach and the Del Mar Fairgrounds.

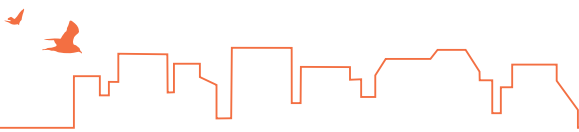
**SUSAN WILLIAMS** PE, QSD/P | Technical Manager

*Infrastructure*



Susan has over 25 years of experience in the civil engineering field of water resources for land development and public works. She is highly proficient in designing the layout of project drainage facilities using applicable design standards, agency processing requirements and client expectations. She has provided services for a wide range of projects including mixed use developments, affordable housing, retail/commercial, master planned communities and various parks. More recently, Sue has been overseeing a team of engineers perform infrastructure assessments and CEQA technical reports for various specific plans and general plan updates. Her specialties include drainage design (hydrology, hydraulics, stormwater) and preparation of H&H reports (including Drainage Reports, SWDR, WQMP, SWPPP, SUSMP) and construction plans (PS&E).





# CHAPMAN CORRIDOR REVITALIZATION

Cohesive and Integrated Corridor Development



PlaceWorks will tailor development standards and design guidelines for Chapman Avenue and the immediate neighborhood. By implementing new mixed-use General Plan land use designations, the corridor will allow for an integrated land use pattern that encourages multimodal travel, walkability, mixed-use development, mid-density residential, public/private open space opportunities, and high-quality urban design that incentivizes redevelopment.

The goal is to encourage a network of cohesive development that revitalizes the corridor, provides a path to the Old Town and Packing House Districts, and anchors the westerly city boundary with the City's Civic Center. PlaceWorks is leading community outreach and preparation of this plan, which is expected to be completed in July.

**Location**

Placentia, California

**Size**

1 mile

**Client**

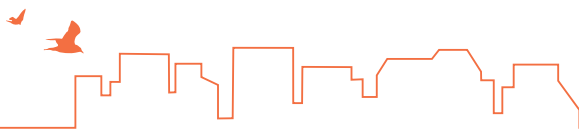
City of Placentia

**Date Completed**

In progress

**Services Provided**

Community Participation, Transit Planning & Design, Corridor Planning, Graphic Design



# ECONOMIC AND MARKET PROFILE

## Foundation for the Dana Point General Plan



Dana Point is essentially built out; economic growth and compliance with state housing law necessitates reuse, redevelopment, and/or intensification of existing buildings and developed areas. As a precursor to a general plan update, the Economic and Market Profile provided a common factual foundation for discussing trade-offs between various types of development in a limited number of opportunity areas.

The profile's economic analysis elucidated the economy in Dana Point and quantified the current and projected market demand for office and industrial development for 5-, 10-, and 20-year horizons. The retail market demand analysis projected demand for retail stores, personal services, dining, lodging, entertainment, and commercial recreation and identified strategies to capture leaked retail spending and attract more consumer spending from beyond the city. The profile also included a residential market demand analysis describing the current residential market and how Dana Point participates in the regional market. Finally, the report analyzed several opportunity sites to determine the types of development that would be financially feasible.

#### Location

Dana Point, California

#### Size

Citywide; Population 33,769

#### Client

City of Dana Point

#### Date Completed

March 2021

#### Services Provided

Economic Analysis, Retail Market Demand Analysis



# FAIRVIEW DEVELOPMENT CENTER

## Specific Plan and EIR



In September of 2023, the City of Costa Mesa initiated the preparation of a Specific Plan and Environmental Impact Report to coordinate and facilitate transition of the Fairview Developmental Center (FDC) to a mixed use, mixed income housing community. The FDC is a State-owned property and the State Department of Developmental Services, State Department of General Services, and the City of Costa Mesa will partner on future disposition of the site.

The City's 6th Cycle Housing Element lists the FDC as a housing opportunity site and estimates 2,300 housing units for the location. Through this process the State will likely sell or lease the FDC site to an owner/developer who would develop the site consistent with the Specific Plan. The FDC Housing Plan is an exciting opportunity for the City to plan for a new neighborhood for Costa Mesa.

PlaceWorks [did what...?]

### Location

Costa Mesa, California

### Size

114 acres

### Client

City of Costa Mesa

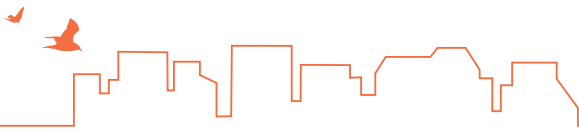
### Date Completed

In Progress

### Services Provided

Community Visioning and Engagement, Specific Plan, Market Feasibility, Existing Conditions Analysis, Environmental Impact Report and Technical Studies





# SOUTHEAST LONG BEACH SPECIFIC PLAN & EIR

## Urban Wetlands Interface: A 10-Year Conversation with the Community



PlaceWorks, in collaboration with the City of Long Beach, created the Southeast Area Specific Plan (SEASP) for a 1,500-acre area in southeast Long Beach to replace the Southeast Area Development and Improvement Plan (SEADIP). The plan provided decision makers, property owners, and the public with a clear picture of what is expected in the area and a tool for implementing it. The specific plan provides direction on urban and wetland interface, design guidelines, and new solutions for circulation issues. It is based on the three pillars of sustainability: environment, planning, and economics, and future projects in the area must address all three.

The SEASP was an especially complex planning project because of the area's diverse mix of land uses—established residential neighborhoods, the Los Cerritos Wetlands, corridor commercial and hospitality uses, and the landmark AES Energy Plant. Many aging retail uses need renovation, reuse, or redesign. The Southeast Area also serves as the gateway into Long Beach from Orange County, with Pacific Coast Highway as the primary access. It lies within the coastal zone, and its proximity to the marina, San Gabriel River, and the ocean made connectivity to coastal resources another high priority.

The project reflected the desires of the community and council to address land use, design, transportation, resource conservation, and

### Location

Long Beach, California

### Size

1,500 acres

### Client

City of Long Beach

### Date Completed

September 2017

### Services Provided

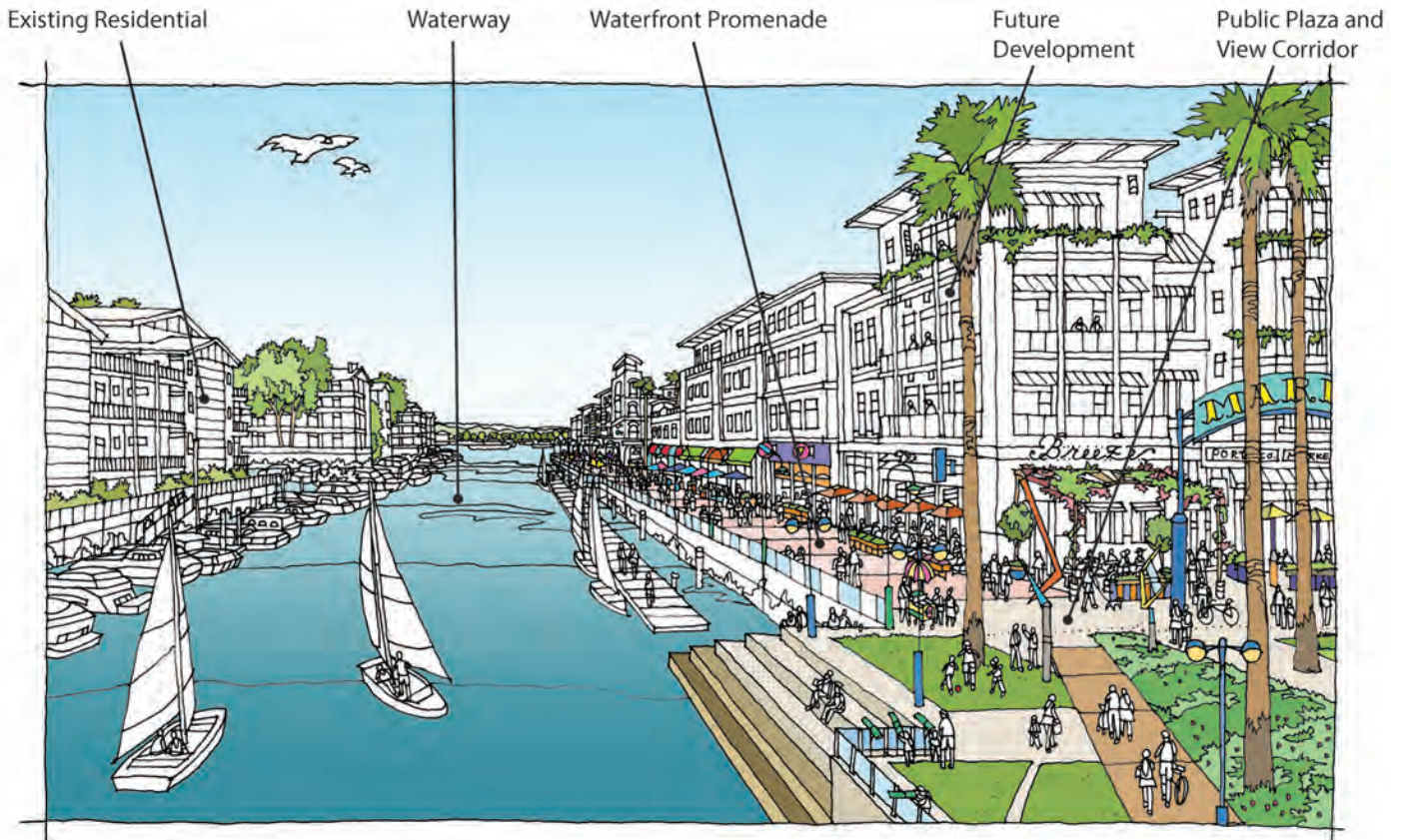
Specific Plan, EIR, Local Coastal Program, Public Outreach

### Awards

2022 Efficient and Sustainable Land Use, Honorable Mention, SCAG

2021 Hard-Won Victory, APACA; APA-LA

2021 Outstanding Planning Document, AEP



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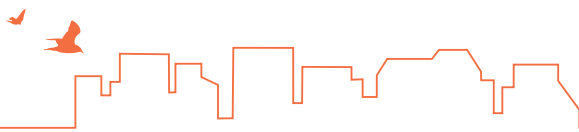
infrastructure in a single document—no easy task given the historically competing interests in the area. In the past, several individual planning efforts began, stalled, and were eventually abandoned, so the city council directed staff to seek funding for and conduct a comprehensive analysis of the area.

The project launched an extensive outreach effort that included forming a 22-member community advisory committee, an online community forum, and several public workshops at critical milestones. An opportunities and constraints workbook was prepared for the public to document existing conditions and key considerations for the area. PlaceWorks and the city were very careful to make this a transparent planning process that actively engages the public in each phase.

PlaceWorks also prepared a Local Coastal Program amendment to incorporate land use changes in the coastal zone. Wetland delineations and habitat studies informed other land use decisions. Finally, PlaceWorks prepared a program EIR for the specific plan and LCP amendment. The program EIR was structured to cover impacts of the ultimate buildout of the specific plan. Its mitigation measures provided performance standards for future development projects, reducing the need for subsequent environmental documentation.







# THE EL CAMINO PLAN

Creating a Regional Identity



El Camino Real is the gateway to Atascadero’s downtown. The look, feel, and content of this five-mile corridor has a significant bearing on the city’s regional identity, local character, and economic health. Although it has great potential to be a vibrant downtown for shopping, dining, and small businesses, it has been slow to recover from the Great Recession. With high vacancies and nondescript buildings, it currently struggles to compete with nearby Paso Robles and other commercial areas.

PlaceWorks developed the El Camino Plan, whose goal is to identify future land uses and guide urban design concepts with circulation improvements. This project will set a new course for El Camino Real with a combination of strategic public realm investments and incentives for new development. We have provided the city with a custom strategy and set of tools to transform this automobile-oriented, regional corridor into a multimodal economic hub.

