



# City of Hayward

## OBJECTIVE STANDARDS FOR RESIDENTIAL DEVELOPMENT AND ZONING CONSISTENCY UPDATES

# PROPOSAL FOR SERVICES

Revised - January 20, 2022

**SUBMITTED TO:**

Elizabeth Blanton, Senior Planner  
City of Hayward  
Development Services Department  
777 B Street  
Hayward, CA 94541  
[elizabeth.blanton@hayward-ca.gov](mailto:elizabeth.blanton@hayward-ca.gov)

**SUBMITTED BY:**

Mintier Harnish  
1415 20th Street  
Sacramento, CA 95811  
916.446.0522  
[mintierharnish.com](http://mintierharnish.com)

**IN ASSOCIATION WITH:**

Miller Planning Associates  
DKS Associates





December 15, 2021

Elizabeth Blanton, Senior Planner  
City of Hayward  
Development Services Department  
777 B Street  
Hayward, CA 94541  
elizabeth.blanton@hayward-ca.gov

RE: Objective Standards for Residential Development and Zoning Consistency Updates

Dear Ms. Blanton:

Mintier Harnish is pleased to submit this proposal to assist the City of Hayward with the preparation of the Objective Standards for Residential Development and Zoning Consistency Updates (Objective Standards and Zoning Consistency Updates). Since 1985, we have served over 100 public agencies and have established ourselves as a leader in general plan, housing element, and zoning code updates in California. In response to your request for proposals, the City will likely receive responses from several qualified firms. We feel there are several key factors that distinguish us.

**Zoning Code Preparation Experience.** Our team has extensive experience with drafting and ensuring adoption of zoning codes and other types of development regulations. We are able to create innovative and practical solutions to both routine and unique zoning and planning problems.

**Extensive Local Familiarity.** Our team has unmatched local familiarity of the community. Most notably, Mintier Harnish led the consultant team that assisted the City of Hayward with the preparation of the 2040 General Plan and Economic Development Strategic Plan. Secondly, Miller Planning Associates led the consultant team that assisted the City of Hayward with the Industrial Design Guidelines and Development Code Update. Third, Jordan Cowell, part of our management team, led the redesign of 808 A Street and senior-housing project across from City Hall, and assisted in the site planning and architectural design effort for the SoHAY development. Each of these highly successful efforts won the strong support and praise from the City Council and community. They reflect the aspirations and goals of the Hayward community for increased quality of life, economic vitality, and streamlined development. The natural next step is to ensure that the City's Objective Standards for Residential Development reflect the goals and aspirations of the previous efforts and continue to ensure that Hayward is on the cutting edge of design and development, while encouraging more affordable housing options for the community. We are ideally suited to lead this Project.

**Familiarity with Contemporary Zoning Practice.** We are familiar with new and emerging zoning practice trends and issues. We produce zoning ordinances that are user-friendly and rely extensively on graphics and illustrations. We are addressing the changing housing-related provisions in zoning codes, including ADUs, density bonus, employee housing, emergency shelters, transitional housing, and objective design standards. We are also at the forefront in the development of web-based zoning codes.

**Comprehensive Objective Design Standards Experience and Implementation.** We have a comprehensive understanding of the State requirements of objective design standards and have provided innovative ways for successful implementation. We have or are currently assisting 19 communities of all sizes adapt and implement objective design standards. We focus on creating standards that are not only acceptable to the community and are easy to understand, but are also acceptable to the development community.

**Local Government Experience.** We have extensive experience as local government staff. We have “hands-on” experience with all levels of zoning code administration, ranging from answering zoning inquiries at the front counter, to processing land use permit applications and preparing staff reports, to managing planning divisions and departments. We have personally drafted zoning codes and then been responsible for the administration and enforcement of those regulations. We understand the wide array of day-to-day issues City staff must address in code administration, as well as the needs of the public for timely, accurate responses to their questions.

**Experienced Project Management.** I will be the Project Advisor for the Objective Standards and Zoning Consistency Updates. I have been a planner since 1970 and have participated in the preparation of dozens of zoning code updates. Brent Gibbons, AICP, will be the Project Director. Brent brings over a decade of planning experience and has prepared more than ten zoning code updates for communities throughout the state. Jordan Cowell will be intimately involved in the project as the Project Manager. Jordan has eight years of experience in urban design in the Bay Area and has been a critical element to our successful objective standards efforts.

**An Excellent Team.** Our teaming partners brings extensive zoning code update experience as well.

- **Miller Planning Associates (MPA)** has been providing planning and zoning services to a variety of municipal clients throughout California and nationwide. **Martha Miller**, Founder, and Principal of MPA, has facilitated the comprehensive update of over a dozen zoning codes in the last 20 years. Martha and Brent also co-teach the UC Davis Course on How to Update Your Zoning Code. Mintier Harnish and MPA are partnering on several code updates including comprehensive updates for Calaveras and Madera Counties.



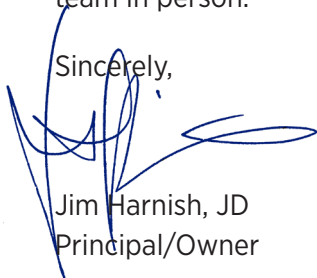
- **DKS Associates** will provide the parking analysis and will be led by Jim, Damkowitch, Managing Director of DKS Sacramento. Jim brings more than 30 years of experience in regional multimodal transportation planning.

**Active Principal Involvement.** I am personally leading the Mintier Harnish Team. I will be fully engaged in every aspect of the Objective Design Standards project. As noted above, I have been a Planning Director for several cities and prepared and administered dozens of zoning codes. I will be involved in the project daily and in regular contact with City staff, the community, and decision-makers.

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

As the owner of Mintier Harnish, I am authorized to bind the firm contractually on this project. Please contact me if you have any questions at 916-446-0522 or jim@mintierharnish.com. I look forward to the opportunity to present our proposal and team in person.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jim Harnish', is written over the word 'Sincerely,'.

Jim Harnish, JD  
Principal/Owner



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## 2. Team

### Qualifications

#### Mintier Harnish

Mintier Harnish is a Sacramento-based consulting firm specializing in the preparation of general plans, housing elements, zoning codes, and specific plans. Our mission as a firm is to help public agencies, residents, businesses, and other stakeholders plan their communities and improve their quality of life through solid research, community involvement, innovation, and policy leadership. Since our founding in 1985, we have prepared more than 60 general plans and over two dozen zoning codes, and provided a range of planning services to more than 140 public agencies, law firms, and other organizations. We are currently leading 14 objective design and development standards updates for both cities and counties across the state. We are a leader in preparing implementable plans for the future that solve community policy and design issues. Our staff includes planning experts, each with his/her own unique mixture of education, training, and experience. We are all dedicated to providing the highest quality service to our clients.

***Mintier Harnish has extensive experience in planning, zoning, and urban design. We are currently preparing objective design standards for the cities of Folsom, Gilroy, Kerman, Lakeport, Millbrae, Pleasant Hill, Reedley, Santa Clara, Selma, Stockton, Ukiah, the Town of Windsor, and the counties of Calaveras, Del Norte, El Dorado, Fresno, Madera, Mariposa, and Trinity.***

#### Miller Planning Associates

Miller Planning Associates provides planning and zoning services to a variety of municipal clients throughout California and nationwide. Through our work, we seek to give form to community aspirations, and foster places that are vital, livable, and reflect environmental stewardship. After 20 years of working in private firms and the public sector, Martha Miller established Miller Planning Associates in 2019 to provide each client and project the time and individual attention it deserves. Each assignment is approached with an open mind, and provides strategic, context-based solutions that address the unique issues and needs facing each client. Martha Miller will serve as a Project Advisor, overseeing the Zoning Amendments. She will provide peer review of deliverables and assist and attend all project meetings and community outreach events. Miller Planning Associates is located in San Luis Obispo, CA.

***Miller Planning Associates has extensive experience in planning and zoning in California. Notably, Martha recently led the recent Zoning Code Update for the City of Hayward. Miller Planning Associates is currently working on code updates for the communities of Alhambra, Calaveras County, Dixon, Hermosa Beach, Morro Bay, and Stockton; and objective standards for the cities of San Leandro and Union City.***

## DKS Associates

*DKS will provide the parking analysis.*

Founded in 1979, DKS is a transportation consulting firm that provides a broad range of transportation planning and engineering services. As experts connecting communities, DKS specializes in transportation planning, traffic engineering, traffic operations, traffic signal design, circulation elements, environmental planning, and Intelligent Transportation Systems (ITS) design and planning.

DKS has assessed the potential parking impacts of many commercial and residential projects in a wide variety of settings.

## Staffing



**Jim Harnish, JD**  
**Principal/Owner**  
**Role: Project Advisor**

Jim Harnish, JD, is the Principal/Owner of Mintier Harnish and will be the project team leader. Jim has been a planner and project manager since 1970. He has been an attorney since 1981,

with extensive experience in land use and CEQA. Jim has been Planning Director for three cities (Galt, Folsom, and South San Francisco) and understands every aspect of city and county planning and zoning. He has managed or is currently managing general plan updates for the cities of Alturas, American Canyon, Folsom, Galt, Gilroy, Hayward, Healdsburg, Isleton, Livingston, Millbrae, Rohnert Park, Sacramento, South San Francisco, Ukiah, Union City, Wheatland, and Windsor, and the counties of Calaveras, Fresno, Kern, Merced, Modoc, San Benito, San Joaquin, and Ventura. Jim is currently managing zoning code updates or amendments for the cities of Gilroy, Santa Clara, Ukiah, and Windsor and the counties of Madera, Mariposa, and Sierra. Jim has an unparalleled working knowledge of general plan updates and has prepared dozens of general plan work programs and budgets.



**Brent Gibbons, AICP**  
**Project Manager**  
**Role: Project Director**

Brent has been a planner in both the public and private sectors. He specializes in zoning code interpretation and preparation, urban design, site design, community

engagement, land use planning, public policy, and geographic information systems. Prior to working with Mintier Harnish, Brent served as a Planner for both Madera County and the City of Turlock. His experience includes permit processing, formation of community/area plans, and project management, as well as zoning ordinance development.



Brent has extensive experience in drafting zoning code updates and objective and development standards. Brent is currently managing comprehensive zoning code updates for the counties of Fresno, Madera, Mariposa, Merced, and Sierra, and the cities of Folsom, Gilroy, Kerman Santa Clara, Walnut Creek, and Windsor. He has also managed objective standards updates for the counties of Fresno, Mariposa, and Madera, and the cities of Folsom, Gilroy, Kerman, Santa Clara, Ukiah, South Lake Tahoe, and Windsor. Brent's comprehensive understanding of the planning process from both sides of the planning spectrum has proven beneficial during the formation of and zoning code and objective standards updates.



**Jordan Cowell**  
**Project Manager**  
**Role: Project Manager**

Jordan Cowell is a Project Manager who specializes in both architecture and planning/urban design. Jordan has become an integral member of the planning team as he is able

to ensure plans will actually work for builders. Jordan applies his detailed knowledge to each project, streamlining the preliminary planning to construction document process for our clients. His municipal planning experience allows him to actively engage in a wide range of roles on the planning team, including fast, yet thorough, zoning code analysis thanks to his intimate understanding of how codes are organized and written.

Jordan is an experienced problem solver, is adept in writing specific plans, and provides effective and efficient support in entitlement processes, thanks to his work on a wide array of project types ranging from large-scale master plans to urban infill/mixed-use projects. He has a passion for developing a sustainable vision for communities and future generations to come. Jordan is Assistant Project Manager for the City of Millbrae, City of San Ramon, and Trinity County General Plans. Additionally, Jordan is currently working on objective standards projects for the cities of Gilroy, Lakeport, and Pleasant Hill.



**Ryan Lester**  
**Associate Planner**

Ryan is an Associate Planner with an eye for design. A skilled user of industry-standard graphic design software, Ryan specializes in preparing accessible, user-friendly materials that present

planning concepts to the public in concise, easy-to-understand, and engaging ways. Ryan applies these skills while crafting existing conditions and trends analyses, housing needs assessments, and land use alternatives analyses for cities and counties throughout the state. Additionally, he designs project websites, facilitates workshops and stakeholder interviews, and constructs interactive exercises and surveys for both in-person and online engagement efforts. In eight years with Mintier Harnish, Ryan has worked on over a dozen General Plans and an equal number of housing elements. Among other projects, Ryan is currently working on five 6th-cycle housing elements and is drafting Objective Design and Development Standards for SB 35 compliance for a half dozen cities.



**Michael Gibbons**  
**Associate Planner**

Michael Gibbons is an Associate with Mintier Harnish. Michael serves as the day-to-day planner for a variety of long-term planning projects including general plans, zoning code updates, and housing elements.