Elements of the corridor plan include the formation of new districts; modernization of zoning regulations; dynamic site design concepts for key areas; contemporary architectural style guidelines that also honor local history; streetscape design; and bicycle and pedestrian improvements to address safety concerns. The plan also includes strategies for business attraction, retention, and investment.

## Location

Atascadero, California

## Size

5 linear miles

## Client

City of Atascadero

## Date Completed

2020

## Services Provided

Market Demand Analysis, Community Workshops, Online Surveys, Urban Design and Mobility Analysis, Alternative Land Use and District Concepts, Mobility Improvement Recommendations, Land Use and Architecture Recommendation, Streetscape Design



# EASTVALE 2040 GENERAL PLAN

## The First City-Specific General Plan



PlaceWorks worked with a team to develop a comprehensive update to the general plan for the City of Eastvale. The updated general plan provided the first city-specific plan since incorporation in October of 2010. The plan acknowledges that the city cannot expand its boundaries and must make efficient use of the remaining vacant land. Following online polling and several public outreach meetings, the public and the council determined that intensification of land uses near existing commercial centers would both help the city maintain fiscal sustainability and provide options for future development.

The update process included the award-winning Clear Vision series, where topic experts on community health, housing, and design provided webinars that were recorded and posted on the general plan update website. Extensive input from the community also involved interviews with community champions who helped guide the initial policy discussion. The outreach process—conducted during COVID—included foreign language presentations in Spanish and Mandarin. The updated General Plan was adopted in March 2024.

### Location

Eastvale, California

### Size

12.6 square miles; population 67,626

### Client

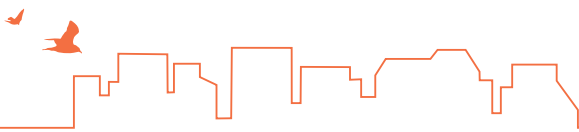
City of Eastvale

### Date Completed

March 2024

### Services Provided

Land Use Element, Housing Element, Management of General Plan Update



# SAVI RANCH LAND USE/MOBILITY VISION

Ensuring success for the next 30 years and beyond



Imagine a regional destination in Yorba Linda where commerce and the community come together.

**WELCOME TO SAVI RANCH.**



Key Design Features of the Vision Plan for Savi Ranch:

1. Possible iconic office building that can serve as a gateway feature for Savi Ranch.
2. Incorporate new pedestrian passies throughout the project to link uses, promote a walkable environment, and connect key destinations.
3. Possible parking garage to serve Biotech R&D hub to minimize need for surface parking and allow the introduction of a shared green space framed by new and existing buildings.
4. Dynamic public plaza could be a central gathering place for people who live, work, or shop at Savi Ranch and used for special events and celebrations.
5. Opportunity to add new retail, dining, and entertainment uses which front onto the plaza.
6. Possible new commercial uses could be introduced in the entertainment core to supplement existing retailers and create a pedestrian-oriented shopping experience.
7. Additional signage along the freeway will help promote Savi Ranch as a regional destination.
8. Potential parking structure serving Entertainment Core users could be tucked against the freeway.



PlaceWorks assisted the City of Yorba Linda with a visioning effort focused on the future of SAVI Ranch. Over 60 percent of Yorba Linda’s annual sales tax revenue is generated at SAVI Ranch, and the area provides more than 3,000 jobs. The purpose of this effort was to work with property owners and the community to identify opportunities for improvements and changes to better prepare this vital area for the future.

The key question to be answered in the Vision Plan is: What can and should SAVI Ranch be in the future? A well-designed mixed-use environment with additional housing and support services? A premier destination for new employment uses? An intensified retail, dining, and lodging center? We recognized that the answer to this and many other questions was to be influenced by the public engagement process and that the planning process needed to provide a factual foundation for informed public input. As part of this project, PlaceWorks prepared an economic and market demand study and land use capacity analysis to serve as the foundation for making informed recommendations and decisions. The final Vision Poster and Document helped the community, staff, and elected officials to understand the land use, economic, and circulation factors to explore what the future SAVI Ranch can be.

### Location

Yorba Linda, California

### Size

190 acres

### Client

City of Yorba Linda

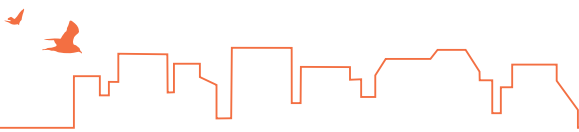
### Date Completed

April 2015

### Services Provided

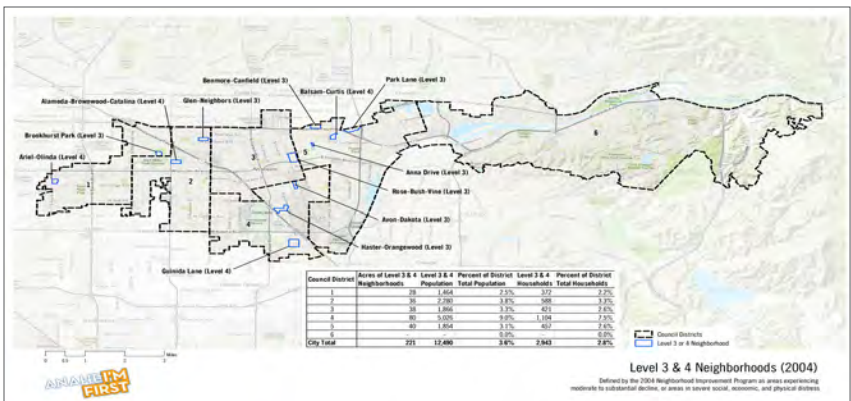
Visioning, Development Programming, Outreach, Branding, Market Analysis





# ANAHEIM FIRST COMMUNITY ASSESSMENT

## Investing in Our Neighborhoods



PlaceWorks led a citywide community assessment for Anaheim First to inform the development and implementation of the City of Anaheim’s 2030 Neighborhood Investment Program. The assessment provided a framework for neighborhood investment via a grassroots, resident-driven model, with priorities for specific neighborhood investments identified by residents and community leaders in tandem with city staff and elected and appointed officials.

The investments were designed to cover any number of community services and amenities—libraries and community centers, streets, sidewalks and bike paths, parks, public safety resources, community and youth programs, assistance for the homeless, services to support local hiring and job training, and continuous investment and redevelopment in neighborhoods citywide. Neighborhoods in all six city council districts prioritized the investment projects.

PlaceWorks facilitated town hall workshops in each of the city’s six districts. By guiding stakeholders through interactive small group discussions that focus on existing conditions and potential solutions, we developed a hierarchy of priorities for incoming city funds. PlaceWorks coordinated with city staff to evaluate the feasibility of these community-driven priorities and to assign estimated costs to each potential project.

**Location**  
Anaheim, California

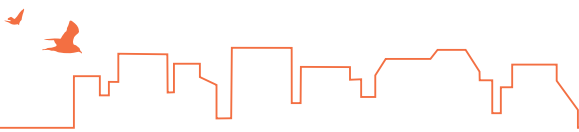
**Size**  
Citywide

**Client**  
Anaheim First

**Date Completed**  
2021

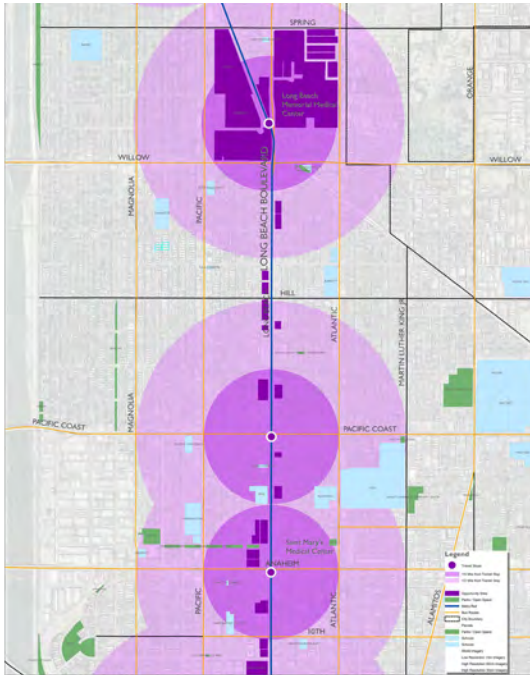
**Services Provided**  
Visioning, GIS mapping, Socioeconomic Analysis, Existing Conditions Analysis, Public Outreach





# MIDTOWN CORRIDOR SPECIFIC PLAN & EIR

## Improving Life on the Boulevard



Long Beach Boulevard suffered from a lack of development interests and mobility problems along the corridor and in the surrounding community. Despite years of transit investments and the adoption of a planned development district (PD 29) for mixed-use and high-density development, the corridor continued to falter. The city selected a team, including PlaceWorks, to create the Midtown Specific Plan to stimulate private and public improvements and development in an area without the benefit of redevelopment powers.

The specific plan establishes an equitable balance between mobility modes—car, light rail, bus, bike, and pedestrian—and uses a hybrid form-based / zoning approach, incentive programs, park-once-and-walk strategies, and urban/streetscape design to achieve city and community goals for this key corridor.

The specific plan divides the boulevard into four districts: transit nodes, corridors, medical district, and open space. Density and major mobility improvements are planned for the transit node districts surrounding each of the three Metro Blue Line stations in the area. The plan implements many of the goals, policies, and strategies in the city’s general plan mobility element. Most notably, the open space district of the specific plan proposes 11 new parklets, which cap side streets to create mini parks and provide much needed active and passive

### Location

Long Beach, California

### Size

2.5-mile corridor’ 369 acres

### Client

City of Long Beach

### Date Completed

Specific Plan Adopted and EIR Certified 2016

### Services Provided

Specific Plan, Form-Based Coding, EIR, Outreach, Technical Studies for AQ/ GHG, and Health Risk Assessment

### Awards

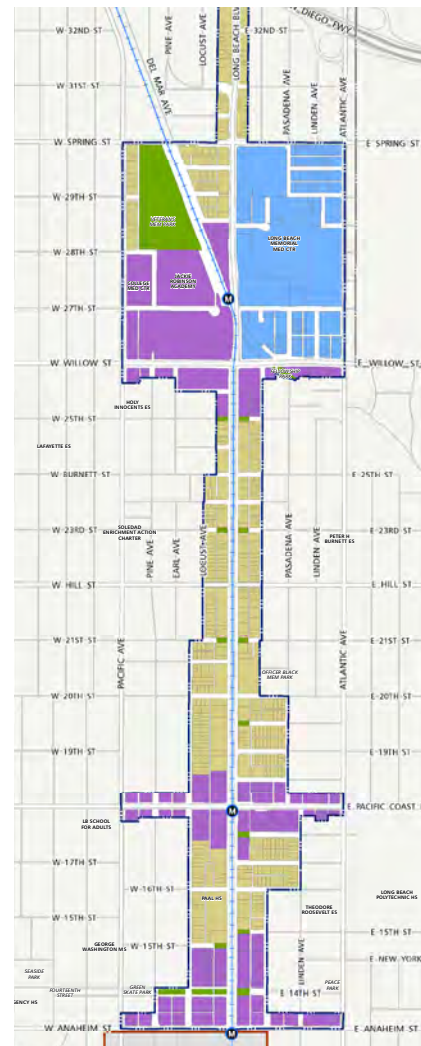
2017 Sustainability Award: Integrated Planning, SCAG

2017 Outstanding Planning Document Award, California AEP



open space in the area. Succinct land use districts, clear development standards and design guidelines, and a practical implementation program make this plan a valuable tool for future revitalization of Midtown.

The program-level environmental impact report (EIR) addressed various environmental and technical issues and challenges. For example, a detailed historic resources technical report analyzed potential impacts of demolishing existing buildings, many of which were more than 50 years old. The EIR also addressed and resolved key issues related to construction impacts on air quality and noise emissions, hazards and hazardous materials, hydrology and water quality, land use and planning, transportation and traffic, and utilities and service systems. The city council unanimously and enthusiastically certified the EIR and adopted the specific plan in May 2016.