He has experience in land use planning, zoning regulations, Crime Prevention Through Environmental Design, urban design, architectural applications, historic preservation, real estate development, regulatory code, and public policy. Michael has worked in both the public and private sector, as well as in law enforcement. Michael holds a bachelor's degree in City and Regional Planning from Cal Poly, San Luis Obispo. Among a number of projects, Michael is currently assisting with the preparation of the Mariposa County Development Code Update, the Town of Windsor Zoning Code Amendments, and the City of Gilroy General Plan and Zoning Code Updates.

## Miller Planning Associates



**Martha Miller, AICP**  
**Principal and Owner**  
**Role: Zoning Advisor**

Martha is a skilled land use planner and project manager specializing in community planning, development regulations, and community

engagement. With 20 years of experience working in private firms and for public agencies, Martha brings an in-depth understanding of how to translate community vision into a usable set of plans, policies, and regulations that achieve results. Martha's approach is marked by carefully assessing each client's needs and resources, and bringing best practices from form-based, performance-based, and Euclidean applications.

clients including Caltrans, MPOs, and various cities and counties in California. He has served on state and regional planning committees and conference panels for transportation air quality conformity, performance measurement, and SB 743, respectively.

**Yana Loginova, EIT**  
**Transportation Engineering Associate**

Yana is a transportation engineering associate working on a variety of design, planning, and operations projects. She has experience working on traffic signal modification, signing and striping, lighting, ramp meter, ITS, and operations projects with private and public agencies throughout California and Oregon. Yana is experienced in applying the latest transportation software packages, including AutoCAD, Microstation, Vissim, Vistro, Sidra, Tru Traffic, Synchro 10, and Aimsun Next.

**Sean Carney, EIT**  
**Transportation Engineer/Planner**

Sean offers a broad range of analysis skills including signal timing, traffic operations analysis, transportation system planning, and crash data and safety analysis. He almost exclusively works with public agencies to identify and resolve the transportation issues of today and plan around the travel demand of the future. Sean is experienced in providing both quantitative and qualitative analysis for all methods of mobility and has worked on projects throughout Northern California and Oregon to address the needs of growing traffic, transit, and active mobility demands. Sean is adept at applying various software packages for traffic analysis including Synchro/SimTraffic, Vissim, ArcGIS, and Cube.

## DKS Associates



**Jim Damkowitch**  
**Managing Director**  
**DKS Sacramento**

Jim has 30 years of experience in regional multimodal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit

studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has managed regional transportation plan/sustainable community strategy updates and general plan circulation element updates; operational traffic studies for state highway infrastructure improvement projects (PSR/PA-ED Phases); corridor studies; active transportation studies; traffic impact fee programs; travel demand modeling; air quality modeling; and, transportation operational studies for a variety of



## 3. Experience

### Relevant Experience:

- City of South Lake Tahoe Objective Residential Design and Development Standards and Permit Process Streamlining for Residential Development
- City of Santa Clara Comprehensive Zoning Code Update and Objective Design and Development Standards Update
- City of Ukiah Multi-Family Objective Standards and Zoning Amendments for Housing
- City of Gilroy Zoning Ordinance Update and Objective Design and Development Standards
- Town of Windsor Multifamily Objective Design Standards
- City of Lakeport Objective Design and Development Standards for Residential Development
- Del Norte County 6th Cycle Housing Element, Objective Design and Development Standards, and Housing Element Implementation

### References

#### Mintier Harnish

#### City of Ukiah Objective Standards and Zoning Amendments for Housing

Mintier Harnish is currently preparing objective multifamily residential design standards and an update to the Ukiah Zoning Ordinance to address flexible standards for housing development. The objective design standards and zoning ordinance amendments will reflect changes in State law and implementation of the City's Housing Element, which was adopted in early 2020. Mintier Harnish is also leading a team to work with the City to update the General Plan. The update includes broad community engagement, visioning, alternatives, policy development and a Program EIR, will be prepared by Rincon Consultants. The Objective Standards were adopted in June 2021.

Contact: Mireya G. Turner, MPA  
Interim Senior Planner – Special Projects  
Department of Community Development  
300 Seminary Avenue, Ukiah, CA 95482  
(707) 463-6203  
mturner@cityofukiah.com

Project Director: Jim Harnish  
Project Manager: Brent Gibbons  
Timing: May 2020 to June 2021  
Budget: \$97,000

## City of Hayward 2040 General Plan Update and Program Environmental Impact Report (2012-2015)

Mintier Harnish managed a multi-disciplinary consulting team in a comprehensive update of the City of Hayward General Plan and preparation of a Program EIR. The General Plan incorporated new City initiatives within the context of several significant changes in State law and a comprehensive strategy for how the City can address climate change and sustainability. City staff took a major role in updating the General Plan in-house. Mintier Harnish worked closely with City staff and the team of consultants to produce an innovative and compelling plan for Hayward's future. We conducted focused Do-It-Yourself General Plan® training sessions with City staff throughout the Update process. The resulting 2040 General Plan established a new Vision for the city of Hayward and included several unique elements, including a Community Health and Quality of Life Element and an Education and Lifelong Learning Element. The General Plan was also developed as the City's Community Risk Reduction Plan and as the City's Climate Action Plan. The City Council certified the Final PEIR and approved the Hayward 2040 General Plan in July 2014. Following adoption, the Mintier Harnish team created a web-based, fully searchable online General Plan ([www.hayward2040generalplan.com](http://www.hayward2040generalplan.com)).

Contact: Sara Buzier, AICP,  
Deputy Director  
Development Services Department  
510.583.4191  
[sara.buzier@hayward-ca.gov](mailto:sara.buzier@hayward-ca.gov)

Project Manager: Jim Harnish  
Timing: 2011-2015  
Budget: \$1,171,210

## City of Gilroy Zoning Ordinance Update and Objective Design Standards for Multifamily Residential Development

Our team is currently preparing a comprehensive update of the City's Zoning Ordinance, as well as a comprehensive set of Objective Standards and an Missing Middle Housing memorandum. This update is being undertaken in conjunction with an update of the General Plan. The Zoning Ordinance Update includes compliance with changes in Federal and State law and implementation of the updated General Plan. The Objective Design Standards were adopted by the City Council November 2021. This project is scheduled to conclude in Spring 2022.

Contact: Cindy McCormick  
Customer Service Manager  
City of Gilroy  
(408) 846-0253  
[cindy.mccormick@cityofgilroy.org](mailto:cindy.mccormick@cityofgilroy.org)

Project Director: Jim Harnish  
Project Manager: Brent Gibbons  
Timing: October 2020 - November 2021  
Budget: Objective Standards - \$120,000

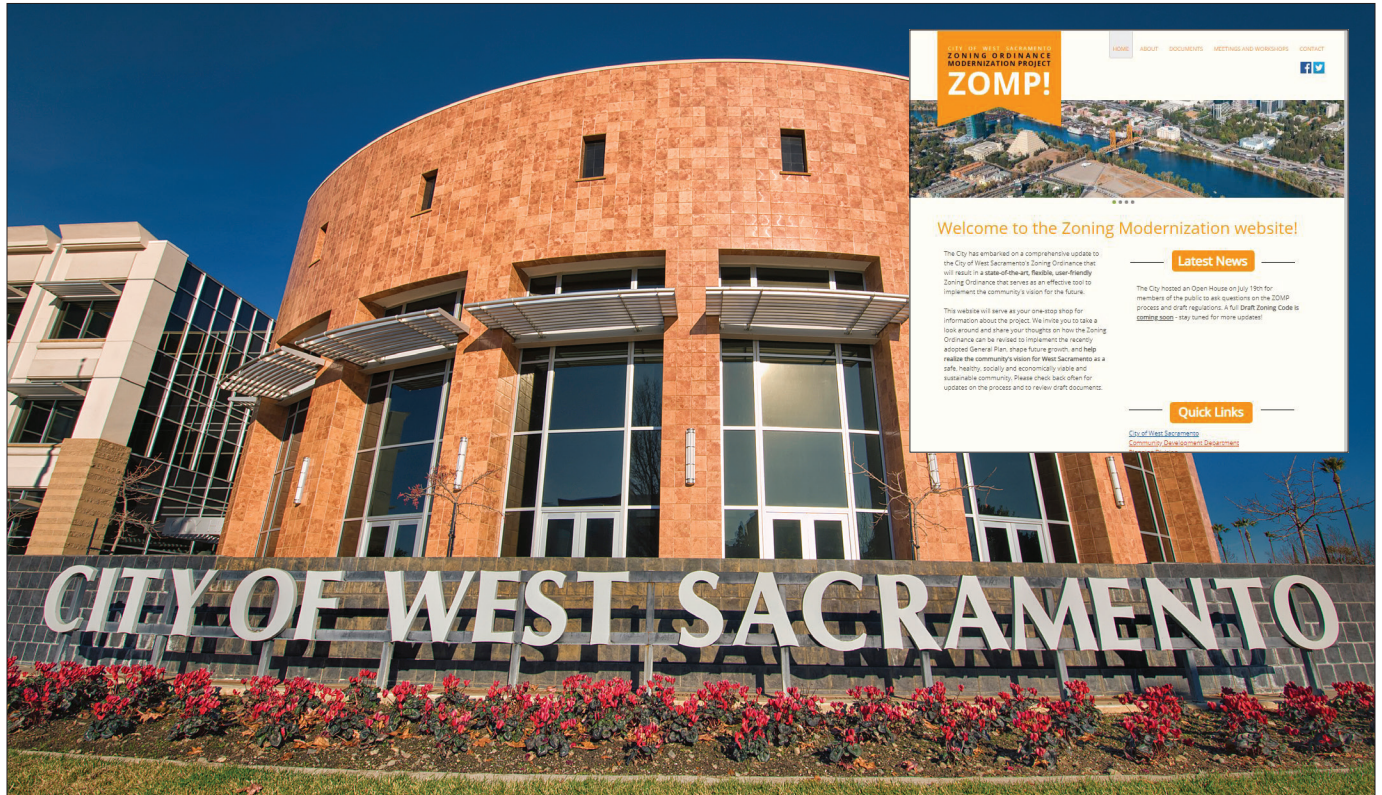
## Miller Planning Associates

We have included project examples on the following pages.



## WEST SACRAMENTO, CALIFORNIA

## ZONING ORDINANCE MODERNIZATION

**CLIENT**

City of West Sacramento

**PROJECT TIMELINE**

2016-2019

**CONTACT**

David Tilley, Principal Planner  
(916) 617-4645  
davidt@cityofwestsacramento.org

**CONTRACT AMOUNT**

\$235,000

**WEB LINK**

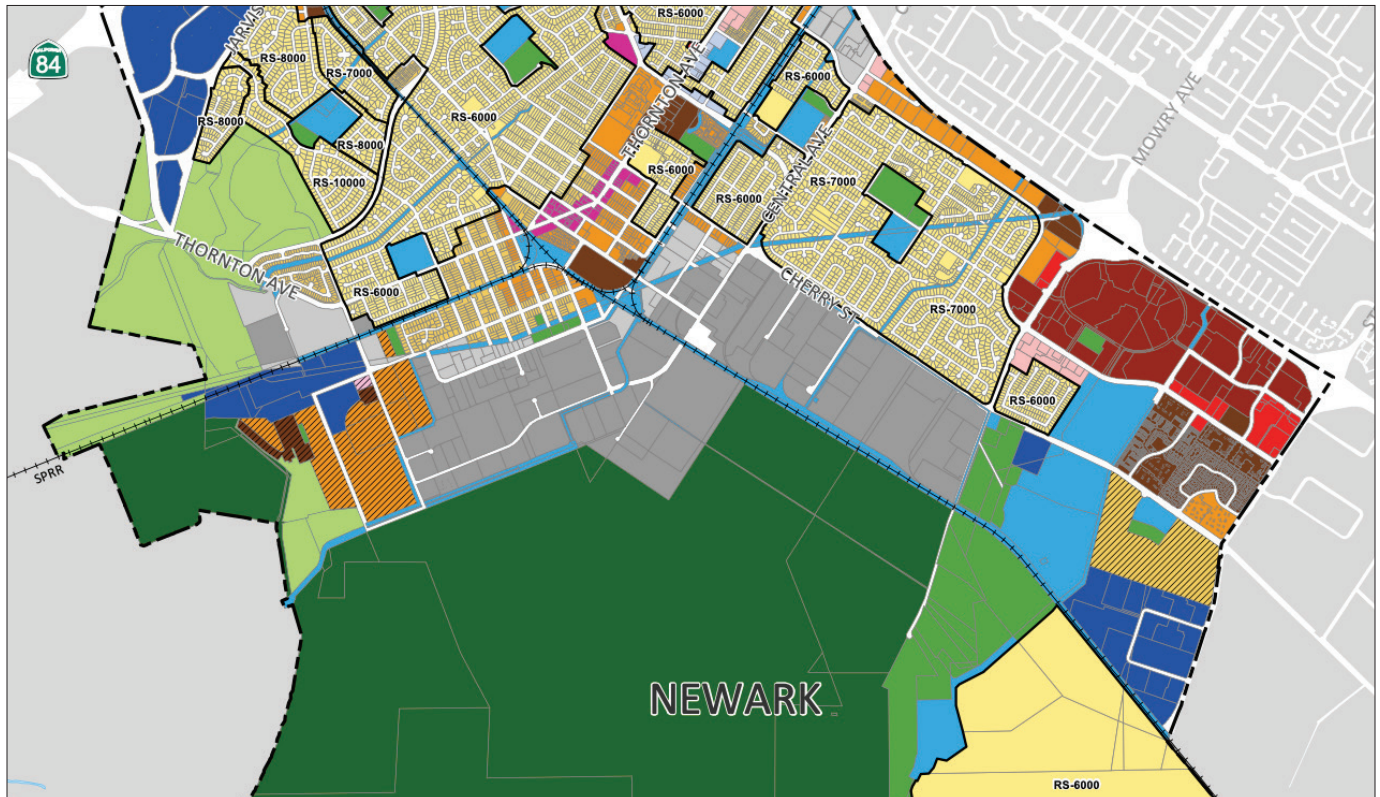
<http://online.encodeplus.com/regs/westsacramento-ca/index.aspx>

Martha Miller was the project manager for a comprehensive update to the City's Zoning Ordinance. The Zoning Ordinance, originally written in 1990 shortly after incorporation, had been amended numerous times but had not been comprehensively updated. As land use patterns diversified and modernized, the City found that the Zoning Ordinance was hindering new land use and development objectives and economic development.

The Zoning Ordinance Modernization Project (ZOMP!) brought the code up to date, adequately reflecting modern uses and current development practices. The ZOMP! also provides consistency with the recently adopted General Plan. Included in the update was a comprehensive revision of the City's sign regulations. The goal of the sign regulation revisions was to provide for the conveyance of information in a way that protects and enhances community character and is consistent with recent case law.

# NEWARK, CALIFORNIA

## ZONING CODE UPDATE



### CLIENT

City of Newark

### PROJECT TIMELINE

2016-2018

### CONTACT

Art Interiano, Deputy Community Development Director  
(510) 578-4331  
art.interiano@newark.org

### CONTRACT AMOUNT

\$250,000

### WEB LINK

<http://bit.ly/2KsD6iG>

Martha Miller was the project manager for the comprehensive update of the City of Newark's Zoning Ordinance. The new Zoning Ordinance implements the City's General Plan in a concise, user-friendly set of regulations. A priority of this project was to craft regulations that will allow Newark to maintain and enhance the character of existing neighborhoods, promote economic development, and create new identifiable places, consistent with the General Plan. The new regulations are written to be predictable, understandable, and enforceable. A streamlined approval process has been established for conforming projects and an extensive use of graphics have been integrated to reduce wordiness. The update was comprehensive, including new districts, use allowances, procedures, and sign regulations. The sign regulations were updated to comply with state and federal law and the 2015 Supreme Court case Reed v. Town of Gilbert.



## DKS Associates

### City of Hercules General Plan Circulation Element

DKS assisted the City of Hercules in updating the Circulation Element of their General Plan, previously updated in 1998 by DKS. The update includes an improved focus on a multimodal transportation network and complete streets concepts and improvements and included the following elements:

- Develop a program for outreach that helped to identify the needs and concerns of stakeholders, decision-makers, and the public
- Evaluation of the existing circulation system and projected development to evaluate and prioritize potential improvements
- Creation of a circulation model for Hercules based on the existing CCTA traffic model to evaluate various transportation improvement alternatives
- Update of the goals and policies included in the existing Circulation Element to reflect current priorities
- Confirmation of environmental (CEQA) compliance for the identified alternatives
- Assist in the adoption of the Circulation Element and provide the City with guidance on fee programs, grant programs, and other existing or emerging sources that could be tapped to help fund improvements identified in the Circulation Element

The update also included a task to do cost estimating for the identified improvements and a Nexus Study to establish a developer fee structure.

Contact: Holly Smith, City of Hercules Planning Director, (510) 799-8247, [hsmyth@ci.hercules.ca.us](mailto:hsmyth@ci.hercules.ca.us)

### City of Dixon General Plan Update/EIR

DKS was contracted to prepare the transportation and circulation element update for Dixon's General Plan and perform analysis in support of the EIR. DKS will be providing transportation modeling and engineering services, including the assessment of transportation impacts of a baseline future land use and up to two alternatives for the General Plan and EIR. DKS will also recommend improvements that will be required to mitigate potential impacts determined in the analysis.

Contact: Joe Leach, PE, City Engineer/Public Works Director, (707) 678-7031x5305, [jleach@ci.dixon.ca.us](mailto:jleach@ci.dixon.ca.us)

### City of Santa Maria VMT Threshold Study

DKS is developing the City of Santa Maria's SB 743 VMT Threshold Study. The study entailed establishing a VMT methodology, analysis and establishment of VMT Thresholds, assessment of VMT mitigation, and development of a VMT Sketch Planning Tool. DKS also reviewed the City of Santa Maria's VISUM model to identify modifications that will allow the model to be more sensitive to VMT assessments consistent with SB 743. The Santa Maria model was modified and now generates full-trip length VMT estimates for both residential and non-residential City trips consistent with SB 743. DKS made two presentations to the Santa Maria Planning Commission to describe and provide options regarding screening criteria and thresholds. Adoption of the City of Santa Maria VMT Thresholds by City Council is scheduled/anticipated by September 2020.

Contact: Ryan Hostetter, AICP, Planning Manager, (805) 925-0951 x2369, [rhostetter@cityofsantamaria.org](mailto:rhostetter@cityofsantamaria.org)



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## 4. Project Understanding and Approach

### Project Understanding

The City of Hayward is seeking proposals from qualified consultants to prepare Objective Standards for Residential Development and Zoning Consistency Updates (Objective Standards and Zoning Consistency Updates). Our understanding of the Project is based on a combination of the Request for Proposals, the City's response to questions regarding the RFP (Addendum 1), our experience assisting numerous other communities in successfully crafting standards, our overall understanding of the housing crisis in California, and our knowledge from preparing zoning codes for dozens of cities and counties throughout the state. This Project is the City's opportunity to establish clear and unambiguous, internally-consistent, legally-defensible residential design standards and development regulations that reflect a contemporary Hayward. The objective design and development standards will comply with the requirements of State law and set the stage for continued positive change in the community. Based on our understanding, we have identified seven objectives for the Project.

**Engage the Community.** The City expects the Consultants to work with staff to organize and facilitate an effective community engagement program. The engagement program should include a wide range of components intended to maximize public participation, including a project webpage, project-specific marketing materials, interactive outreach efforts, community workshops, stakeholder meetings, study sessions, and adoption hearings. The new Objective Standards must be based upon the results of a comprehensive public engagement program to ensure that everyone in the community has an opportunity to participate and are fully represented in shaping Hayward's future. Further, outreach activities should be conducted through a racial equity lens to ensure that the proposed objective standards and zoning updates do not disproportionately impact communities of color. Special attention should be given to communicating information clearly and succinctly and in multiple languages, as necessary, so that it is accessible and easy to understand.

### Recent Changes to State Law

California is in the midst of a housing crisis in which communities throughout the state are challenged with accommodating their fair share of housing production. The housing shortage prompted California to enact new laws in 2017 (SB 35, SB 167, AB 648) requiring cities and counties to streamline housing approval by establishing a by-right, ministerial approval process for multifamily residential development; and to provide an increased standard of proof to legally deny a lower- or moderate-income housing project. In 2019, changes to the Housing Accountability Act (SB 330, AB 1485) further limited a jurisdiction's ability to deny or reduce the density of housing projects that meet objective standards, while expanding SB 35 eligibility and protections under the HAA. Under these changes to State law, jurisdictions without a ministerial approval process have little say in the design of developments processed under the protections of the HAA. Key to the establishment of this process is the replacement of subjective design guidelines and discretionary review with objective standards and ministerial approval.

Finally, the zoning code will need to be brought into compliance with State legislation from 2021, including SB 9, SB 10, and SB 478, which directly limit a jurisdiction's ability to control certain density, lot size, and lot coverage requirements.

**Conduct Background Research.** The City expects the Consultants to conduct background research to gain an understanding of community priorities, the City's current residential development standards, and existing General Plan and Zoning discrepancies for single family zoned parcels in Hayward. The Consultants will prepare a General Plan Zoning Discrepancy Memo that identifies parcels within the city that are zoned for single family residential uses but have underlying General Plan designations that allow or require higher densities. The memo should include analysis of the implications of SB 9 and any

other recent State legislation on these parcels, and specifically whether this recent legislation eliminates any of the existing discrepancies in allowable density.

As part of this process, the City expects the Consultants to prepare a Residential Objective Standards Background Report that summarizes recent legislation, including SB 35, SB 330, SB 8, and SB 9, that restrict the City's ability to deny projects that meet adopted objective standards. The report should further analyze the City's Zoning Ordinance, Off-Street Parking Regulations, Mission Boulevard Corridor Code, Downtown Development Code, Design Guidelines, Hillside Design and Urban/Wildland Interface Guidelines, and various Neighborhood Plans to summarize the objective standards for residential development are already in place and where changes or additions may be appropriate. Finally, the report should also identify best practices regarding objective standards in similar communities around the Bay Area and beyond.

#### **Develop a Vision for the Objective Standards.**

The City expects the Consultants to develop a Vision Statement for the Residential Objective Standards portion of the project that fine tunes the project's goals and objectives, as identified through initial outreach to decision makers, stakeholders, community members, and staff. The Vision Statement should be designed as a one-to-two-page graphic handout that is eye-catching and easy to understand.

#### **Provide a Technical Report with Options and Recommendations.**

The City expects the Consultants to prepare a Technical report that explores potential updates for zoning consistency and provides options and recommendations for new or revised objective standards for residential development. The Report should include a Zoning Consistency Recommendations Memo that introduces different approaches to bringing the City's single family zoned properties into compliance with their underlying General Plan land use designations. This may include a rezoning of these properties, creation of one or more zoning overlays, or other strategies. The memo should state which, if any, of the proposed approaches would require environmental analysis.

Additionally, the Technical Report should include an Objective Standards Technical Report that introduces various options for objective standards for residential development that the City may want to adopt. The Report should analyze tradeoffs in selecting different options, including the potential impacts to different stakeholders and community members, the feasibility and/or potential economic impacts, and impacts to overall design aesthetic and diversity. The analysis should include a Prototype Analysis that illustrates how changes in key development standards (such as parking, massing, setbacks, and articulation) would result in different building prototypes for three residentially zoned sites in the city.

#### **Draft Objective Residential Standards and**

**Zoning Consistency Updates.** The City expects the Consultants to develop Draft Objective Standards and Zoning Consistency Updates based on feedback received on the Zoning Consistency Recommendations Memo and Objective Standards Technical Report. Both documents should indicate the specific location where the proposed changes will occur in the City's adopted Ordinances, Codes, and Plans. The City expects the Objective Standards to include high quality graphics and diagrams to clearly illustrate standards.

**Complete Environmental Review.** If necessary, the Consultants will prepare all required studies and documents for California Environmental Quality Act (CEQA) review, including, if warranted, an Initial Study and Draft and Final Addendum to the General Plan EIR. For budget purposes, the Consultants should list different costs depending on the level of analysis that may ultimately be needed. The City expects the Consultants to provide one Administrative Draft and one Screencheck Draft round of review for each document.

**Prepare Final Documents.** The City expects the Consultants to prepare final versions of the Objective Standards and Zoning Consistency Updates based on feedback on the draft documents from decision-makers, stakeholders, and community members. The final documents will be presented to the Planning Commission and City Council for final consideration.



## Our Approach

Based on our understanding of the City's expectations for the Objective Standards and Zoning Ordinance Updates, we identified six themes for our approach to the Project.

**Collaborate with Staff.** Close collaboration with City staff throughout the project is an essential part of our approach. While we have broad experience with zoning code updates, City staff has detailed working knowledge of Hayward's regulatory structure and development approval process. We will establish a close working relationship and regular communication with City staff throughout the project. We will work with City staff early on to define work responsibilities and communication protocols. We will form an integrated and seamless staff/consultant project team. We could also provide optional staff training opportunities at the beginning of the process to understand the details and mechanics of preparing objective design and development standards and methods for streamlining residential development approvals.

**Design and Implement a Robust Community Engagement Program.** Throughout the Project, we will facilitate an effective engagement program around three key components: education and information; engagement and interaction; and validation and direction. Education and information include a Project website, project logo/branding, e-blasts, social media posts, press releases, newsletters, and informational handouts. Engagement and interaction include community workshops, online opinion surveys, and study sessions and public hearings. We will focus particular attention on engaging a wide range of community members, including communities that have limited or no access to technology or who are hard to reach and/or do not typically participate in City processes, homeowners, renters, housing advocates, developers, and architects.