# MAGNOLIA TANK FARM

Huntington Beach, CA  
Shopoff Realty Investments

Magnolia Tank Farm is a proposed mixed-use development in Huntington Beach, CA that includes for-sale residential, boutique hotel, and recreational open space. P11 partnered with Shopoff Realty Investments to provide the community brand and communication elements for governmental presentations and community outreach.

MAGNOLIA  
TANK FARM





# HOMETOWN SD

San Diego, CA  
Monarch Group

Hometown SD is a proposed mixed-use development in San Diego, CA that includes residential apartments, major sports arena, hotel, office, retail, and recreational open space. P11 partnered an all-star team lead by Monarch Group to provide the community brand, website, and communication elements as part of a large scale RFP.

# HOME TOWN SD



HOME TOWN SD  
CITY OF SAN DIEGO  
December 3, 2021

PRESENTED BY  
ESSEX EDEN IMI

21 WHAT WE'VE HEARD

Our San Diego-based team has community, social, and economic goals that align with the design of Hometown SD. We have had the opportunity to meet with community members and stakeholders to hear their input and to gather feedback on the project. We will continue to engage with the community as we move forward with the project.

**ANCHOR** the Midway area — draw the community in and together

**PROMOTE** workers by providing on-site childcare

**SUPPORT** local labor and green jobs

**REIMAGINE** how to serve the community and the area

**CREATE** retail that serves the community and the area

**CONSIDER** both short- and long-term transportation **SOLUTIONS** and provide adequate on-site parking

3 WHAT WE'VE HEARD

25 HOUSING FOR ALL

Housing is our number one priority. HometownSD's primary objective is to maximize the amount of affordable and middle-income housing. This goal is achieved through a mix of housing types, including 3,200 apartment units, including more than 2,000 affordable and middle-income housing units. HometownSD will provide a wide range of housing options, including single-family homes, townhomes, and multi-unit housing. HometownSD will provide a wide range of housing options, including single-family homes, townhomes, and multi-unit housing. HometownSD will provide a wide range of housing options, including single-family homes, townhomes, and multi-unit housing.

4 DISTRICT NARRATIVE / 4.2 Housing for All



HOME TOWN SD

6

SITE DESIGN

1. Project Overview
2. General Site Plan
3. Program Summary
4. Site Design Objectives
5. Site Design Recommendations
6. San Diego and Region

6 DISTRICT NARRATIVE / 6.2 Land Use Plan

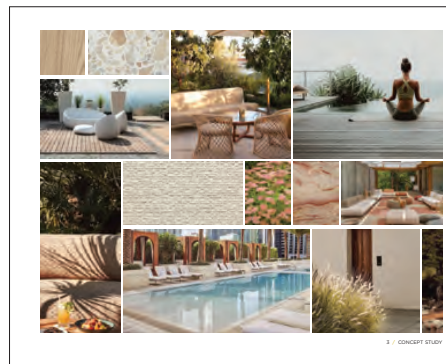
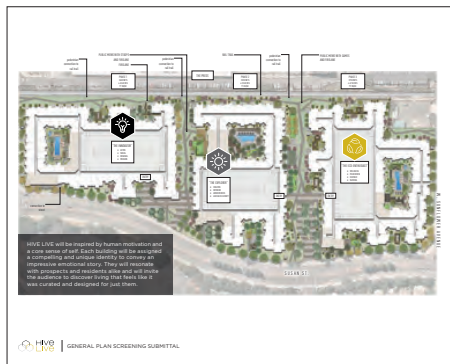
45 LAND USE PLAN

6 DISTRICT NARRATIVE / 6.2 Land Use Plan

# HIVE LIVE

Costa Mesa, CA  
Legacy Partners / Invesco

Hive Live is a proposed mixed-use development in Costa Mesa, CA that includes 3 phases of residential apartments, retail, and recreational open space. P11 partnered with Legacy Partners/Invesco to provide the community brand, website, and communication elements for governmental presentations and community outreach.



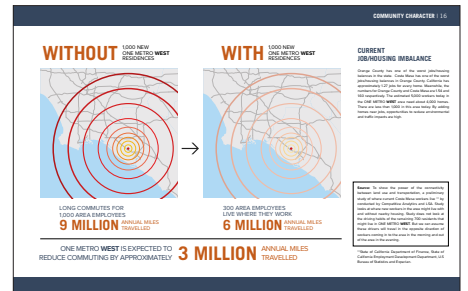
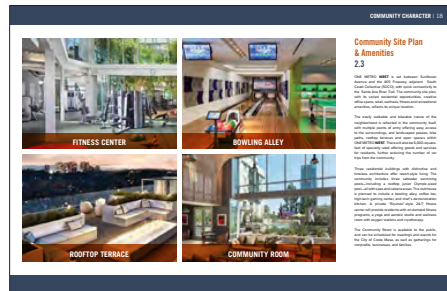
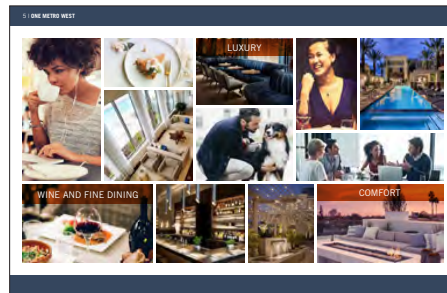
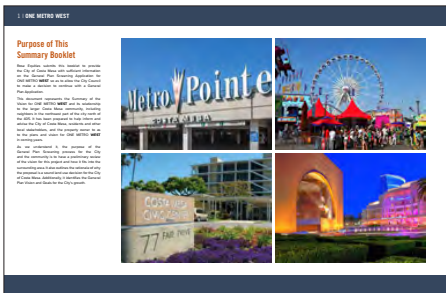


# ONE METRO WEST

Costa Mesa, CA  
Rose Equities

One Metro West is a proposed mixed-use development in Costa Mesa, CA that includes residential apartments, retail, entertainment, and recreational open space. P11 partnered with Rose Equities to provide the community brand and communication elements for governmental presentations and community outreach.

ONE | METRO | WEST







## LONG BEACH SOUTHEAST AREA SPECIFIC PLAN

*Long Beach, CA | Placeworks for City of Long Beach*

This project entailed preparation of land use updates for a 1,500-acre portion of East Long Beach as well as a Specific Plan, a Program EIR and an amendment to the City's Local Coastal Program (LCP) and the Southeast Area Development and Improvement Plan (SEADIP) zoning district. Located south of CSU Long Beach, the area provides marina access to Alamitos Bay and is host to regional bikeway connections along the San Gabriel River, which provides ocean access. SEADIP is the last area of Long Beach that is not entirely built out and is characterized by undeveloped Los Cerritos wetlands parcels in varying degrees of degradation and several large underutilized properties, particularly along Pacific Coast Hwy. Fuscoe participated in conducting community outreach, following State grant protocols to identify the community's key infrastructure concerns. The overall project encompassed refining and implementing the perspectives of multiple stakeholder groups, including property owners, businesses, residents and wetlands preservationists. This significant undertaking offered a unique opportunity to produce a land use and development code that creatively balanced responsible development with resource preservation. The final Specific Plan included customized land uses and development standards; identified locations for future development potential; expanded multi-modal transportation options; and incorporated proactive strategies to preserve wetlands and measures to maintain valuable natural resources.

### CONTACT & STATUS

*Karen Gulley, Placeworks 714.966.9220*

*Christopher Koontz, City of Long Beach 562.570.6288*

*Completed 2017*

### AWARDS

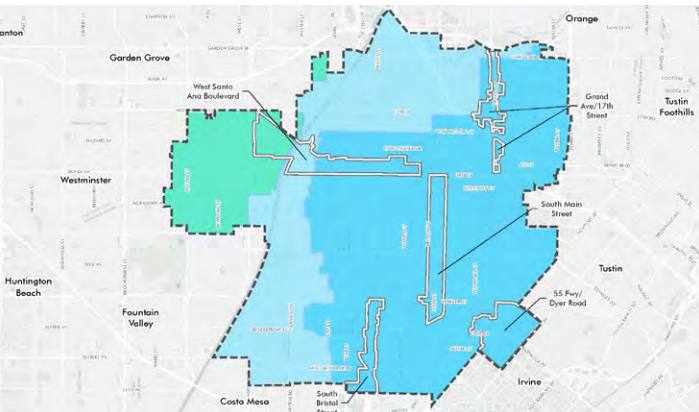
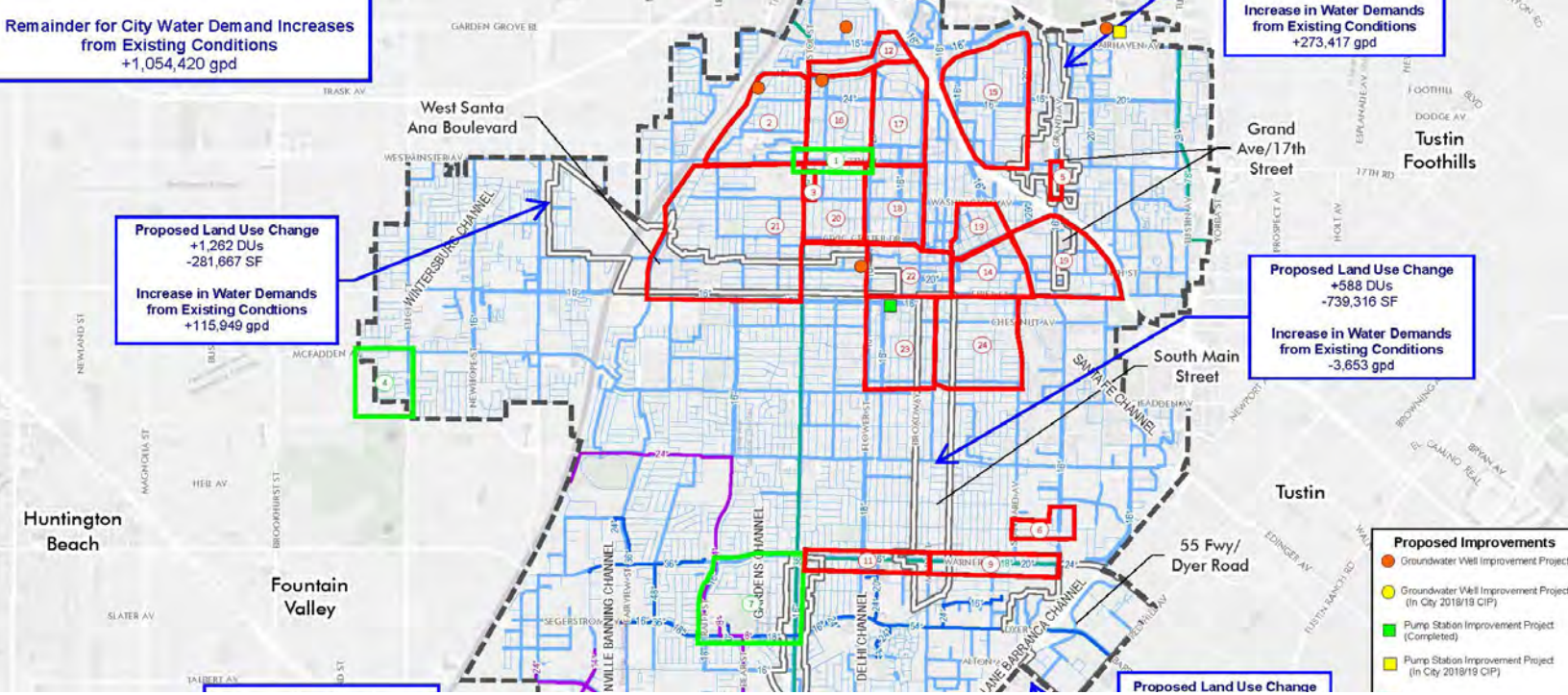
*City of Long Beach Southeast Area Specific Plan*