**Clearly Define Issues and Opportunities.** Key to the success of the objective design and development standards is clearly identifying the types of residential development projects that are preferred in the city, projects that did not work, obstacles in the project approval process, and opportunities for improvement. Early in the Project, we will facilitate meetings and conference calls to refine the work scope, thoroughly define and explore issues and opportunities, and prioritize tasks. We will meet with stakeholders selected by City staff to understand the perspectives of the regulated community. We will also facilitate a study session with the City Council and Planning Commission to understand their expectations for future residential development and additional desired outcomes of the project.

**Build on Successes.** Every planning process requires a solid foundation on which to build. We will identify successful residential design that has worked well for the City. We will research and analyze existing City planning documents to extract design approaches that could be implemented citywide. We will also analyze recent relevant State law and provide a summary of best practices regarding objective standards in similar communities around the Bay Area and beyond.

**Create New Ideas.** At each step in the process, we will explore new ideas and innovative approaches for establishing objective design and development standards that address design, massing, neighborhood compatibility, parking, setbacks, and/or other topics identified as important by the community, stakeholders, decision-makers, and staff. Additionally, we will explore and present innovative concepts based on our understanding of best practices in residential and mixed-use zoning regulations and our extensive experience working with a wide array of cities throughout California.

**Deliver User-Friendly Objective Standards for Residential Development.** We prepare user-friendly residential design and development standards in a format that is easily read and understood by residents, permit applicants, City staff, the Planning Commission, and the City Council. While technical and regulatory, there is no need for standards in the Zoning Code to be difficult to use and understand. The content, format, and presentation of the objective standards will provide all users with a clear understanding of the land use regulations and development standards, and expectations for the project approval and permitting processes. We will provide graphic illustrations and consolidated tables, where useful and appropriate. We will eliminate internal inconsistencies and clarify cross-referencing.



## 5. Scope of Work

### Phase 1: Project Management

Throughout the Project, Mintier Harnish will manage communication and coordination between our staff, subconsultants, and City staff, including meetings, phone/Zoom conferences, email exchanges, and other communications to ensure timely delivery of all tasks.

#### Task 1.1: Kickoff Meeting

Mintier Harnish will facilitate a kick-off meeting with City staff and Consultant team to discuss the project work scope, schedule, budget, and communication protocols. We will clearly identify the roles and responsibilities of key staff and Consultants.

Further, we will identify the core project management team and establish a schedule for recurring bi-weekly check-in zoom/conference calls and any additional meetings. Finally, we will prepare agendas and action minutes for all calls and meetings, and monthly status reports on the Project.

#### Meetings:

- Project Kickoff meeting with City staff and Consultant Team

#### Deliverables:

- Standardized file-naming protocols
- E-mail protocols to assure consistency in team communication
- Standardized document format and style guide
- Coordination meeting/call agendas and action minutes
- Data needs list
- Community engagement event preparation guides/checklists
- Monthly Project status reports
- Invoices

### Phase 2: Community Engagement Program

The Consultants will develop and finalize a Community Engagement Strategy that we will use to guide engagement throughout the Project. The strategy will describe how the engagement will be structured to ensure residents, businesses, property owners, and other community stakeholders are aware of and engaged throughout the project. This will include not only multiple opportunities to provide input and feedback, but multiple outreach techniques to maximize community engagement. While we expect to refine the details of the Engagement Strategy with City staff, our work program and budget estimate includes the following engagement elements:

- Project website
- Project logo and branding
- Newsletters (2)
- Flyers
- E-blasts
- Social media
- Press releases
- Community Opinion survey
- Online engagement
- Community workshop
- Support of community led events
- Stakeholder Interviews
- City Council and Planning Commission Study Sessions (5 total)
- Planning Commission Hearing
- City Council Hearing
- Translation services

As the Community Engagement Strategy is finalized, some of these elements may be substituted for others as the consultant team receives feedback from staff, decision makers, and the community on the most effective ways to reach the diverse Hayward community.

Throughout every phase of the Project, we will facilitate an effective engagement program around three key components: education and information; engagement and interaction; and validation and direction. Education and information includes a Project website, project logo/branding, e-blasts, social media posts, newsletters, and flyers. Engagement and interaction includes opinion surveys and online engagement,



community workshops and events, and stakeholder interviews. Validation and direction includes City Council and Planning Commission Study Sessions, and public hearings. The following is a detailed description of our suggested engagement activities. These are subject to refinement in consultation with City staff.

The following is a detailed description of our suggested engagement activities. These are subject to refinement in consultation with City staff.

**Project Website.** The Consultants will design, develop, and maintain a Project website. The Consultants will build the website on a user-friendly platform that allows quick and easy updates to the site. In addition to being an important public outreach and information tool, the website will serve as an administrative record of the project. It will include all meeting announcements/materials, draft and final documents, and meeting summaries. Once the site is live, the Consultants will prepare email blasts, use City social media accounts, and other outreach methods to drive traffic to the site.

**Project Logo and Branding.** The Consultants will work with City staff to develop an overall brand for the Project. This will be carried through all materials, the Project website, and presentations to build enthusiasm and ensure that this effort is distinct in the minds of the public and other stakeholders. As part of this effort, we will prepare three branding options for the City's consideration.

**Newsletters.** The Consultants will prepare two newsletters at key points in the Project. The newsletters will serve as Project-specific marketing and educational materials for City staff outreach efforts. The newsletters will provide a project status report, summarize a key topic or subject, and promote upcoming community engagement events and online activities. The newsletters will be highly graphical, attractive, easy to read, and typically four pages long. We will provide them to City staff for distribution at the Planning front counter, in City buildings, other public facilities, and events.

Newsletter #1 will introduce the Project, direct readers to the Project website, and will announce the Community Workshop. Newsletter #2 will present the

Vision Statement, summarize the Zoning Consistency Recommendations Memo and Objective Standards Technical Report, and announce the release of the Draft Objective Residential Standards and Draft Zoning Consistency Updates.

**Flyers.** The Consultants will prepare promotional flyers in conjunction with all workshops and events. The flyers will serve as easy-to-read handouts suitable for posting in City offices and other public buildings, community bulletin boards, and in store windows. Mintier Harnish will also provide digital copies of the flyer in sizes appropriate for posting on social media and other online platforms.

**E-blasts, Social Media, Press Releases.** The Consultants will prepare periodic e-blasts and/or social media posts at key points in the Project to inform the public about engagement opportunities, upcoming meetings and events, and availability of new documents. We will coordinate all public information through City staff.

**Community Opinion Survey.** The Consultants will work with the City to craft, distribute, and tabulate a Community Opinion Survey. The Community Opinion Survey will be a critical tool to understanding the community wants, needs, and concerns regarding residential objective standards in Hayward. We will conduct the survey as a part of the online engagement program. We will publicize the survey through the Project and City websites, eblasts, social media, and announcements at City Council and Planning Commission meetings.

**Online Engagement.** The Consultants will develop and use online engagement platforms, linked from the project website, to collect input from the community. We will regularly update the online engagement tools with new questions, surveys, opinion polls, and geographic mapping tools. The following are typical uses of this engagement, and other ideas will be generated in response to input received, making the input for Hayward uniquely tailored to capture community attitudes on design-related issues. These online activities can also mirror concurrent in-person engagement done at the community workshop for those community members who were not able to attend in person.

Visit <http://pleasanthill2040.com/engage.html> to view an example of how we have incorporated public engagement activities on a General Plan Update page.

**Community Workshop.** The Consultants will facilitate the Community Workshop interested community members. This workshop will serve to provide a common understanding of the need for and purpose of the Project, the key steps in the process, community engagement opportunities, new State requirements, and contemporary planning issues. Mintier Harnish will also facilitate an open dialog to gain input on the community's expectations for the Objective Standards Update and design in Hayward. We will also conduct a visioning exercise that will serve as one of the tools informing the Draft Vision Statement.

**Partner with Community Organizations.** In order to effectively connect with the broadest range of community members, the Consultants will work with City staff to identify and collaborate with existing community groups and organizations for direct community member engagement. We will inform and educate group and organization staff about the project, document content, and our feedback objectives and provide them with engagement materials. We will continue to work with the organizations to inform and educate community members and explore options for maximizing community input and direction throughout the remainder of the Project.

**Stakeholder Interviews.** The Consultants will conduct eight one-on-one and group interviews via Zoom or conference call with local housing developers, architects, housing advocates, and others, to gain an understanding of the ideas and expectations of housing and subsequent development regulations in the city. We will summarize the results of the interviews in a memorandum.

**City Council and Planning Commission Study Sessions.** The Consultants will facilitate five Study Sessions with the City Council and Planning Commission. At each Study Session, the Consultants will provide an update of the Project status, present specific topical information, and solicit direction

and feedback from the Council and Commission. The study sessions will be an opportunity to review community input received and discuss the Project Vision Statement, discuss the Zoning Consistency Recommendations Memo and Objective Standards Technical Report, as well as review the Administrative Draft Residential Objective Standards and Zoning Consistency Update.

**Planning Commission Hearing.** The Consultants and City staff will facilitate a public hearing with the Planning Commission to review the Final Zoning Updates for Zoning/General Plan Consistency and Final Residential Objective Standards. The Planning Commission will consider all public comments and, at the conclusion of the hearings, make recommendations to the City Council regarding the Final Objective Standards and Zoning Consistency Updates.

**City Council Hearing.** The Consultants and City staff will facilitate a public hearing with the City Council to review the Final Zoning Updates for Zoning/General Plan Consistency and Draft Residential Objective Standards. At this meeting, the City Council will consider the Planning Commission's recommendations and all public comments. At the conclusion of the hearings, the City Council will adopt the Final Zoning Updates for Zoning/General Plan Consistency and Final Residential Objective Standards with any desired changes.

**Translation Services.** Our team has included a preliminary budget for translation services in the Direct Services line item in our budget. As requested in Addendum #1 to this RFP, we have assumed responsibility for providing verbal translation services available at the community workshop, as an option for any stakeholder interview participants. During the kick-off meeting in Task 1, we will discuss City staff expectations for further translation services. There are two basic types of translation services: written and verbal. All Update documents can be translated; however, we typically limit written translation to eblasts, newsletters, opinion surveys, open house materials, and other community engagement-related documents. The Project Website would be available in other languages as well. All other project documents (e.g., Zoning Consistency

Recommendations Memo) can be translated, but can represent a significant expense. Translation services can be provided in multiple languages, as necessary.

### **COVID-19 and Community Engagement**

Due to the ongoing COVID-19 pandemic, we do realize that the extent of community engagement and participation in public meetings, workshops, and community events is still unknown. Our team is flexible in our approach to collaborate with the City on the facilitation of these public events. We are currently working on several projects that have temporarily transitioned to Zoom or Go-To-Meeting virtual platforms for public meetings and that have been quite successful, particularly with stakeholder interviews. Using virtual platforms over time can also save on travel time and cost. We have also reimagined how to solicit community feedback and have transitioned several large outreach events to completely virtual events. These have included interactive online exercises, educational and informational videos, live webinars with Q&A sessions, and visual preference surveys.

As requested in the RFP, we have included separate cost estimates for virtual and in person attendance for each meeting. We will work with City staff to finalize our approach to facilitating community outreach, Study Session, and Public Hearings, and are dedicated to ensuring an inclusive process for all.

### **Deliverables:**

- Community Engagement Program
- Project logo, website materials
- Project Newsletters (2)
- Community Opinion Survey (hardcopy/digital)
- Stakeholder Interview Summary Memo (Word/PDF)
- Online engagement tools such as surveys, polls, and mapping exercises, as planned in the final Community Engagement Program.
- PowerPoint presentations, as needed
- Meeting notes

## **Phase 3: Vision and Background Research**

### **Task 3.1: General Plan/Zoning Discrepancy Memo**

The Consultants will conduct background research to gain an understanding of community priorities, the City's current residential development standards, design guidelines, and existing General Plan and Zoning discrepancies for single family zoned parcels in Hayward. We will identify single family zoned parcels that have underlying General Plan designations that allow or required higher densities and will summarize our findings in a General Plan/Zoning Discrepancy Memo. The Memo will also include analysis of the implications of SB 9 and any other recent State legislation on these parcels, and specifically whether this recent legislation eliminates any of the existing discrepancies in allowable density.

### **Task 3.2: Vision Statement**

The Consultants will develop a Vision Statement for the Residential Objective Standards portion of the Project that fine tunes the project's goals and objectives, as identified through initial outreach to decision makers, stakeholders, community members, and City staff. The Vision Statement will be designed as a one-to-two-page graphic handout that is both attractive and user-friendly.

### **Task 3.3: Residential Objective Standards Background Report**

The Consultants will produce a Residential Objective Standards Background Report summarizing recent legislation, including SB 35, SB 330, SB 8, and SB 9, that restrict the City's ability to deny projects that meet adopted objective standards. We will also analyze the City's Zoning Ordinance, Off-Street Parking Regulations, Mission Boulevard Corridor Code, Downtown Development Code, Design Guidelines, Hillside Design and Urban/Wildland Interface Guidelines, and various Neighborhood Plans to summarize the objective standards for residential development that are already in place and where changes or additions may be appropriate. Finally, we will identify best practices regarding objective standards in similar communities around the Bay Area and beyond.