*2021 Hard-Won Victories Award, APA Los Angeles Planning Awards*

*2021 Outstanding Planning Award, AEP Los Angeles Awards*







## CITY OF SANTA ANA GENERAL PLAN UPDATE

Santa Ana, CA | Placeworks for City of Santa Ana

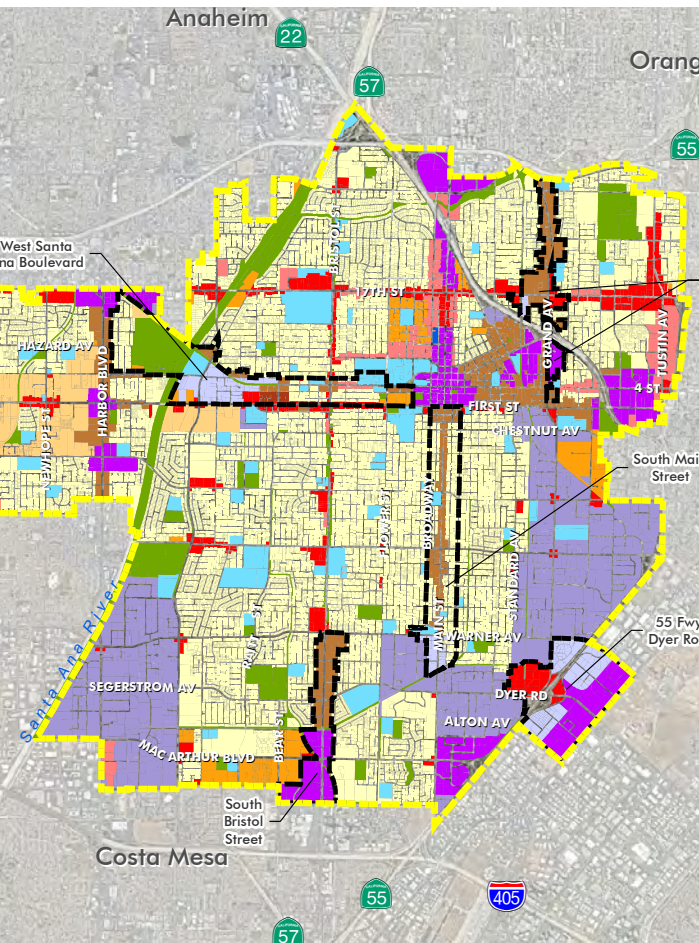
The City of Santa Ana required assistance with evaluation of its key infrastructure, including drainage, sewer, water and water quality, for consistency with the City's General Plan update, as well as help in identifying opportunities for sustainability and water conservation.

As a subconsultant to PlaceWorks, Fuscoe Engineering's stormwater management team provided these services

- Hydrology, Water Quality & Infrastructure Assessment
- Potable Water & Sanitary Sewer Infrastructure Assessment
- General Plan Update Technical Report FA Revisions

### CONTACT & STATUS

Kathy Swigert, 714.966.9220  
Completed February 2022







## ARROW HWY CORRIDOR SPECIFIC PLAN & EIR

Glendora, CA | MIG, Inc.

The City of Glendora's primary goal for the Arrow Highway Corridor Specific Plan is to transform and revitalize the Arrow Highway Corridor area within the city of Glendora and unincorporated Los Angeles County with a variety of land uses in an attractive environment that provides overall economic redevelopment and improved livability within the city. In order to help the City of Glendora achieve this goal, Fuscoe provided significant technical resources to ensure the proposed land uses are supported by appropriate infrastructure upgrades and services. In addition to the technical analyses, Fuscoe also provided EIR support to help the City obtain all necessary entitlements.

### CONTACT & STATUS

Lisa Brownfield, Director of Planning Services, 626.744.9872  
Completed





## CLIENT REFERENCE LIST

In order to more fully evaluate your background and experience for the project herein proposed, it is requested that you submit a list of references and/or similar projects completed or in progress within the last 24 months or as noted in the requirements of the RFP or IFB. Your cooperation in this matter is greatly appreciated.

Company Name: PlaceWorks

Number of years as a contractor in the work of this type: 48.5

Three projects/clients references for this type of work:

Client Name City of Costa Mesa

Address 77 Fair Drive, Costa Mesa, CA 92628

Contact Name Phayvanh Nanthavongdouangsy

Contact Email phayvanh@costamesaca.gov

Contact Phone Number 714.754.5611

Project Description Fairview Developmental Center: Community Visioning and Engagement, Specific Plan, Market Feasibility, Existing Conditions Analysis, Environmental Review and Technical Studies

Project Start Date September 2023

Project End Date Ongoing

Project Amount: \$2,063,135

Client Name City of Long Beach

Address 411 W. Ocean Blvd 3rd Floor, Long Beach, CA 90802

Contact Name Christopher Koontz, AICP

Contact Email christopher.koontz@longbeach.gov

Contact Phone Number 562.570.6288

Project Description Downtown Shoreline Vision and Plan Update: Public Outreach and Visioning; Land Use and Policy Planning, Zoning and Design Standards, Environmental Review; Local Coastal Plan/Coastal Comm. Coord.

Project Start Date January 2023

Project End Date Ongoing

Project Amount: \$2,305,556

Client Name City of Placentia

Address 401 E. Chapman Avenue, Placentia CA 92870

Contact Name Joe Lambert

Contact Email jlambert@placentia.org

Contact Phone Number 714.993.8124

Project Description Chapman Corridor Revitalization Plan: Community Participation, Transit Planning and Design, Corridor Planning, Graphic Design

Project Start Date October 2022

Project End Date Ongoing

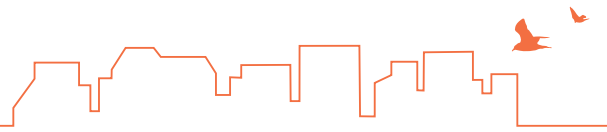
Project Amount: \$198,138

Bidder's Signature  Karen Gulley | Managing Principal, Design

NOTE: If requested by the City, the bidder shall furnish a certified financial statement, references, and other information sufficiently comprehensive to permit an appraisal of his current financial condition.

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# TIMELINE







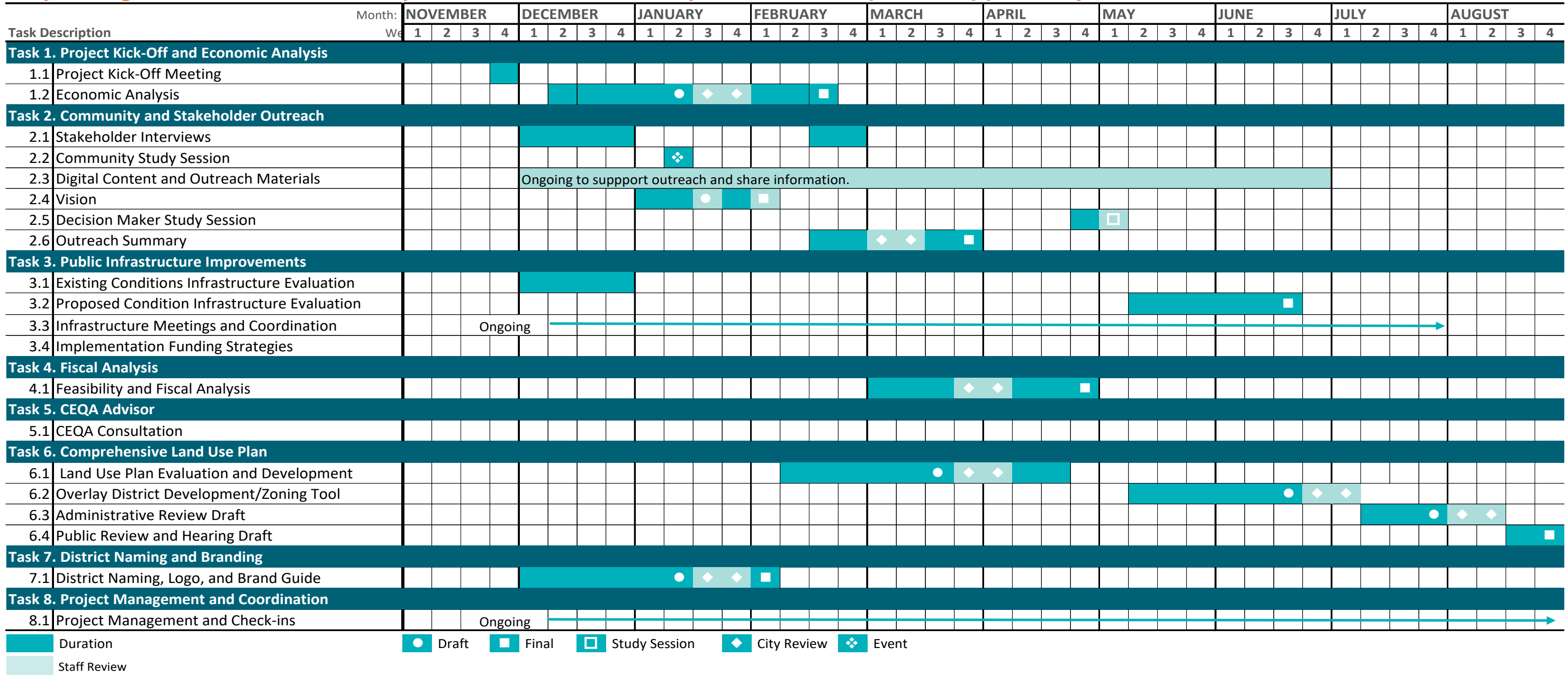
TRAFFIC SIGNAL





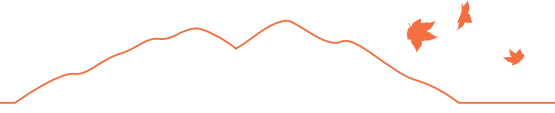
## REVISED Project Schedule

### City of Signal Hill Economic Analysis and Land Use Study for Three Proposed Opportunity Areas

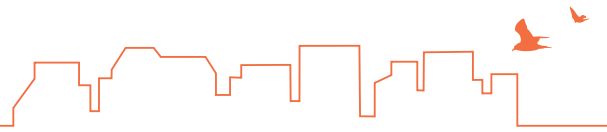


■ Duration    
 ● Draft    
 ■ Final    
 □ Study Session    
 ◆ City Review    
 ◆ Event  
■ Staff Review





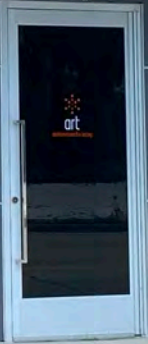
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# BUDGET