**Meetings:**

- Community Workshop #1: Attendance and facilitation
- Community Event #2: Stakeholder Interviews: Attendance and facilitation
- Study Session #1: Attendance and facilitation of a Joint Planning Commission/City Council Study Session on community input and the Project Vision

**Deliverables:**

- General Plan/Zoning Discrepancy Memo (Word/PDF)
- Vision Statement (Word/PDF)
- Residential Objective Standards Background Report (Word/PDF)
- PowerPoint presentations, as needed
- Meeting notes

**Phase 4: Parking Analysis**

The Consultants will conduct an analysis of the City's current residential parking standards and the potential economic impacts of altering requirements, particularly in the area governed by the Mission Boulevard Corridor Code, which has no minimum parking standard of altering requirements, particularly in the area governed by the Mission Boulevard Corridor Code, which has no minimum parking standard.

**Deliverable:**

- Parking Analysis (Word/PDF)

**Phase 5: Technical Report with Options and Recommendations****Task 5.1: Zoning Consistency Recommendations Memo**

The Consultants will prepare a Zoning Consistency Recommendations Memo that introduces different approaches to bringing the City's single family zoned properties into compliance with their underlying General Plan land use designations. This may include a rezoning of these properties, creation of one or more zoning overlays, or other strategies. We will

then analyze each site and state which, if any, of the proposed approaches would require environmental analysis.

**Task 5.2: Objective Standards Technical Report**

The Consultants will prepare an Objective Standards Technical Report that introduces various options for objective standards for residential development that the City may want to adopt. We will analyze tradeoffs in selecting different options, including the potential impacts to different stakeholders and community members, the feasibility and/or potential economic impacts, and impacts to overall design aesthetic and diversity. To help demonstrate the tradeoffs of different options, we will include a Prototype Analysis that illustrates how changes in key development standards (such as parking, massing, setbacks, and articulation) would result in different building prototypes for three residentially zoned sites in the city. As stated in the RFP, we assume the City will work with our team to select sites for the Prototype Analysis.

**Meetings:**

- Study Session #2: Attendance and facilitation of a Planning Commission Study Session on the Zoning Consistency Recommendations Memo and the Objective Standards Technical Report
- Study Session #3: Attendance and facilitation of a City Council Study Session on the Zoning Consistency Recommendations Memo and the Objective Standards Technical Report

**Deliverables:**

- Zoning Consistency Recommendations Memo
- Objective Standards Technical Report
- PowerPoint presentations, as needed
- Meeting Notes

**Phase 6: Draft Objective Residential Standards and Zoning Consistency Updates**

Based on feedback received on the Zoning Consistency Recommendations Memo and Objective Standards Technical Report from decision makers,

stakeholders, and the community, the Consultants will develop the Draft Objective Residential Standards Update and the Draft Zoning Consistency Update. Within each document, we will indicate the specific location where the proposed changes will occur in the City's adopted Ordinances, Codes, and Plans. The Draft Objective Residential Standards shall further include high quality graphics and diagrams to clearly illustrate standards, as necessary. For each of the two documents, we will prepare an Administrative Draft for review by City staff. Following a period for staff review, we will revise the document and produce a Public Review Draft of each document as outlined in Phase 8.

#### **Meetings:**

- Study Session #4: Attendance and facilitation of a Planning Commission Study Session on the Administrative Draft Objective Residential Standards and the Administrative Draft Zoning Consistency Update
- Study Session #5: Attendance and facilitation of a City Council Study Session on the Administrative Draft Objective Residential Standards and the Administrative Draft Zoning Consistency Update

#### **Deliverables:**

- Administrative Draft Zoning Updates for Zoning/General Plan Consistency (Word/PDF)
- Administrative Draft Objective Residential Standards (Word/PDF)
- PowerPoint presentations, as needed
- Meeting Notes

## **Phase 7: Environmental Review**

If required, the Consultants will conduct an environmental review of the Public Review Draft Objective Residential Standards and Public Review Draft Zoning Consistency Update consistent with the requirements of CEQA. The City certified the Environmental Impact Report for the 2040 General Plan in July 2014. Based on our understanding of the probable contents of the Draft Zoning Updates and Objective Residential Standards, the Code is

likely to be consistent with the 2040 General Plan FEIR. We will make this determination in consultation with City staff and the City Attorney. If necessary, we will prepare an initial draft and final technical memorandum supporting a finding of consistency of the Public Review Draft Objective Residential Standards and Public Review Draft Zoning Consistency Update with the 2040 General Plan FEIR or an Addendum to the 2040 General Plan EIR.

#### **Deliverables:**

- Environmental studies, as necessary
- Initial Study, as necessary
- Draft and Final Addendum to General Plan EIR, as necessary (Word/PDF)

## **Phase 8: Final Documents**

Based on feedback on the draft documents from decision-makers, stakeholders, and community members, the Consultants will prepare final versions of the Objective Standards and Zoning Consistency Updates for final consideration by the Planning Commission and City Council.

#### **Meetings:**

- Public Hearings (2): Attendance and facilitation of a Planning Commission and a City Council Hearing

#### **Deliverables:**

- Public Review Draft Zoning Updates for Zoning/General Plan Consistency (Word/PDF)
- Public Review Draft Objective Residential Standards (Word/PDF)
- Final Zoning Updates for Zoning/General Plan Consistency (Word/PDF)
- Final Residential Objective Standards (Word/PDF)
- PowerPoint presentations, as needed

## 6. Schedule of Charges

We have included our proposed schedule of charges for labor and expenses for the Objective Standards and Zoning Consistency Updates below. Within this schedule of charges, we have identified labor rates for the specific professional staff assigned to work on this Project. As stated in the RFP, we understand that the proposed schedule of charges is subject to negotiation prior to contract execution.

Staff Member	Billing Rate	Assigned Hours
Jim Harnish, Project Advisor	\$250/hour	108
Brent Gibbons, Project Director	\$200/hour	100
Jordan Cowell, Project Manager	\$185/hour	260
Ryan Lester, Associate Planner	\$170/hour	252
Michael Gibbons, Associate Planner	\$170/hour	80
Admin./Support	\$115/hour	46
Direct Expenses	\$7,700 total	-
Martha Miller, Zoning Advisor	\$200/hour	102
Jim Damkowitch, Parking Analysis Lead	\$275/hour	24
Carney/Loginova, Transportation Planners	\$150/hour	80

## 7. Budget

We have included our budget for the Objective Standards and Zoning Consistency Updates on the following page. The budget is organized by the tasks listed in the Scope of Work, hourly rates, and team member. The proposed budget is submitted on a “not to exceed” basis. The budget also includes direct expenses such as travel, printing, and translation services.

Our budget reflects the additional \$50,000 added to the project total as a part of the December 2, 2021, Addendum #2. We included the parking study as a budgeted task, not an optional task. We have also included \$30,000 as contingency for unanticipated work. We believe our original cost estimate was sufficient to cover the work scope described in the Request for Proposals. City staff may want to allocate contingency to expanded community engagement or retain it for unanticipated additional work tasks. If selected to the project, we will discuss these options further with City staff at the project kick-off meeting.



HAYWARD OBJECTIVE STANDARDS FOR RESIDENTIAL DEVELOPMENT AND ZONING CONSISTENCY UPDATES	MINTIER HARNISH								MILLER PLANNING ASSOCIATES			DKS				TOTAL COSTS
	HARNISH Project Advisor	B. GIBBONS Project Director	COWELL Project Manager	LESTER Associate Planner	M. GIBBONS Associate Planner	ADMIN/SUP PORT	SUBTOTAL HOURS	SUBTOTAL COSTS	MILLER Principal/Zoning Advisor	SUBTOTAL HOURS	SUBTOTAL COSTS	DAMKOWITZ Task Lead	CARNEY/ LOGINOVA Transportation Planner	SUBTOTAL HOURS	SUBTOTAL COSTS	
<b>TASKS</b>																
<b>Phase 1: Project Management</b>																
Task 1.1: Kickoff Meeting	8	8	10				26	\$5,450	2	2	\$400			0	\$0	\$5,850
Task 1.2: Project Management	8	10	36			46	100	\$15,950	6	6	\$1,200			0	\$0	\$17,150
<b>Subtotal</b>	<b>16</b>	<b>18</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>126</b>	<b>\$21,400</b>	<b>8</b>	<b>8</b>	<b>\$1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$23,000</b>
<b>Phase 2: Community Engagement Program</b>																
Task 2.1: Community Engagement Program (see line items below)							0	\$0		0	\$0			0	\$0	\$0
Community Engagement Program	2	2	6	10			20	\$3,710		0	\$0			0	\$0	\$3,710
Project logo, website, and business cards	2	2	8	16			28	\$5,100		0	\$0			0	\$0	\$5,100
Project Newsletters (2)	2	2	6	16			26	\$4,730		0	\$0			0	\$0	\$4,730
Community Opinion Survey (hardcopy/digital)	2		6	8			16	\$2,970		0	\$0			0	\$0	\$2,970
Stakeholder Interview Summary Memo	2		2	12			16	\$2,910		0	\$0			0	\$0	\$2,910
Online engagement tools such as surveys, polls, and mapping exercises,		2	6	10			18	\$3,210		0	\$0			0	\$0	\$3,210
<b>Subtotal</b>	<b>10</b>	<b>8</b>	<b>34</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>124</b>	<b>\$22,630</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$22,630</b>
<b>Phase 3: Vision and Background Research</b>																
Task 3.1: General Plan/Zoning Discrepancy Memo	4	4	8		36		52	\$9,400	6	6	\$1,200			0	\$0	\$10,600
Task 3.2: Vision Statement	2	4	8				14	\$2,780	4	4	\$800			0	\$0	\$3,580
Task 3.3: Residential Objective Standards Background Report	6	4	10	40			60	\$10,950	8	8	\$1,600			0	\$0	\$12,550
Community Workshop #1: Attendance and facilitation	8	6	14	24			52	\$9,870		0	\$0			0	\$0	\$9,870
Community Event #2: Stakeholder Interviews:			10	12			22	\$3,890		0	\$0			0	\$0	\$3,890
Study Session #1: Joint PC/CC on Community Input and Project Vision		6	10	4			20	\$3,730		0	\$0			0	\$0	\$3,730
<b>Subtotal</b>	<b>20</b>	<b>24</b>	<b>60</b>	<b>80</b>	<b>36</b>	<b>0</b>	<b>220</b>	<b>\$40,620</b>	<b>18</b>	<b>18</b>	<b>\$3,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$44,220</b>
<b>Phase 4: Parking Analysis</b>																
Task 4.1: Parking Analysis/Study	4	8	8				20	\$4,080		0	\$0	24	80	104	\$18,600	\$22,680
<b>Subtotal</b>	<b>4</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>\$4,080</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>24</b>	<b>80</b>	<b>104</b>	<b>\$18,600</b>	<b>\$22,680</b>
<b>Phase 5: Technical Report with Options and Recommendations</b>																
Task 5.1: Zoning Consistency Recommendations Memo	2	12			24		38	\$6,980	48	48	\$9,600			0	\$0	\$16,580
Task 5.2: Objective Standards Technical Report	2	4	12	24			42	\$7,600		0	\$0			0	\$0	\$7,600
Study Session #2: PC on Zoning Consistency Memo and ODDS Technical Report		6	10	4			20	\$3,730		0	\$0			0	\$0	\$3,730
Study Session #3: CC on Zoning Consistency Memo and ODDS Technical Report		6	10	4			20	\$3,730		0	\$0			0	\$0	\$3,730
<b>Subtotal</b>	<b>4</b>	<b>28</b>	<b>32</b>	<b>32</b>	<b>24</b>	<b>0</b>	<b>120</b>	<b>\$22,040</b>	<b>48</b>	<b>48</b>	<b>\$9,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$31,640</b>
<b>Phase 6: Draft Objective Residential Standards and Zoning Consistency Updates</b>																
Task 6.1: Draft Objective Residential Standards and Zoning Consistency Updates							0	\$0		0	\$0			0	\$0	\$0
Administrative Draft Zoning Updates for Zoning/General Plan Consistency	2	4			16		22	\$4,020	16	16	\$3,200			0	\$0	\$7,220
Administrative Draft Objective Residential Standards	4		36	40			80	\$14,460	10	10	\$2,000			0	\$0	\$16,460
Public Review Draft Zoning Updates for Zoning/General Plan Consistency	2	2			4		8	\$1,580	2	2	\$400			0	\$0	\$1,980
Public Review Draft Objective Residential Standards	2		8	16			26	\$4,700		0	\$0			0	\$0	\$4,700
Study Session #4: PC on Admin Draft ODDS and Zoning Consistency Update		6	10	2			18	\$3,390		0	\$0			0	\$0	\$3,390
Study Session #5: CC on Admin Draft ODDS and Zoning Consistency Update		6	10	2			18	\$3,390		0	\$0			0	\$0	\$3,390
<b>Subtotal</b>	<b>10</b>	<b>18</b>	<b>64</b>	<b>60</b>	<b>20</b>	<b>0</b>	<b>172</b>	<b>\$31,540</b>	<b>28</b>	<b>28</b>	<b>\$5,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$37,140</b>
<b>Phase 7: Environmental Review</b>																
Task 7.1: Environmental Review	24	4					28	\$6,800		0	\$0			0	\$0	\$6,800
<b>Subtotal</b>	<b>24</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>\$6,800</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$6,800</b>
<b>Phase 8: Final Documents</b>																
Task 8.1: Final Documents							0	\$0		0	\$0			0	\$0	\$0
Final Zoning Updates for Zoning/General Plan Consistency	2		2	4			8	\$1,550		0	\$0			0	\$0	\$1,550
Final Residential Objective Standards	2		2	4			8	\$1,550		0	\$0			0	\$0	\$1,550
Planning Commission Hearing	8		10				18	\$3,850		0	\$0			0	\$0	\$3,850
City Council Hearing	8		10				18	\$3,850		0	\$0			0	\$0	\$3,850
<b>Subtotal</b>	<b>20</b>	<b>0</b>	<b>24</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>\$10,800</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$10,800</b>
<b>TOTAL</b>																
Total Hours	108	108	268	252	80	46	862	-	102	102	-	24	80	104	-	-
2021 Billing Rates (subject to change every January 1st)	\$250	\$200	\$185	\$170	\$170	\$115	-	-	\$200	-	-	\$275	\$150	-	-	-
Labor Subtotals	\$27,000	\$21,600	\$49,580	\$42,840	\$13,600	\$5,290	-	\$159,910	\$20,400	-	\$20,400	\$6,600	\$12,000	-	\$18,600	\$198,910
Direct Expenses (e.g., translation services, printing, travel, online engagement fee)								\$5,000			\$1,000				\$1,000	\$6,000
<b>TOTAL COST W/O CONTINGENCY</b>								<b>\$164,910</b>			<b>\$21,400</b>				<b>\$19,600</b>	<b>\$204,910</b>
<b>CONTINGENCY</b>																\$30,000
<b>TOTAL COST W/CONTINGENCY</b>																<b>\$234,910</b>