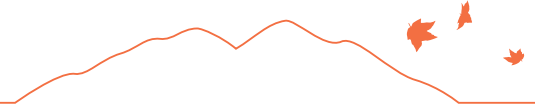


# REVISED Cost Proposal

## City of Signal Hill Economic Analysis and Land Use Study for Three Proposed Opportunity Study Areas

Task	Hourly Rate:	PLACEWORKS										PlaceWorks Hours	PlaceWorks Labor Total	FUSCOE Infra-structure	P11 Branding	10% Subcons. Labor Total (incl. 10% mark-up)	TOTAL TASK BUDGET
		GULLEY	SCHWAB	GUNNELLS	WITTER	SO/HUTCHINSON	SCOTT	GIAMARINO	DURAND	Technical Editing	WP/Clerical						
		Principal	Assoc Prin	Chief Economist	Sr Associate	Associate	Planner	Associate	Assoc Prin								
		\$275	\$235	\$250	\$190	\$165	\$130	\$160	\$250	\$150	\$135						
<b>TASK 1. PROJECT KICK OFF AND ECONOMIC ANALYSIS</b>																	
1.1	Project Kick-Off Meeting	4	8	4	8	2	4	8				38	\$7,630			\$0	\$7,783
1.2	Economic Analysis	2	2	100	90		24	8		8	8	242	\$49,800			\$0	\$50,796
	<b>Task 1. Subtotal</b>	<b>6</b>	<b>10</b>	<b>104</b>	<b>98</b>	<b>2</b>	<b>28</b>	<b>16</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>280</b>	<b>\$57,430</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,579</b>
<b>TASK 2. COMMUNITY AND STAKEHOLDER OUTREACH</b>																	
2.1	Stakeholder Interviews	20	20	20	20			4				84	\$19,640			\$0	\$20,033
2.2	Community Study Session	8	12	6	10	8						44	\$9,740			\$0	\$9,935
2.3	Digital Content and Outreach Materials	2	4		6	8		6				26	\$4,910			\$0	\$5,008
2.4	Vision	4	4		4		4			2		18	\$3,620			\$0	\$3,692
2.5	Decision Maker Study Session	6	8	6	4	10						34	\$7,440			\$0	\$7,589
2.6	Outreach Summary	2	4			8	6			2		22	\$3,890			\$0	\$3,968
	<b>Task 2. Subtotal</b>	<b>42</b>	<b>52</b>	<b>32</b>	<b>44</b>	<b>34</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>228</b>	<b>\$49,240</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,225</b>
<b>TASK 3. PUBLIC INFRASTRUCUTRE IMPROVEMENTS</b>																	
3.1	Existing Conditions Infrastructure Evaluation											0	\$0	8,800		\$9,680	\$9,680
3.2	Proposed Condition Infrastructure Evaluation											0	\$0	11,300		\$12,430	\$12,430
3.3	Infrastructure Meetings and Coordination			4								4	\$1,000	5,900		\$6,490	\$7,510
3.4	Implementation Funding Strategies			8								8	\$2,000			\$0	\$2,040
	<b>Task 3. Subtotal</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>\$3,000</b>	<b>\$28,600</b>	<b>\$0</b>	<b>\$28,600</b>	<b>\$31,660</b>
<b>TASK 4. FISCAL ANALYSIS</b>																	
4.1	Feasibility and Fiscal Analysis			50	50		25					125	\$25,250			\$0	\$25,755
	<b>Task 4. Subtotal</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>\$25,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,755</b>
<b>TASK 5. CEQA ADVISOR</b>																	
5.1	CEQA Consultation								4			4	\$1,000			\$0	\$1,020
	<b>Task 5. Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,020</b>
<b>TASK 6. COMPREHENSIVE LAND USE PLAN</b>																	
6.1	Land Use Plan Evaluation and Development	18	32	4	12	30	20	8		2	2	128	\$25,150			\$0	\$25,653
6.2	Overlay District Development/Zoning Tool	30	36	8	28	36	24	12		2	2	178	\$35,580			\$0	\$36,292
6.3	Administrative Review Draft	4	18			18	12	4		2	2	60	\$11,070			\$0	\$11,291
6.4	Public Review and Hearing Draft	4	4			4	4			2	2	20	\$3,790			\$0	\$3,866
	<b>Task 6. Subtotal</b>	<b>56</b>	<b>90</b>	<b>12</b>	<b>40</b>	<b>88</b>	<b>60</b>	<b>24</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>386</b>	<b>\$75,590</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77,102</b>
<b>TASK 7. DISTRICT NAMING AND BRANDING</b>																	
7.1	District Naming, Logo, and Brand Guide											0	\$0		20,000	\$22,000	\$22,000
	<b>Task 7. Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$22,000</b>
<b>TASK 8. PROJECT MANAGEMENT AND COORDINATION</b>																	
8.1	Project Management and Check-ins	16	24	8	18	10						76	\$17,110			\$0	\$17,452
	<b>Task 8. Subtotal</b>	<b>16</b>	<b>24</b>	<b>8</b>	<b>18</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>\$17,110</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,452</b>
	<b>Labor Hours Total</b>	<b>120</b>	<b>176</b>	<b>218</b>	<b>250</b>	<b>134</b>	<b>123</b>	<b>50</b>	<b>4</b>	<b>20</b>	<b>16</b>	<b>1111</b>		<b>\$28,600</b>	<b>\$22,000</b>	<b>\$50,600</b>	<b>\$283,792</b>
	<b>Labor Dollars Total</b>	<b>\$33,000</b>	<b>\$41,360</b>	<b>\$54,500</b>	<b>\$47,500</b>	<b>\$22,110</b>	<b>\$15,990</b>	<b>\$8,000</b>	<b>\$1,000</b>	<b>\$3,000</b>	<b>\$2,160</b>		<b>\$228,620</b>				
	<b>PlaceWorks Percent of Total Labor</b>	<b>10.8%</b>	<b>15.8%</b>	<b>19.6%</b>	<b>22.5%</b>	<b>12.1%</b>	<b>11.1%</b>	<b>4.5%</b>	<b>0.4%</b>	<b>1.8%</b>	<b>1.4%</b>	<b>100.0%</b>					
<b>Subconsultants Reimbursable Expenses</b>													<b>\$ 750.00</b>				<b>\$825</b>
<b>PlaceWorks Reimbursable Expenses</b>																	<b>\$5,200</b>
<b>REIMBURSABLE EXPENSES TOTAL</b>																	<b>\$6,025</b>
<b>2% of Labor for Office Expenses</b>																	<b>\$4,572</b>
<b>Subtotal</b>																	<b>\$289,817</b>
<b>Contingency</b>																	<b>\$10,058</b>
<b>GRAND TOTAL</b>																	<b>\$299,875</b>





## PlaceWorks - 2024 Fee Schedule

Staff Level	Hourly Bill Rate
Principal	\$210-\$335
Associate Principal	\$195-\$275
Senior Associate II	\$170-\$260
Senior Associate I	\$160-\$220
Associate II	\$135-\$190
Associate I	\$125-\$175
Project Planner	\$105-\$165
Planner	\$90-\$145
Graphics Specialist	\$90-\$155
Administrator	\$145-\$235
Clerical/Word Processing/Technical Editor	\$45-\$155
Intern	\$80-\$115

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

2024\_StdFeeSch\_01-09-24



# APPENDIX

Resumes







COLD BEER  
IN TOWN

WORLD  
FAMOUS

CURLEY'S CAFE

\* FINE FOOD  
\* COCKTAILS

SPORTS  
BIG SCREEN TV'S

PRIVATE  
AVAILABLE  
1502-424

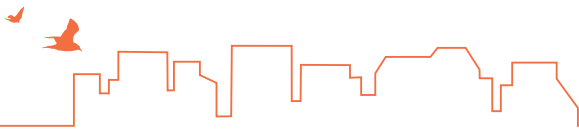
WELCOME  
to  
Curley's  
Cafe

EXIT

Handicap parking sign

EXIT

Handicap parking space marking



# KAREN GULLEY

## Managing Principal, Design

Karen has a talent for strategy and innovative problem solving that has been honed by 30 years of experience. Her skill with all facets of comprehensive planning and design for private and public sector clients expands the opportunities for creative solutions. She has led six general plans, more than forty specific plans, dozens of long-range conceptual plans for transit-readiness, and vision plans to reposition large areas. Her deep understanding of the real estate and development fields inform all facets of her public-sector projects—master plans, transit plans, conceptual design studies and park plans, coding, design guidelines, and implementation programs.

Karen has extensive experience in developing community participation programs and facilitating public meetings and workshops. She is adept at establishing a rapport with her audience and communicating complex and often controversial issues clearly and accurately. She provides expertise in project visioning and implementation, project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders.

Karen is responsible for leading a team of people and projects within the Community Planning & Design Team and maintaining quality control. Karen’s strengths include handling the day-to-day management of large project teams where information sharing, issue management, problem solving, and policy development require extensive coordination. She is responsive to client needs and desires on a project and is dedicated to ensuring that the project stays on track and within budget.

## HIGHLIGHTS OF EXPERIENCE

### Urban Planning

- Southeast Area Specific Plan | Long Beach CA
- Advanced Technology Education Park (ATEP) Framework Plan | Tustin CA
- Tustin Legacy Specific Plan Update | Tustin CA
- Carson Vision Plan | Carson CA
- Savi Ranch Vision Plan | Yorba Linda CA

### Corridor Planning

- Downtown Bellflower TOD Specific Plan | Bellflower CA
- Chapman Corridor Revitalization Plan | Placentia CA
- Beach Boulevard Specific Plan | Anaheim, CA
- Harbor Boulevard Specific Plan | Santa Ana CA
- Midtown Corridor Specific Plan | Long Beach CA
- Katella and Los Alamitos Boulevard Corridor Plan | Los Alamitos CA

## EDUCATION

- BA, Economics, University of California, Santa Cruz
- Masters Program, Urban & Regional Planning, California State Polytechnic University, Pomona (all but thesis)

## CERTIFICATIONS

- Certificates from the International Association for Public Participation
  - » Planning for Effective Public Participation
  - » Strategies for Dealing with Opposition and Outrage in Public Participation

## AFFILIATIONS

- American Planning Association
- Urban Land Institute
  - » National Urban Revitalization Product Council
  - » Women’s Leadership Initiative for District Chapter

Team member since 1991





## KAREN GULLEY

Managing Principal, Design  
kgulley@placeworks.com

- Corridor revitalization: planning and implementation projects for the cities of Glendora, Covina, Azusa, San Dimas, Irwindale, and Chino as part of SCAG's Compass Blueprint Demonstration Program

### Infill & Redevelopment

- Brea Core Visioning and Specific Plan | Brea CA
- Crafton Hills College Village Plan | Yucaipa CA
- Mixed Use Overlay Zones | Anaheim CA
- Stanton Plaza Specific Plan | Stanton CA
- Prospect Village, Downtown Tustin Redevelopment | Tustin CA

### Comprehensive Planning

- Anaheim General Plan Zoning for Housing Acceleration and EIR; Anaheim First Community Assessment | Anaheim CA
- WRCOG Economic Development and Sustainability Framework Plan | Western Riverside County CA
- Rancho Cucamonga General Plan Update and EIR | Rancho Cucamonga CA
- Economic Development Strategic Plan | San Bernardino County CA
- Fontana General Plan Update & Zoning Code Consistency Program | Fontana CA
- Temecula Inaugural General Plan Update and EIR | Temecula CA

### Large-Scale Land Planning

- MCAS Tustin Reuse Plan/Specific Plan | Tustin CA
- Harmony Specific Plan | Highland CA
- DeAnza Special Study, Mission Bay | San Diego CA
- Kennecott Master Plan | Salt Lake County UT
- Centennial Specific Plan, Tejon Ranch | Los Angeles County CA

### Plan Implementation

- Tustin Legacy Master Developer | Tustin and Irvine CA
- Villages of Columbus Planning & Entitlements, MCAS Tustin | Tustin CA
- Moffett Meadows Design & Processing | Irvine CA

## ARTICLES

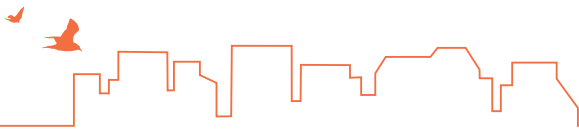
- "Repositioning Urban Corridors to Attract New Residential and Commercial Markets," Urban Land, 2010
- "Sowing the Seeds of Regional Planning," Urban Land, 2007
- "Reshaping the American Commercial Strip," Urban Design Group Journal, Winter 2003

## SPEAKING

- "Guiding Infill Development: What Planning Commissioners Need to Know" | OC Association of Planning Officials Forum, 2016
- "Got a College? New Town/Gown/Industry Collaboration" | 2015 APACA State Conference; 2015 WRCOG Visioning Workshop
- "Effective Elements of Corridor Planning" | APA San Diego Chapter, 2013

## AWARDS

- Yucaipa Valley Wine Country Specific Plan | 2024 Award of Excellence, APACA-IE
- Fullerton College Connector Study | 2015 Award of Merit, Transportation Planning, APACA OC
- WRCOG Sustainability Framework | 2013 Best of the Best Award, ULI OC/IE; 2013 Compass Blueprint Commendation, SCAG
- San Bernardino TOD Overlay | 2013 Hard Won Victory Award, APACA-IE



# SUZANNE SCHWAB AICP

## Associate Principal

Suzanne is an experienced urban planner who loves creating places for people. She has a diverse planning background—from conceptual planning to development standards and design guidelines incorporated in specific plans, general/comprehensive plans and campus master plans. These documents cover a variety of planning efforts, including master planned communities, vibrant corridors, military base reuse, and health districts. Her plans lay the foundation for future great places. She is passionate about linking health to the built environment and has led planning efforts for impactful campus developments such as the Saint John’s Hospital Phase II Master Plan in Santa Monica. She also successfully entitled the Centennial at Tejon Ranch Specific Plan in Los Angeles County, a 12,300-acre new community projected to have 19,333 homes and 10.1 million square feet of nonresidential development with net zero energy and an unprecedented green building program. Suzanne is active in the urban planning community, serving on the Orange County American Planning Association Board and mentoring students attending the urban planning program at the University of California, Irvine..