1) This represents a total cost based on the provided scope of work.

2) The distribution of hours between firms, staff categories, and tasks are an estimate. While the total costs will not change, the distribution of hours/costs may vary depending on actual execution.

## Appendix A: Detailed Resumes

We have included our detailed resumes on the following pages.



# JIM HARNISH, JD

## PRINCIPAL/OWNER

### EDUCATION

**Juris Doctor**  
McGeorge School of Law,  
University of the Pacific

**Bachelor of Arts, History**  
University of California, Davis

### CERTIFICATIONS/ AFFILIATIONS

California State Bar Association  
(Bar No. 99326)

American Planning Association

### EXPERIENCE

**Mintier Harnish**  
Principal/Owner

**City of South San Francisco**  
Chief Planner

**Sugnet & Associates**  
Vice President

**City of Folsom**  
Community Development Director

**City of Sacramento**  
Environmental Coordinator

**Balfrey & Abbott**  
Attorney

**Mintier Harnish & Associates**  
Partner

**Sacramento Area Council of Governments**  
Planner

**County of Sacramento**  
Planner

### PROJECTS

General plans for over 25 cities and  
counties throughout California

Environmental impact reports for over  
100 general plans and other projects

Zoning and subdivision ordinance  
revisions for 10 cities and counties

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

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

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

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

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

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

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





# BRENT GIBBONS, AICP

## SENIOR PROJECT MANAGER

### EDUCATION

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

### CERTIFICATIONS/ AFFILIATIONS

American Institute of Certified Planners

American Planning Association,  
Sacramento Valley Section

enCode user Certification

### EXPERIENCE

**Mintier Harnish**  
Senior Project Manager, Project  
Manager, Associate

**City of Turlock**  
Assistant Planner

**Madera County**  
Planner II

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

**Hathaway Dinwiddie, Santa Clara**  
Project Engineer Intern

### PROJECTS

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

SB244: Disadvantaged Communities  
Report for Merced County

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

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

Town of Windsor Housing Element Update

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

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

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

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



# JORDAN COWELL

## PROJECT MANAGER

### EDUCATION

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

### EXPERIENCE

**Mintier Harnish**  
Project Manager, Associate

**DAHLIN Group**  
Project Manager

**City of Atascadero**  
Community Development  
Planning Intern

### PROJECTS

#### General Plans:

General Plan Updates for the  
Cities of Solvang, San Ramon,  
Millbrae, and Trinity County

Objective Design and Development  
Standards for the Cities of Gilroy and  
Pleasant Hill, and Commercial and Mixed-  
Use Design Standards for Eldorado County

Citywide Design Guidelines for the City  
of Elk Grove and Residential Design  
Requirements for the City of Vacaville

#### Specific Plans:

Amoruso Ranch Specific Plan,  
Roseville; Watson Ranch Specific  
Plan, American Canyon; Duarte  
Station Specific Plan, Duarte

#### TOD/Affordable/ Senior Development Projects:

Prynt Mixed-Use, Tamien Station  
Redevelopment, SoHay Catalyst  
Site, Kottinger Gardens Pleasanton,  
The Cannery at Lewis Street Gilroy,  
Shorebreeze Apartments Mountain View

Jordan Cowell is Project Manager at Mintier Harnish who specializes in both architecture and planning/urban design. He has experience working with communities, private developers, and public agencies since 2013. He began his professional career as Planner I with DAHLIN Group Architecture & Planning, where he was involved in a wide array of project types ranging from large-scale master plans to urban infill/mixed use projects. During this tenure, Jordan was promoted to Planning Project Manager, where he has provided innovative planning and design expertise to maintain efficiency for every project and valued clients.

With his extensive experience working closely with builder/developers, Jordan is an integral member of the planning team as he is able to ensure plans are feasible and implementable. He applies his detailed knowledge to every project through his familiarity of varying building typologies and densities, pays close attention to the issues related to mass and scale, and has the ability to bridge the gap between the vision and jurisdictional requirements. His municipal planning experience allows him to actively engage in a wide range of roles on the planning team, including fast, yet thorough, zoning code analysis thanks to his intimate understanding of how codes are organized and written.

Jordan's prior experience includes working as a Community Development Intern for the City of Atascadero, where he assisted with front counter assistance, building permit plan checks, code enforcement, preparation of staff reports, presentations and documentation.

Jordan graduated with honors from California Polytechnic State University (Cal Poly), San Luis Obispo, and holds a Bachelor's Degree in City and Regional Planning. While at Cal Poly, Jordan served one term as a Faculty Representative for the Associated Students in Planning (ASP), and attended an Urban Design Summer Program at the Universidade Lusofona de Humanidades e Tecnologias in Lisbon, Portugal. In addition, Jordan assisted in compiling a database for two professors, Michael Boswell and Adrienne Greve, in preparation for their book *Local Climate Action Planning*. Jordan also holds an Associate of Science in Architecture with a concentration in planning from Modesto Junior College.



# RYAN LESTER

## ASSOCIATE

### EDUCATION

**Master of Arts, U.S. Social  
and Cultural History**  
California State University, Sacramento

**Bachelor of Arts, U.S. History**  
California State University, Sacramento

### EXPERIENCE

**Mintier Harnish**  
Associate, Planner, Research Assistant

**The League of California Cities**  
Member Services Representative

### PROJECTS

General Plans for the Cities of American Canyon, Folsom, Gilroy, Kerman, Millbrae, Pleasant Hill, Solvang, Ukiah, and Union City, the Towns of Los Gatos, Truckee, and Windsor, and the Counties of Fresno, Kern, and Ventura

6th Cycle Housing Elements for the Cities of Carlsbad, Galt, Pleasant Hill, Shasta Lake, Solvang, and St. Helena, and Del Norte County.

5th Cycle Housing Elements: Research Assistant for several update efforts

Objective Design and Development Standards for the cities of Folsom, Gilroy, Lakeport, Pleasant Hill, Santa Clara, South Lake Tahoe, and Ukiah, and the Town of Windsor

Additional Projects:  
SJV REAP Housing Study and Technical Assistance Team, San Joaquin County Greenprint Phase II, SMUD Environmental Sustainability Plan, Sunset Area Plan Update (Placer County)

### SOFTWARE/ WEB DESIGN

Adobe Illustrator, InDesign, Photoshop  
HTML and CSS  
Microsoft Office

Ryan is a planner with an eye for design. A skilled user of industry-standard graphic design software, Ryan specializes in preparing accessible, user-friendly materials that present planning concepts to the public in concise, easy-to-understand, and engaging ways. Ryan applies these skills while crafting existing conditions and trends analyses, housing elements, objective design standards, and land use alternatives analyses for cities and counties throughout the state. For Housing Element efforts, Ryan constructs and implements community engagement programs, facilitates stakeholder interviews and workshops, and completes housing needs and constraints analyses. Further, Ryan develops available sites inventories, AFFH analyses, and, implementation programs that are responsive to both State law and local context.

In eight years with Mintier Harnish, Ryan has worked on over a dozen General Plans and an equal number of housing elements. Among other projects, Ryan is currently writing four 6th-cycle housing elements and is drafting Objective Design and Development Standards for SB 35 compliance for several cities. Additionally, Ryan is working on the SJV REAP Housing Study and is on the Mintier Harnish team providing valleywide REAP-funded housing element technical assistance.

Ryan holds a Master's Degree in U.S. Social and Cultural History from California State University, Sacramento, as well as a Bachelor's Degree in U.S. History from the same institution.





# MICHAEL GIBBONS

## ASSOCIATE

### EDUCATION

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

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

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

### AFFILIATIONS

American Planning Association,  
Sacramento Valley Section

### EXPERIENCE

**City of Napa**  
Police Officer

**City of Napa**  
Assistant Planner

**Mintier Harnish**  
Planner, Intern

**City of Hollister**  
Community Development Intern

**City of Gilroy**  
Community Development Intern

### PROJECTS

General Plan Updates for the Cities  
of Gilroy, Pleasant Hill, Livingston,  
American Canyon, and Los Gatos,  
and the County of Kern

Zoning Ordinance Updates for the Cities  
of Gilroy, Folsom, Kerman, and Santa Clara,  
and the Counties of Madera and Mariposa

Michael is an Associate Planner with Mintier Harnish. He has worked in both the public and private sector, as well as in law enforcement. He has experience in land use planning, zoning regulations, Crime Prevention Through Environmental Design, urban design, architectural applications, historic preservation, real estate development, regulatory code, and public policy.

Michael started his career as the Assistant Planner for the City of Napa, where his technical duties included processing zoning clearances, temporary use permits, sign permits, business licenses, and building permits. He reviewed development proposals and applications for compliance with appropriate regulations and policies, and subsequently made recommendations to the City Council, Planning Commission, and Cultural Heritage Commission.

During his tenure with the City of Napa, Michael decided to serve the community in a different capacity. Working in the community he served and lived in fueled his desire to transition into Law Enforcement, where he became a City of Napa Police Officer. Michael attended the Napa Valley College Criminal Justice Training Center, where he received his California POST Peace Officer Certification. Michael transitioned back into Land Use Planning in 2019.

Michael's prior experience includes working as a Community Development Intern for the City of Gilroy, where he assisted with sign permitting, front counter assistance, and the review of plot plans. He also worked as a Housing and Community Development Intern for the City of Hollister, where he performed site and architectural review, the processing of user permits and variances, CEQA document review, and minor subdivision review. Additionally, Michael worked as an Intern for Mintier Harnish, where he performed a variety of planning and office support tasks.

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



## Martha Miller, AICP

Principal and Owner, Miller Planning Associates

Martha is a skilled land use planner and project manager specializing in community planning, development regulations, and community engagement. With 20 years of experience working in private firms and for public agencies, Martha brings an in-depth understanding of how to translate community vision into a usable set of plans, policies, and regulations that achieve results. Martha's approach is marked by carefully assessing each client's needs and resources, and bringing best practices from form-based, performance-based, and Euclidean applications.

### Education

*Master of City and Regional Planning*  
California Polytechnic University, San Luis Obispo

*Bachelor of Science in Industrial Engineering*  
Purdue University

### Certifications & Affiliations

American Institute of Certified Planners

American Planning Association (APA), California Central Coast San Luis Obispo Subsection  
*Director (2015 - 2017)*

Cal Poly City and Regional Planning Advisory Council (CiRPAC), *Chair*

### Awards

2017 APA Sacramento Valley Section Award of Excellence, *Placer County Tahoe Basin Area Plan*

2014 APA Los Angeles Section Award of Excellence and 2014 Southern California Association of Governments Sustainability Award, *San Gabriel "Greening the Code"*

### Relevant Project Experience

- El Monte Comprehensive Zoning Ordinance and Citywide Design Guidelines Update
- Goleta New Zoning Ordinance and Coastal Implementation Plan
- Hayward Industrial District Regulations Update
- Morro Bay Comprehensive Zoning Code and Coastal Implementation Plan Update
- Newark Comprehensive Zoning Ordinance Update
- Vacaville Land Use and Development Code Audit and Update (CodeUP)
- West Sacramento Zoning Ordinance Modernization Project (ZOMPI)
- Santa Barbara New Zoning Ordinance
- Norma Triangle (West Hollywood) Neighborhood Overlay District and Design Guidelines
- Fresno Development Code Update
- Honolulu Transit Oriented Development Land Use Ordinance Amendments
- Tahoe Region Local Planning Implementation
- Town of Mammoth Lakes Commercial Districts Development Standards
- Placer County Area Plan and Implementing Ordinance
- Porterville Development Code Update
- Princeton (San Mateo County) General Plan, Zoning, and Local Coastal Plan Update (Plan Princeton)
- San Carlos Zoning Ordinance Update
- San Gabriel "Greening the Code" Zoning Amendments
- South San Francisco Zoning Ordinance Update

## Professional Experience

### ***Miller Planning Associates, 2019-Present***

Principal and Owner of planning firm specializing in community planning, development regulations, and community engagement.

### ***Lisa Wise Consulting, Inc, 2017-2019***

Director responsible for project management of development code and planning projects, as well as staff, office, and business management.

### ***RRM Design Group, 2015-2017***

Principal Planner providing business development, preparation, and project management for zoning and development code projects. Individual project responsibilities include providing overall project direction, conducting technical analysis, preparing recommendations, crafting regulations, and leading workshops.

### ***Dyett & Bhatia, Urban & Regional Planners, 2008-2015***

Principal in charge of zoning responsible for project management of General Plan, Zoning, and Local Coastal Program updates.

### ***Department of Planning and Building San Luis Obispo, 2000-2003 and 2004-2008***

Senior Planner responsible for preparing and/or updating community plans, coastal planning, policies, zoning regulations, ordinances, and design guidelines; processing land use permit and land division applications; performing CEQA compliance including management of Environmental Impact Reports and preparation of Mitigated Negative Declarations.

### ***Sapphos Environmental, Urban Planner/Environmental Analyst, 2003-2004***

Urban Planner/Environmental Analyst responsible for managing planning projects; assisting counties, cities, and special districts with comprehensive planning efforts and environmental compliance; and preparing environmental compliance documents including Environmental Impact Reports and Negative Declarations.

## Speaking Engagements

*Co-Instructor, CRP 430 Professional Planning Practice, Cal Poly, San Luis Obispo, 2017, 2018, 2019*

*Updating Your Zoning Code: Overcoming Challenges, 2019 American Planning Association California State Conference*

*From Here to There: The Future of Mobility, 2017 American Planning Association Central Coast Section*

*Barn Raising in the Burbs: Novel Strategies for Growing Food and Cultivating Community Through Urban Farming, 2016 American Planning Association California Chapter State Conference*

*Supporting Urban Agriculture in Your Community, 2014 American Planning Association California State Conference*

*A New Paradigm for Keeping Tahoe Blue, 2013 American Planning Association California State Conference*





**Education:** MS, Geography,  
University of California, Santa  
Barbara, CA

BA, Geography (Honors),  
University of California, Santa  
Barbara, CA

**Presentations:** Travel  
Behavior Responses to  
Increased Highway Capacity.  
California Air Pollution Control  
Officers Association - Air  
Quality Planning Symposium

Improving the Transportation  
Conformity Process. California  
Air Pollution Control Officers  
Association - Air Quality  
Planning Symposium

Old Car Buyback: Merits and  
Funding Issues. California Air  
Pollution Control Officers  
Association - Air Quality  
Planning Symposium

Impacts of Employer-Based  
TDM Strategies on GHG  
Emissions: A Case Study for  
San Joaquin County,  
California. ITE Western  
District 2011 Annual Meeting

Analysis of Multi-Modal and  
GHG Reduction Strategies on  
Interregional Traffic in the I-  
580 Corridor. ITE Western  
District 2012 Annual Meeting

Visual Simulation of Cut-  
Through Traffic in the City of  
Goleta. ITE Western District  
2012 Annual Meeting

## JIM DAMKOWITCH

Jim has 30 years of experience in regional multimodal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has managed regional transportation plan/sustainable community strategy updates and general plan circulation element updates; operational traffic studies for state highway infrastructure improvement projects (PSR/PA-ED Phases); corridor studies; active transportation studies; traffic impact fee programs; travel demand modeling; air quality modeling; and, transportation operational studies for a variety of clients including Caltrans, MPOs, and various cities and counties in California. He has served on state and regional planning committees and conference panels for transportation air quality conformity, performance measurement, and SB 743, respectively.

### Relevant Project Experience

#### Circulation Elements/Regional Plans

- Ventura County General Plan Update (2016–Current)
- Fresno County General Plan EIR Baseline Update (2016–2017)
- San Joaquin County CA General Plan Update & EIR (2008–15)
- City of San Luis Obispo General Plan Update (2012–2014)
- City of Goleta General Plan (2006)
- MCAG 2018 RTP/SCS
- StanCOG 2018 RTP/SCS & EIR
- SJCOG 2018 RTP/SCS Technical Support
- SJCOG 2018 RTP/SCS EIR
- Calaveras COG RTP Update (2017)
- Del Norte County Local Transportation Authority RTP Update (2016)
- California Rural Counties Task Force: Performance Monitoring Indicators for Rural and Small Urban Transportation Planning (2015)
- CA Strategic Growth Council, 2014 MPO SCS Self-Assessment
- SJCOG 2014 RTP/SCS & EIR Technical Support
- StanCOG 2014 RTP/SCS & EIR

#### Travel Demand Modeling / SB 743 Studies

- City of Goleta SB 743 VMT Threshold Study & Sketch Planning Tool (2020)
- City of Santa Maria SB 743 VMT Threshold Study & Sketch Planning Tool (2020)
- El Dorado County 743 VMT Threshold Study Peer Review (2020)
- City of Fairfield SB 743 VMT Threshold Study (2020)
- Ventura County General Plan EIR SB 743 VMT Threshold Analysis (2020)
- Caltrans District 5 Modeling On-Call (Contract #05A1141; 2007–2012)
- Caltrans D-1 Del Norte County Travel Demand Model Development (2013)
- TRPA/TMPO Travel Model Update Validation Peer Review (2016)
- El Dorado County Travel Model Update Peer Review (2016)
- City of Goleta Travel Demand Model Update (2017)
- TRPA/TMPO Interregional Trip Estimation Peer Review (2018)

#### Corridor Studies

- MCAG, Atwater-Merced Expressway (SR 59 Bypass) PA-ED/PS&E (2010)

San Joaquin Valley Fall Policy Conference (2013): Moderator for the "Innovations in Transit and Travel".

San Joaquin Valley Fall Policy Conference (2014): Panelist: "Navigating SB 375: CEQA Streamlining and SB 743 Transportation Analysis"

Association of Environmental Professionals (AEP) 2015 State Conference: Panelist: SB 743 Practicum: Policy, Practical Tools, Tips, and Techniques for Implementing SB 743 CEQA Guidance

Application of Caltrans Smart Mobility Framework for the US 101 Corridor Mobility Master Plan in San Luis Obispo County. ITE Western District 2015 Annual Meeting

Development of Performance Measures for Rural Counties in California. National Transportation Research Board 2017 Annual Meeting

SR 68 Scenic Highway Plan in Monterey County. ITE Western District 2019 Annual Meeting

Sustainable Community Strategy Implementation: Fact or Fiction? Panel Discussion. 2019 American Planning Association California Annual Conference

SB 743 Where is the safety? Panel Discussion. 2019 American Planning Association California Annual Conference

**Years of experience:** 30

- SR 88 Bypass PSR Traffic Analysis (San Joaquin County 2010)
- I-580 Interregional Multimodal Corridor Study (MTC/SJCOG 2011)
- US 101 HOV PA-ED (Caltrans D-5, 2012)
- SR 99 & I-5 Interregional STAA Truck Study (SACOG/SJCOG, 2012)
- Amador CTC SR 16 Corridor Analysis: Watt to Grant Line Road (2014)
- SLOCOG US101 Corridor Mobility Master Plan (2014)
- SLOCOG SR 227 Operations Study (2016)
- TAMC SR 68 Scenic Highway Plan (2017)
- PCTPA I-80/SR 65 Travel Time Reliability and Safety Analysis (2017)
- SCCRTC SR 1 Unified Corridor Investment Study (2018)
- SR 49 CSMP - Technical Advisor (2018, NCTC)
- SLOCOG US 101 Access Restriction Traffic Diversion Study (2019)
- US 101 Pismo PA-ED Traffic Operations Report (Caltrans D-5, 2019)
- NCTC SR 49 Multimodal Corridor Plan (2020)
- NVTA SR 29 Comprehensive Multimodal Corridor Plan (2020)

### **Congestion Management Program (Federal/State)**

- SJCOG 2019 Congestion Management Program Monitoring Report Update
- StanCOG 2018 Partial CMP Update as part of 2018 RTP/SCS
- SACOG 2017 Federal Congestion Management Program
- SJCOG 2017 CMP Monitoring Report Update
- SJCOG 2016 Congestion Management Program Update
- SJCOG 2012 Congestion Management Program Update & Automation Project
- SJCOG 2010 Regional Deficiency Analysis
- While at SBCAG (1992-2005) CMP Program Management

### **Air Quality Planning / Climate Action Plans**

- County of Merced - Climate Action Plan (2018-Present)
- TMPO GHG Reduction Technical Support (2016)
- City of Gridley - Climate Action Plan (2015)
- Caltrans On-Call Air Quality Study Support Services (2009-2015)
- KCAG Climate Action Plan (2014)
- SCAQMD Technical Assistance Related to GHG Air Quality Impacts (2008-13)
- City of Manteca Climate Action Plan (2011)
- TMPO Air Quality Technical Support (2008-11)
- SJCOG Regional TDM Plan & GHG Estimation (2010)

### **Fee Studies**

- SJCOG Regional Transportation Impact Fee Addendum (2020)
- El Dorado County Western Slope Traffic Impact Fee Program Update (Current)
- City of Rancho Cordova Traffic Fee Impact Fee Update (2020, Current)
- City of Goleta Development Impact Fee Update (2018)
- City of Goleta Development Impact Fee Update (2018)
- City of Chico Facilities Fee Update (2018)
- SJCOG Regional Transportation Impact Fee Update (2018)
- El Dorado County Western Slope Traffic Impact Fee Program Update (2016)
- San Joaquin County Traffic Impact Mitigation Fee Program Update (2015)
- SJCOG Regional Transportation Impact Fee Update (2011)
- San Joaquin County Traffic Impact Fee Mitigation Program 2008 Update (2008)
- Atwater-Merced Expressway (SR-59 Bypass) Regional Fee Analysis (2008)
- City of Rio Vista AB1600 Study (2008)
- City of Goleta CIP Fair Share Analysis (2008)



**Registration:** California  
Engineer in Training No.  
169042

**Education:** BS, Civil  
Engineering, University of  
California Irvine

**Years of experience:** 3

## YANA LOGINOVA, EIT

### Transportation Engineering Associate

Yana is a transportation engineering associate working on a variety of design, planning, and operations projects. She has experience working on traffic signal modification, signing and striping, lighting, ramp meter, ITS, and operations projects with private and public agencies throughout California and Oregon. Yana is experienced in applying the latest transportation software packages, including AutoCAD, Microstation, Vissim, Vistro, Sidra, Tru Traffic, Synchro 10, and Aimsun Next.

#### Relevant Experience

**Westminster On-Call Staff Support, Westminster, CA.** Yana assisted the City of Westminster in preparation for the citywide inventory of signalized intersections and updated the citywide local timings to ensure compliance with the latest standards set by MUTCD. Yana developed the citywide Synchro Model to help the City identify the local routes which needed improvement in synchronization and to propose possible flush plans.

**SR-134 Traffic Signal Improvements, Burbank, CA.** The City of Burbank looked to improve various traffic signals along SR-134 and the surrounding area. Yana assisted the design team to prepare signal upgrade plans, improve safety for vehicles and pedestrian access, replace signal controller and cabinet equipment, and fulfill the requirements as set forth in the CA MUTCD.

**Imperial Highway Traffic Signal Synchronization Project, Los Angeles County, CA.** Yana is responsible for the design of the project, including twelve intersections improvements along the Imperial corridor within Los Angeles County, the City of Inglewood, and the City of Hawthorne. The project involves the preparation of traffic signal plans for traffic signal upgrades, modifications, and intersection geometry improvements including signing and striping improvements.

**Olympiad Road – Felipe Road Traffic Signal Synchronization Project, Mission Viejo, CA.** As a project engineer, Yana assisted in the preparation of the traffic signal timing plans for the corridor. In addition, she assisted in performing data collection and analysis to develop and implement optimized traffic signal synchronization.