### HIGHLIGHTS OF EXPERIENCE

#### Specific Plans

- Wine Country Specific Plan | Yucaipa CA
- The Village at South Coast | Santa Ana CA
- Southeast Area Specific Plan | Long Beach CA
- Centennial Specific Plan | Los Angeles County CA
- Goodman Commerce Center Eastvale Specific Plan | Eastvale CA
- Mill Creek, Update to The Preserve Specific Plan | Chino CA
- Tustin Legacy Specific Plan Update and | Tustin CA

#### Corridor Plans

- Chapman Corridor Regulatory Requirements and Design Guidelines | Placentia CA
- Beach Boulevard Corridor Specific Plan | Anaheim CA
- Midtown Specific Plan | Long Beach CA
- Harbor Mixed Use Transit Corridor Specific Plan | Santa Ana CA

#### General Plans

- Redondo Beach General Plan Update | Redondo Beach CA
- Yucca Valley General Plan | Yucca Valley CA
- Irvine General Plan | Irvine CA
- Corona General Plan | Corona CA
- La Habra General Plan | La Habra CA

### EDUCATION

- Master of Urban and Regional Planning, University of California, Irvine
- BS, Marketing and International Studies, Indiana University, Bloomington
- AA, Interior Design, Fashion Institute of Design and Merchandising, Los Angeles
- Study Abroad Program, International Education for Students, London, England

### CERTIFICATIONS

- American Institute of Certified Planners (AICP)
- NCI Charrette System™, National Charrette Institute

### AFFILIATIONS

- American Planning Association
- Urban Land Institute

### Team member since 2022

(also at PlaceWorks 2012–2018)





## SUZANNE SCHWAB

Associate Principal

sschwab@placeworks.com

### Other

- Beach Cities Healthy Living Campus Entitlement Services | Redondo Beach CA
- Objective Design Standards and Zoning Code Updates | Anaheim CA
- SCAG Metrolink Area Station Analysis | SCAG Region
- Cal State Dominguez Hills Visioning Plan | Dominguez Hills CA
- Harris River Ranch Entitlement Services | Sanger CA
- Riverside Reconnects, Street Car Feasibility Study | Riverside CA
- Site Planning for Tustin Legacy, MCAS Reuse | Tustin CA
- WRCOG Sustainability Framework Plan | Riverside County CA
- SCAG UPLAN Grant Application | Long Beach CA

## PRIOR EXPERIENCE

### Master Plans

- Mt. San Antonio Community College | Walnut CA
- Mission Hospital | Mission Viejo CA
- Mission Hospital | Laguna Beach CA
- Saint John's Phase II Master Plan and Development Agreement | Santa Monica CA
- St. Mary Medical Center Revised Planned Unit Development and Development Agreement | Victorville CA
- Holy Cross | Los Angeles CA
- The Mount | Seattle WA

### Feasibility Studies

- Providence Health System Workforce Housing (including Zoning Code Review, Site Planning Considerations, and Demand Study) for: Apple Valley CA; Gresham, Hillsboro, and Portland OR; and Olympia WA

### Other Entitlement Projects

- St. Joseph Hospital Women's Center Medical Office Building | Orange CA
- Mission Medical Office Building | Rancho Mission Viejo CA
- Happy Valley Site Plan and Existing Conditions Report | Happy Valley OR
- St. Mary Medical Center Reuse Planning | Apple Valley CA

## SPEAKING ENGAGEMENTS

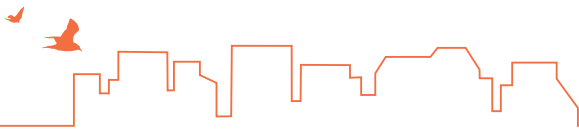
- Healthcare 2021: Future Post Pandemic Capital Strategies, Southern California Development Forum, Virtual

## ACTIVITIES

- Building Healthy Places Committee, OC/IE Urban Land Institute 2022

## AWARDS

- **Yucaipa Valley Wine Country Specific Plan** | 2024 Award of Excellence, APACA-IE
- **Southeast Area Specific Plan, City of Long Beach** | 2022 Efficient & Sustainable Land Use – Honorable Mention, SCAG; 2022 Hard-Won Victory, APA CA; 2021 Outstanding Planning Document, AEP; and 2021 Hard Won-Victory, APACA-LA
- **Midtown Specific Plan, City of Long Beach** | 2017 Outstanding Planning Document, AEP; 2017 Sustainability Award for Integrated Planning, SCAG
- **WRCOG Sustainability Framework** | 2013 Best of the Best Award, ULI OC/IE; and 2013 Compass Blueprint, Honorable Mention, SCAG



# STEVE GUNNELLS

## Chief Economist

Steve's career spans the spectrum of community planning and economic development. As PlaceWorks' in-house economist, he plays a role in a great many of the firm's active projects. He focuses on crafting plans, policies, and development projects that are grounded in regional and global economic realities. He helps his clients leverage market forces to achieve their goals. And most importantly, he uses his grasp of economics and real estate markets not only to overcome existing challenges but to help communities create visionary plans that capitalize on the possibilities, not just past trends.

Steve works with communities to bridge the gap between long-range planning policies and economic development—with community organizations and special districts to fund and implement priority projects—and with developers to guide project decision-making and obtain entitlements based on sound economic and market analysis. Steve has also served as the field director for a consulting team on a World Bank project in Yemen, an Economic Development Fellow with the International Economic Development Council, a county planning director in Virginia, and a planning and economic consultant in Michigan and Ohio.

## HIGHLIGHTS OF EXPERIENCE

### Economic and Market Analysis

- Logistics Industry Analysis | San Bernardino County CA
- TDR Bank Benefits Analysis | Santa Fe County NM
- Fiscal Impact Analysis, New Jersey Highlands Water Quality Protection and Regional Planning Act | Chester NJ
- Economic Analysis, Collier County Rural Fringe Mixed-Use District TDR Restudy | Naples FL
- Evaluation of Irvine Business Complex TDR Program | Irvine CA
- Market Analysis for the Downtown Redding Specific Plan | Redding CA
- Market Analysis, Southwest Fresno Specific Plan | Fresno CA
- Economic, Market, and Fiscal Analysis | San Clemente CA
- Market Analysis and Mixed-Use Development Feasibility Study | Chino CA
- Downtown Market Assessment and TOD Feasibility Study | Fontana CA
- Washoe County Economic Forecast and Analysis | Washoe County NV
- Fresno Marketplace | Fresno CA
- Dole Foods Atwater Plan and Market Analysis | Atwater CA

### Economic Development Planning

- Economic Development Element and Economic Development Strategic Action Plan | Corcoran CA
- Re-envisioning Chino: Implementing the 2025 General Plan | Chino CA

## EDUCATION

- MSc, Development Management, London School of Economics
- Master of Urban and Environmental Planning, University of Virginia
- BA, Urban Planning, Virginia Tech

## AFFILIATIONS

- American Planning Association
- Urban Land Institute

## AWARDS

- 2013 Best of the Best Award, ULI Orange County/Inland Empire | WRCOG Sustainability Framework
- 2012 SCAG Compass Blueprint Recognition Award, Achievement in Sustainability | Re-envisioning Chino: Implementing the 2025 General Plan
- Michael A. Hoffman Award (co-recipient), Council of Virginia Archaeologists | Acquisition and Preservation of the Morgan Jones Kiln Site, a National Register Site

Team member since 2007





## STEVE GUNNELLS

### Chief Economist

sgunnells@placeworks.com

- Economic Development Feasibility Study for the California Community Foundation | El Monte CA
- North Hemet Revitalization Plan | Riverside County CA
- Economic Development Recommendations for the Southeast Industrial Area, SCAG Compass Blueprint Demonstration Project | Fullerton CA
- Coachella Commercial Entertainment District Planning Study | Coachella CA

### Comprehensive Planning

- San Bernardino Countywide Plan | San Bernardino County CA
- Bloomington Community Plan | Bloomington CA
- Westminster General Plan and EIR | Westminster CA
- Yucca Valley General Plan and EIR | Yucca Valley CA
- San Clemente General Plan and EIR | San Clemente CA
- Menifee General Plan and EIR | Menifee CA
- Industry General Plan Update and EIR | Industry CA
- Clovis General Plan Update and EIR | Clovis CA
- Economic Development Element, El Monte General Plan | El Monte CA
- Economic Development Element, The Ontario Plan | Ontario CA
- Strategic Plan Update: Community Profile and Environmental Scan | Torrance CA

### Urban and Regional Planning

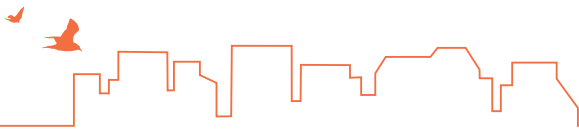
- Sustainability Plan Framework, Western Riverside COG | Riverside County CA
- 2015–2050 Growth Forecast Update | Kern Council of Governments
- San Joaquin Valley Demographic Forecasts 2010 to 2050, Fresno COG | San Joaquin Valley CA
- Life on State Corridor Plan, Wasatch Front Regional Council | Multi-jurisdictional, Salt Lake County UT
- 5600 West BRT Phase I Station Area Plan | Salt Lake County UT
- Development Options around Transit Stations, SCAG Compass Demonstration Project | Azusa CA

### PRIOR EXPERIENCE

- Downtown Development Plan, Buena Vista Charter Township | Saginaw County MI
- Downtown Development Plan and Tax Increment Financing Plan, Lyon Charter Township | Oakland County MI
- Development Plan and Tax Increment Financing Plan, Van Buren Charter Township | Wayne County MI
- Tax-Increment-Financing Plan, Detroit Armory Redevelopment | Oak Park MI
- Economic Development Program | Richmond County VA
- Overall Economic Development Program | Westmoreland County VA
- Urban Development, Management, and Tourism Assessment, World Bank | Republic of Yemen

### SPEAKING ENGAGEMENTS

- “Rail and TOD: Getting on the Right Track” | 2015 ULI OC/IE District Council | Santa Ana CA
- “Economic Development for Planners” | 2011 Southern California Association of Governments’ Toolbox Tuesdays | Los Angeles CA
- “TOD and Downtown Development Opportunities” | 2010 Downtown Fontana Technical Advisory Roundtable | Fontana CA
- “Mixed-Use Development: Myth or Must” (Panelist) | 2009 Developer Conference, Multifamily Executive Conference | Las Vegas NV



## CHAD SO AICP

### Associate

Chad So is a valued member of PlaceWorks' community planning and design team, with a background in landscape architecture and a deep passion for urban design. He develops urban design and streetscape design concepts, first/last mile plans for transit stations, and multimodal strategic and specific plans. He uses technical analysis with computer-aided design programs and GIS in his design work and creates graphics, maps, and diagrams. These are incorporated into plans and used to present planning and urban design concepts to clients, public meetings, and community workshops.

Before joining PlaceWorks, Chad was an urban designer at Here LA. He developed concepts, illustrations, maps, and narratives for multimodal, bicycle, and pedestrian strategic and specific plans at a scale from county to corridor to site. He trained community members in first/last mile audit methodology, oversaw station area analysis, and recommended urban design improvements. In other work experience, Chad was a design architect intern for the City of Los Angeles Department of Transportation's Active Transportation Division.

### HIGHLIGHTS OF EXPERIENCE

- Artesia Downtown Specific Plan and EIR | Artesia CA
- Butte County Upper Ridge Community Plan | Butte County CA
- Chapman Corridor Revitalization Plan | Placentia CA
- Cupertino General Plan 2040 | Cupertino CA
- Daly City Commercial Mixed Use Zone Development | Daly City CA
- Downtown Shoreline Vision Plan | Long Beach CA
- Five Wounds Station Area Plan | San Jose CA
- Fresno Housing Parkway Master Plan | Fresno CA
- Glendora Objective Design Standards | Glendora CA
- Greater Higgins Area Plan | Nevada County CA
- Hercules Waterfront Blocks ABCD Outreach | Hercules CA
- Hollister General Plan Design Guidelines | Hollister CA
- Livermore General Plan Update | Livermore CA
- Long Beach LGBTQ+ Cultural District | Long Beach CA
- Madera Station Relocation Transit Area | Madera CA
- Millbrae Station Area Specific Plan Update | Millbrae CA
- Orange County Council of Governments Objective Design Standards | Orange County CA
- San Bernardino (City) General Plan, Specific Plans, and Downtown Urban Design | San Bernardino CA
- Stockton General Plan Update | Stockton CA
- Sunnyvale Housing Development Objective Design Standards | Sunnyvale CA
- Wildomar General Plan Update | Wildomar CA

### EDUCATION

- BS, Landscape Architecture, California State Polytechnic University, Pomona
- Study Abroad, Santa Chiara Study Center, Castiglion Fiorentino, Tuscany, Italy

### CERTIFICATIONS

- American Institute of Certified Planners #35134

### AFFILIATIONS

- American Planning Association

Team member since 2022



## CHAD SO

Associate

cso@placeworks.com

## PRIOR EXPERIENCE

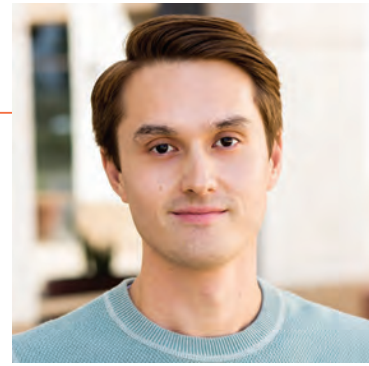
### Design and Planning

- 405 Multimodal Corridor Plan | LA County CA
- Blue Line First/Last Mile Plan | Los Angeles, Long Beach, Compton CA
- Brea Connecting the Core Active Transportation Plan | Brea CA
- Crenshaw/LAX Northern Feasibility Study and TOC Analysis | LA County CA
- Downey Pedestrian Plan | Downey CA
- Expo/Crenshaw First/Last Mile Plan | Los Angeles CA
- Glendale Pedestrian Master Plan | Glendale CA
- Golden State District Specific Plan | Burbank CA
- Inglewood First/Last Mile Plan | Inglewood CA
- LA Metro Station Evaluation Program | LA County
- NextGen Bus Study | LA County CA
- North Hollywood to Pasadena BRT Urban Design Integration Guide | Los Angeles CA
- One San Pedro Transformation Plan | San Pedro CA
- Ocean Ave Artist in Residence | Santa Monica CA
- Purple (D Line) Extension First/Last Mile Plan | Los Angeles CA
- Regional Dedicated Transit Lanes Study | Southern CA
- Transit to Parks Strategic Plan | LA County CA
- Willoughby Streetscape Design Project | West Hollywood CA

### Creative Community Outreach

- Climate Talks Box | LA County CA
- East San Gabriel Mobility Action Plan | LA County CA
- Little Tokyo Joint Development Guidelines | Los Angeles CA
- Long Beach Vision Zero | Long Beach CA
- One Arroyo Creative Outreach | Pasadena CA
- Oxnard Sustainable Transportation Plan | Oxnard CA
- Santa Barbara Active Transportation Plan | Santa Barbara County CA
- Uptown Land Use & Neighborhood Strategy | Long Beach CA





# CORY WITTER

## Senior Associate

Cory's background in public health and community-based participatory research lends him a unique perspective of the planning world. The wide variety of his project experience so far has contributed to his passion for long-range planning, economic development, and community engagement. He views planning dilemmas as an intersection of the social and physical environments and chooses to search for solutions upstream rather than look downstream for solutions that may only topically address the problems. Cory is also venturing further into the world of land use economics. He is interested in economic growth and development—particularly with fitting all the pieces together so that cities can make land use decisions with lasting social and economic benefits.

### HIGHLIGHTS OF EXPERIENCE

- Missing Middle Housing Analysis | Elk Grove CA
- Fountain Valley General Plan Update | Fountain Valley CA
- Community Profile and Environmental Scan | Torrance CA
- San Bernardino Countywide Plan and EIR | County of San Bernardino CA
- Redondo Beach Focused General Plan Update and EIR | Redondo Beach CA
- Corona General Plan Update and EIR | Corona CA
- Pasadena General Plan Implementation Plan | Pasadena CA
- Southeast Long Beach Specific Plan and EIR | Long Beach CA
- Development Impact Fee Study for Midtown Long Beach | Long Beach CA
- The El Camino Plan | Atascadero CA
- Centennial (Tejon Ranch) Specific Plan | Lebec CA
- Western Riverside Council of Governments' "EXPERIENCE" Feasibility Study | Western Riverside County CA
- Laguna Beach Hazard Mitigation Plan | Laguna Beach CA
- City of Colton General Plan Safety Element and Local Hazard Mitigation Plan | Colton CA
- Caltrans Sustainable Communities Grant Assistance | Glendale CA
- OCTA's Orange County Active Transportation Plan | Orange County CA
- Irwindale Nonmotorized Active Transportation Plan | Irwindale CA
- Caltrans Cycle 4 Active Transportation Program Grant Assistance | Long Beach CA
- Western Riverside Council of Governments SCAG RTP/SCS Data Review | Riverside County CA
- Santa Ana General Plan Update | Santa Ana CA
- Needles Land Use and Circulation Element Update | Needles CA
- Dana Point Housing and Safety Elements Update | Dana Point CA
- Barstow General Plan Update | Barstow CA
- Anaheim General Plan Update | Anaheim CA
- Inclusionary Housing Fee Study | Calimesa CA

### EDUCATION

- Master of Urban and Regional Planning, University of California, Irvine
- BA, Public Health Policy, University of California, Irvine
- Certificates from the International Association for Public Participation
  - » Planning for Effective Public Participation

### AFFILIATIONS

- American Planning Association

Team member since 2017



## CORY WITTER

**Senior Associate**

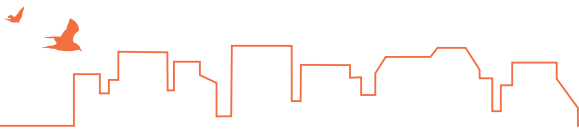
cwitter@placeworks.com

### AWARDS

- Needles Land Use and Transportation Elements | 2023 Comprehensive Plan Award of Excellence, APACA-IE
- Excellence in Research, Program in Public Health, University of California, Irvine
- Academic Excellence, Department of Planning, Policy & Design, University of California, Irvine
- Service Award, Department of Planning, Policy & Design, University of California, Irvine

### LEADERSHIP AND COMMUNITY

- Urban Planning Student Association (APA student chapter), President, University of California, Irvine
- Volunteer, KidWorks Inc., Santa Ana CA



# ADRINEE HUTCHINSON

## Associate Designer

Adrinee has nearly 10 years' experience in urban design and planning that includes master planning projects from 5 acres to 6.5 million acres; international projects including a regional plan, a media hub district plan, and a new town plan; and local projects including a biotech campus plan, mixed-use developments, housing developments, and sustainability guidelines for a BRT line.

She uses 3D modeling to investigate and visualize the impacts of a planned development and to present concepts and other designs. She uses her design knowledge, creativity, and problem-solving skills to help clients and communities understand and address concerns and always seeks to create sustainable living environments.

Adrinee specializes in site design and planning, research and analysis, presentation narrative and storytelling design, 3D modeling and rendering, graphic production, and document design. She is highly skilled in a wide variety of design-related computer software programs, including Rhino, SketchUp, Autodesk Forma, AutoCAD, ArcGIS Pro, Photoshop, Illustrator, InDesign, After Effects, and Lumion. She is also talented at hand drawing, sketching, and painting.

## HIGHLIGHTS OF EXPERIENCE

- SCAG Metrolink Area Station Analysis | SCAG Region

## PRIOR EXPERIENCE

- NEOM Regional Master Plan | Saudi Arabia
- Promenade 2035 Master Plan | Los Angeles CA
- The Lundquist Institute (formerly LA BioMed) Campus Master Plan | Torrance CA
- Vista Canyon Master Plan | Santa Clarita CA
- Metro's North Hollywood to Pasadena BRT Sustainability Guidelines | Los Angeles County CA
- 1100 Rancho Conejo Life-Science Campus Project | Thousand Oaks CA
- DreamEast Xu Xiake New Town Master Plan | China

## AWARDS

- 2014 AWA Foundation Scholarship
- 2014 Outstanding Performance in Mathematics and Application, Woodbury University
- 2010 US President's Volunteer Service Award

## EDUCATION

- MS, Architecture and Urban Design, Columbia University
- BA, Architecture with a Minor in Urban Studies and Certification in Urban Policy (Dean's List 2011, 2014), Woodbury University, Burbank

## AFFILIATIONS

- External vice-president, AIA student chapter, Woodbury University
- Student member, Association for Women in Architecture
- Room for the River (LA) Workshop and Symposium, Arid Lands Institute

Team member since 2023



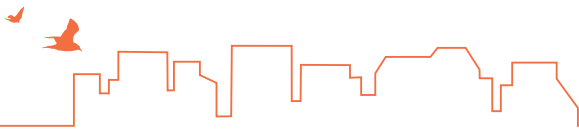


**ADRINEE HUTCHINSON**

**Associate Designer**

ahutchinson@placeworks.com

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## JAY SCOTT LEED Green Associate Planner



Jay holds the professional credential of LEED Green Associate. They received a Bachelor of Arts in environmental analysis with a focus on sustainability and the built environment and a minor in art history from Pomona College. Jay has conversational skills and document translation abilities in French and technical software experience working with ArcGIS, SketchUp, and Adobe Suite.

While at PlaceWorks, Jay has worked on General Plans for many cities, including Fountain Valley, Barstow, San Bernardino, and Santa Ana. Jay helped build infrastructure for the web-based version of Santa Ana’s General Plan and created visually engaging focus area StoryMaps. In addition, Jay has worked on environmental justice issues for many cities, creating maps and other visualizations. For the Western Riverside County of Governments, Jay helped to develop a tool for member jurisdictions to easily incorporate their feedback into SCAG’s local data exchange.

While at Pomona College, Jay served as an EcoRep where they collaborated with other students to organize sustainability events on campus and worked with college administration to communicate institutional sustainability goals to students. Additionally, they served as a member of the President’s Advisory Committee for Sustainability, which works to implement sustainable practices at the college. During Jay’s time on this committee, the members instituted changes in waste management, shifted dining hall menus to sustainable alternatives, and reduced water and energy usage on campus.

### HIGHLIGHTS OF EXPERIENCE

- General Plan Update and EIR | Barstow CA
- 2040 General Plan Update and EIR | Fountain Valley CA
- Inclusionary Housing Feasibility Study | Menifee CA
- General Plan Update and EIR | San Bernardino CA
- General Plan Land Use Element | Needles CA
- 2021 Transportation Element Update | Needles CA
- 2019-20 General Plan Update and EIR | Ontario CA
- 2019 General Plan Update | Santa Ana CA
- WRCOG Objective Design Standards | Riverside County CA
- WRCOG 2050 SED Allocation | Riverside County CA
- WRCOG Affordable Housing Pipeline | Riverside County CA

### EDUCATION

- BA, Environmental Analysis, Pomona College

Team member since 2022



**JAY SCOTT**  
Planner  
jscott@placeworks.com

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# CHRIS GIAMARINO PhD

## Associate GIS Analyst

Chris, a skateboarder, digital cartographer, and public space advocate, is passionate about urban design justice in public space for underserved communities, which drives his personal politics and professional work in shaping the built environment to be socially inclusive, spatially accessible, and politically active. In a short period of time, Chris has applied his research, analytical, and mapping skills to a wide variety of planning and urban design projects.

After receiving his PhD in Urban Planning from UCLA, Chris started as a GIS Analyst/Associate I at PlaceWorks. He has mainly worked on designing maps for general plans, mapping property data for ArcGIS Online applications, modeling 3D build outs around Metrolink stations, and developing urban design guidelines and engaging with local skate communities for a linear skatepark in Santa Ana. Outside of PlaceWorks, he teaches introductory and advanced GIS courses at UCLA and enjoys skateboarding in his free time.

### HIGHLIGHTS OF EXPERIENCE

- SCAG Metrolink Station Area Analysis, Model 3D build outs for Pomona and Riverside (as a subconsultant to BAE) | SCAG Region
- Inglewood General Plan Update and EIR, Basemaps and General Plan Mapping | Inglewood CA
- Catholic Church Property Mapping in ArcGIS Online | Orange County CA
- California State Parks Off-Highway Motor Vehicle Survey Mapping | Statewide CA
- Accelerating Housing Production Technical Assistance for California Department of Housing & Community Development (HCD) | Statewide CA
- Yuba City General Plan Update and EIR, Basemaps and General Plan Mapping | Yuba City CA
- Zero Waste Marin Organic Waste Dashboard Tracking | Marin County CA
- Placer County General Plan Update and EIR, Basemaps and General Plan Mapping | Placer County CA

### PRIOR EXPERIENCE

- Lecturer, Urban Design Labs and GIS, UCLA and Cal Poly Pomona | Los Angeles and Pomona CA
- GIS Analyst, Los Angeles Homeless Services Authority | Los Angeles CA
- Active Design Intern, New York City Department of Health | Queens NY
- GIS Analyst, Wildlife Conservation Society | Bronx NY

### EDUCATION

- PhD, Urban Planning, University of California, Los Angeles
- MS, Urban Planning, Columbia University
- BS , *magna cum laude*, Sustainability, New York University, Tandon School of Engineering

### AFFILIATIONS

- American Planning Association (APA)
- Association of Collegiate Schools of Planning (ACSP)
- Urban Affairs Association (UAA)

Team member since 2024



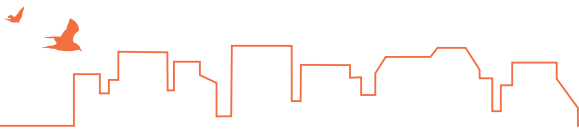
**CHRIS GIAMARINO**  
Associate GIS Analyst  
cgiamarino@placeworks.com

## PUBLICATIONS

- Giamarino, C. & Willing, I. (Forthcoming 2024 or 2025). Planning for subcultures in public spaces: Exploring skateboarding as a part of creating safe, inclusive and playful cities. In J. Dolley, K. Hardy, & T. Matthews (Eds.), *Inclusive Public Spaces and the Sustainable Development Goals: Inclusion, Safety, Culture and Nature*. Edward Elgar Publishing.
- Rigolon, A., Giamarino, C., & Christensen, J. (2023). Development Fees and Park Equity in Los Angeles. *Journal of the American Planning Association*, 1–17. <https://doi.org/10.1080/01944363.2023.2201279>
- Giamarino, C., & Loukaitou-Sideris, A. (2023). “The echoes of Echo Park”: Anti-homeless ordinances in neo-revanchist cities. *Urban Affairs Review*, 1–34. <https://doi.org/10.1177/10780874231162936>
- Giamarino, C., Nelischer, C., & Ramirez, A. F. (2023). Urban humanities as a framework for the study of public space during the pandemic. *Journal of Urban Design*, 1–18. <https://doi.org/10.1080/13574809.2023.2180353>
- Giamarino, C., O’Connor, P., & Willing Indigo. (2023). The impacts of hostile designs on skateboarding as a form of active transportation and recreation: Comparing perspectives from public university spaces in Australia, the United Kingdom, and the United States. *Cities & Health*, 7(3), 416–432. <https://doi.org/10.1080/23748834.2022.2158769>
- Giamarino, C., Goh, K., Loukaitou-Sideris, A., & Mukhija, V. (2022). Just Urban Design Scholarship? Examining Urban Design Theories Through a Justice Lens. In K. Goh, A. Loukaitou-Sideris, & V. Mukhija (Eds.), *Just Urban Design: The Struggle for a Public City* (pp. 21–46). MIT Press. DOI: <http://dx.doi.org/10.7551/mitpress/13982.003.0006>
- Giamarino, C., Brozen, M., & Blumenberg, E. (2023). Planning for and against vehicular homelessness: Spatial trends and determinants of vehicular dwelling in Los Angeles. *Journal of the American Planning Association*, 89(1), 80–92. <https://doi.org/10.1080/01944363.2022.2050936>

## SPEAKING ENGAGEMENTS

- Giamarino, C. & Douglas, G.C.C. (2023, April 26–29). ‘Reimagining hostile designs as just public space designs: Learning from do-it-yourself urban design tactics by unhoused communities in Los Angeles and Oakland [Paper presentation]. “Urban Design, Urban Architecture, Space and Place FR 1.00.13 Evaluating Urban Design,” 2023 Urban Affairs Association Conference (in person), Nashville, Tennessee.
- Giamarino, C., Glenney, B., O’Connor, P., & Willing, I. (2023, April 20–23). Grey Spaces: Skateboarding in the Anthropocene [Panel]. *The Stoke Sessions: An International Conference on the Culture, History and Politics of Surfing and Skateboarding* (in-person), San Diego State University, San Diego, California.
- Pruss, G., Giamarino, C., & Brozen, M. (2022, November 18–19). A Recent History of Vehicle Residency in the US: Who are vehicle residents? What are vehicle residents’ history of unsettlement and structural violence? [Paper presentation]. “Plenary Session,” 2022 National Vehicle Residency Summit (online).
- Giamarino, C., O’Connor, P., & Willing, I. (2022, November 3–5). ‘Walk your wheels in the dismount zone’: Hostile designs, skateboarding, and (dis)affordances and (multi)stabilities on university campuses in the United States, United Kingdom, and Australia [Paper presentation]. “Track 15-Urban Design, Session: 15.4: Mobility in Public Spaces,” 2022 ACSP National Conference (in-person), Toronto, Canada.



# MALIA DURAND

## Associate Principal

Malia Durand is a highly skilled environmental land use planner with over 16 years of experience in environmental review and urban planning. She is an adept problem solver and a strong leader with excellent communication and interpersonal skills.

Malia specializes in managing a wide variety of CEQA/NEPA public- and private- sector development projects. Her experience includes managing a team of urban and environmental planners and overseeing the production of numerous environmental projects, as well as planning and zoning projects throughout Southern California. She has also led and participated in critical negotiations with local, state, and federal resource agencies regarding impacts to sensitive habitat, jurisdictional resources, and species listed by the California and federal Endangered Species Acts.

Malia's responsibilities at PlaceWorks include project quality and defensibility, project management, mentoring staff, and helping to maintain and advance our environmental practice in Orange County and the Inland Empire.

## HIGHLIGHTS OF EXPERIENCE

- City of Shafter 2023 General Plan Update and EIR | Shafter CA
- Legacy Highlands Industrial Specific Plan EIR Peer Review | Beaumont CA
- Euclid & Heil Residential Project EIR Addendum | Fountain Valley CA
- Gleneyre Street Lighting Project IS/MND | Laguna Beach CA
- Chapman Yorba VIII, LLC- Builders Remedy/Density Bonus Mixed Use Project Environmental Review | Orange CA
- Kite Realty / Ontario Regal Cinemas Planned Unit Development | Ontario CA
- Norwalk Entertainment District – Civic Center Plan Review Services | Norwalk CA
- Corona City Park Revitalization Project CEQA | Corona CA
- Oxford Preparatory Expansion Project IS/MND, Saddleback Valley USD | Lake Forest CA
- Granite Hills High School Athletics Complex Master Plan IS/MND, Apple Valley USD | Apple Valley CA
- Del Mar Hills Elementary School Rebuild Project, Del Mar Union Elementary School District | San Diego CA

## PRIOR EXPERIENCE

**Infrastructure Engineers (IE)**, a Bowman company | Brea CA

While employed at IE as Director of Environmental and Planning Services, Malia was one of the firm's most versatile planners, with an innate ability to interact with clients and the public and achieve positive results. During her time at IE, Malia managed the following environmental and planning projects:

## EDUCATION

- BS, Environmental Science, San Diego State University

## CERTIFICATIONS

- Certified Inspector of Sediment and Erosion Control In-Training (CISEC-IT)

## AFFILIATIONS

- Association of Environmental Professionals (AEP)
- Worldwide Women's Association (WWA)

Team member since 2023





## MALIA DURAND

### Associate Principal

mdurand@placeworks.com

- Bakersfield Industrial/Warehouse Project EIR | Bakersfield CA
- Pasadena Environmental Peer Review Services (various projects under a long-term-contract for private development projects | Pasadena CA
- Peer Review of Norwalk Entertainment District–Civic Center Specific Plan and EIR | Norwalk CA
- Lynwood Environmental Justice and Safety Elements Update | Lynwood CA
- Lynwood Housing Element Update and IS/MND, 6th Cycle | Lynwood CA
- Bell Gardens General Plan Zoning Consistency Analysis | Bell Gardens CA
- LEAP Grant Application for and Preparation of the Huntington Park Housing Element Update (5th and 6th cycles) | Huntington Park CA
- Adelanto Housing Element Update and IS/MND, 6th Cycle | Adelanto CA
- Shafter Housing Element Update and IS/MND, 6th Cycle | Shafter CA
- Wasco Housing Element Update and CEQA Exemption, 6th Cycle | Wasco CA

### County of San Diego, Department of Public Works | San Diego County CA

As a Land Use and Environmental Planner at the County, Malia managed the environmental processing of Capital Improvement Projects (CIPs), from concept through construction and final mitigation sign-off. Projects included road improvements, bridge rehabilitation and construction, flood control facilities, dump remediation, and complex emergency repair projects. Malia conducted critical negotiations with local, state, and federal resource agency representatives for all permitting and compensatory mitigation associated with impacts to sensitive habitat, jurisdictional resources, and listed species. She performed environmental code compliance, violation resolution, and environmental remediation, and maintained up-to-date knowledge of environmental laws, regulations, and policy governing both public and private development. During her time at the County, Malia frequently presented to members of the public, stakeholder groups, community planning groups, and representatives of state and federal regulatory agencies. She also spearheaded the development of numerous technological advances for essential county-wide programs, resulting in substantial labor and cost savings. Projects Malia was involved with include:

- Regional General Permit 53 Program MND | San Diego County CA
- Lawson Valley Bridge Replacement Project MND | San Diego County CA
- Valley Center Road Bridge Replacement Project MND | San Diego County CA
- Cole Grade Road Widening Project EIR | San Diego County CA
- All Emergency Public Works Projects CEQA/NEPA Processing | San Diego County CA
- Mitigation/Conservation Bank Liasson | San Diego County CA
- Former Fallbrook Burn Dump 1C Remediation Project MND | San Diego County CA

## LEADERSHIP AND COMMUNITY

- Co-founder of the Green-Spark organization, a 501c3 nonprofit that existed between 2007 and 2010 as a green rebuilding initiative group after the San Diego fires.

## SPEAKING ENGAGEMENTS

- “Environmental Professionals of Orange County Career Panel,” AEP, Orange County Chapter, Cal State University, Fullerton, 2023





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622  
151





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