**Union Street Two-Way Cycle Track Project, Pasadena, CA.** As a project engineer, Yana worked with a multi-disciplined team to provide public outreach, environmental clearance, preliminary and final design, and construction support for a two-way cycle track on Union Street from Arroyo Parkway to Hill Street in the City of Pasadena, California. The design will involve safety measures protecting bicyclists including median barriers separating the cycle track from vehicle lanes, as well as upgrades in traffic signalization and communications that will provide gaps in traffic for bikes and pedestrians to complete turning movements and crossings.





## **SEAN CARNEY, EIT**

### **Transportation Engineer/Planner**

Sean offers a broad range of analysis skills including signal timing, traffic operations analysis, transportation system planning, and crash data and safety analysis. He almost exclusively works with public agencies to identify and resolve the transportation issues of today and plan around the travel demand of the future. Sean is experienced in providing both quantitative and qualitative analysis for all methods of mobility and has worked on projects throughout Northern California and Oregon to address the needs of growing traffic, transit, and active mobility demands. Sean is adept at applying various software packages for traffic analysis including Synchro/SimTraffic, Vissim, ArcGIS, and Cube.

#### **Registrations:**

Engineer in Training (CA), Certificate No. 146088

**Education:** BS, Civil Engineering, Cal Poly San Luis Obispo

**Years of experience:** 6

#### **Relevant Experience**

##### **2035 General Plan Circulation Element, West Sacramento, CA.**

Sean assisted in developing the focused travel demand model for the City, as well as applying the model to update the circulation element of the City's general plan. Sean helped with the development of model inputs and developed a Synchro network for intersection analysis and a

series of Excel workbooks to evaluate roadway and freeway segment performance. Further, he worked on incorporating elements of the City's Bicycle, Pedestrian, and Trails Master Plan into the 2035 General Plan Circulation Element.

**Sacramento Downtown Transportation Study, Sacramento, CA.** Sean assisted in the evaluation of multiple planning alternatives for the Downtown Sacramento street grid. This work included the post processing of activity-based model results in Excel and the mapping of these results in GIS. Some evaluation metrics included mode share, vehicle miles of travel, vehicle hours of delay, and street segment volume-to-capacity ratios for all streets in the downtown area. Additional work included the mapping of all downtown bus lines and transit stops as well as the mapping of the downtown on-street parking data in GIS.

**Rancho Cordova General Plan Update, Rancho Cordova, CA.** DKS will provide the City with development and traffic forecasts on several "base scenarios" for the EIR on the general plan update.

**Folsom General Plan, Folsom, CA.** As part of a multidisciplinary team, DKS developed the alternatives for the general plan update. Because the City of Folsom is largely built out and the planning for the new growth area south of Highway 50 is largely complete, city-wide land use alternatives were deemed unnecessary. Instead, alternatives were developed for selected focus areas or corridors. Using the input gathered at the third Townhall Forum, the team identified focus areas that represent the greatest potential for future change, such as Sutter Street and Historic Folsom, the Bidwell Corridor, and the Corp Yard. The focus of the alternatives were options for enhancing these opportunity areas through land use and urban form, and for increasing connectivity between activity nodes within the city. DKS assisted in identifying options for complete streets for the focus area alternatives.

## Appendix B: Project Example Sheets

# Example Architectural Graphics

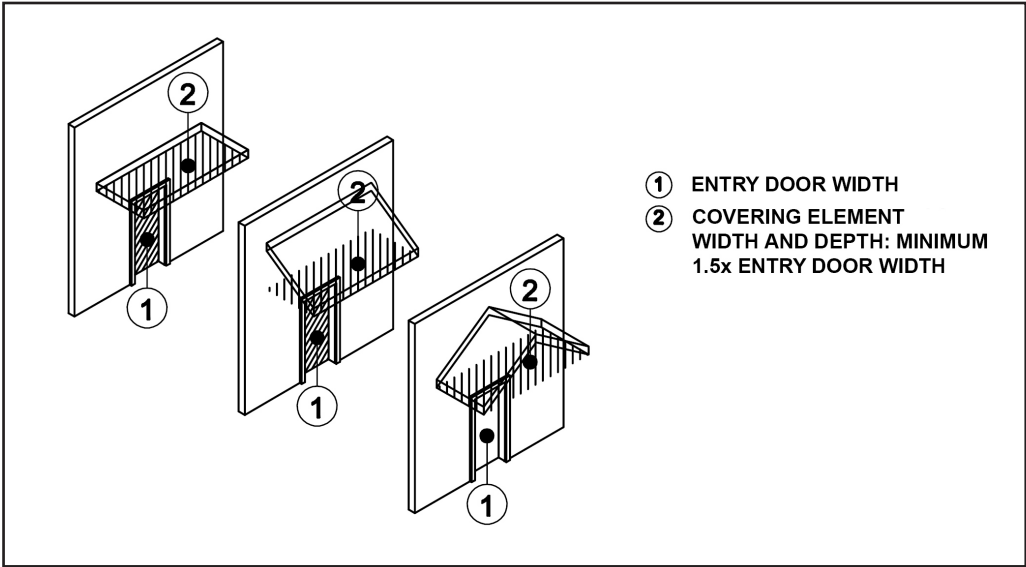
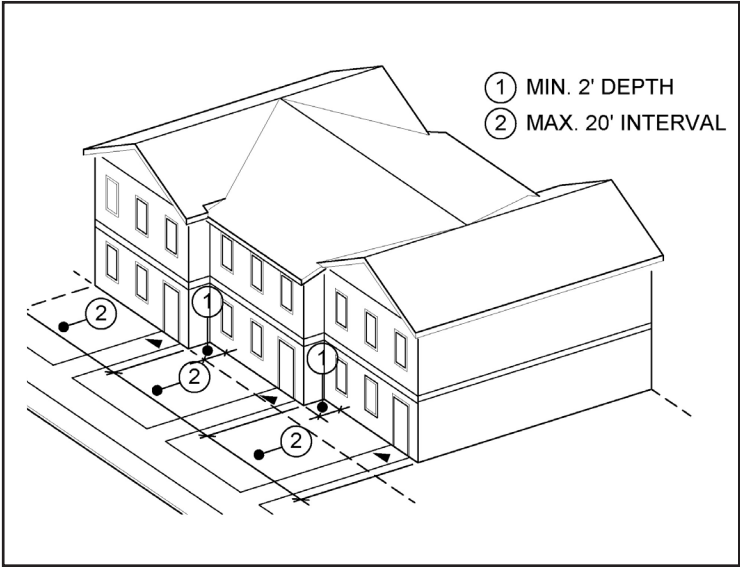
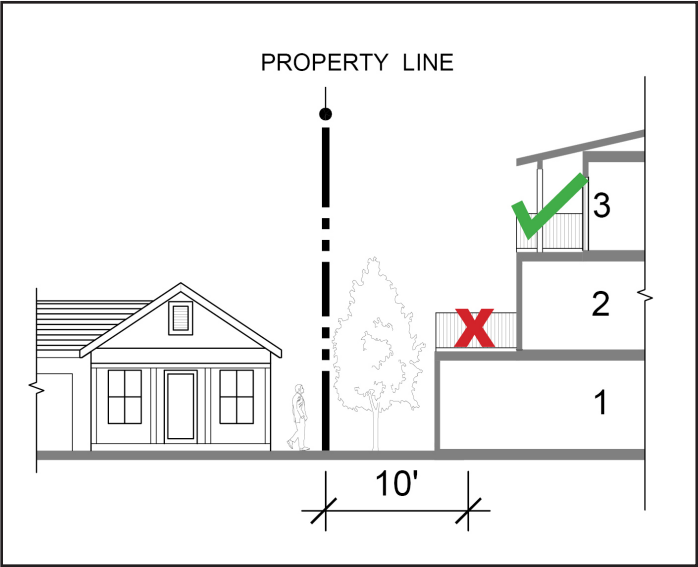
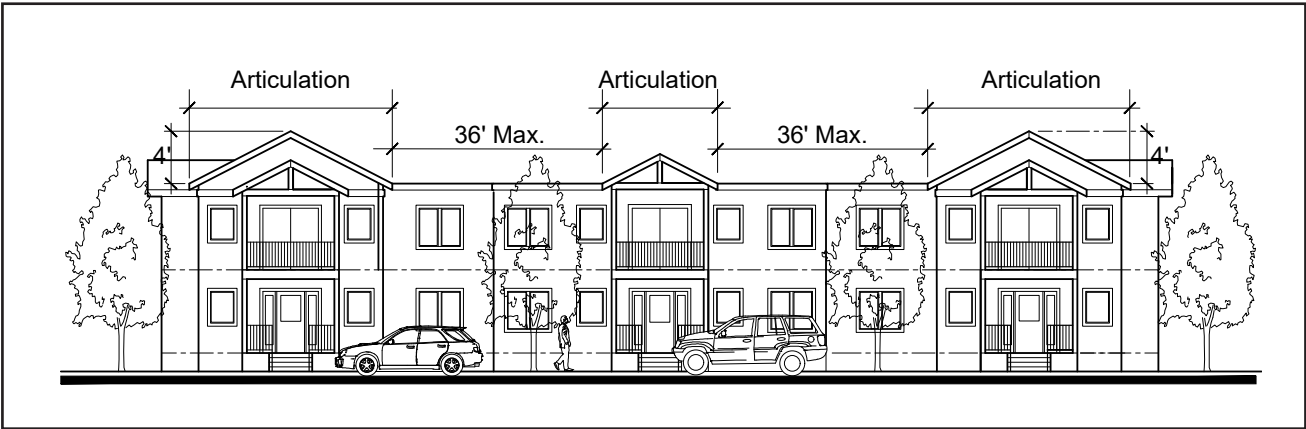


FIGURE 1: GARAGE DOOR ORIENTATION, PROJECTS WITH FIVE OR MORE UNITS

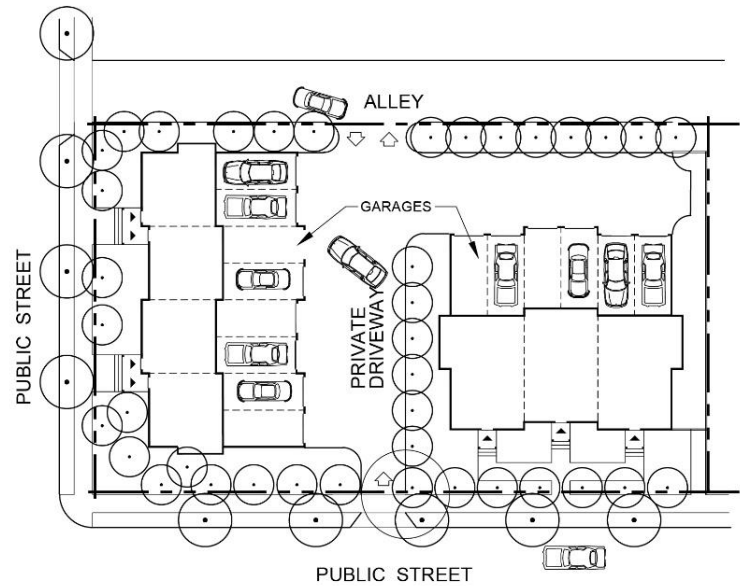


FIGURE 3: MAJOR MASSING BREAKS, GROUND FLOOR COURTYARDS

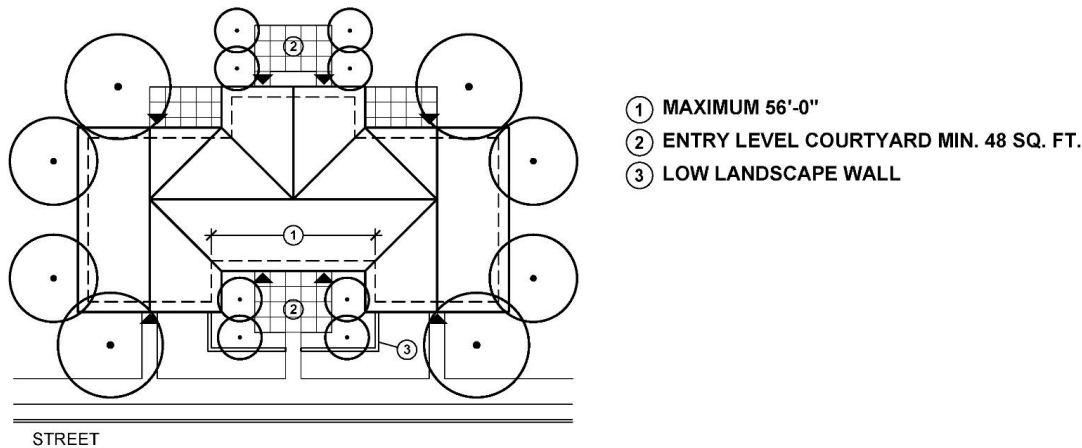
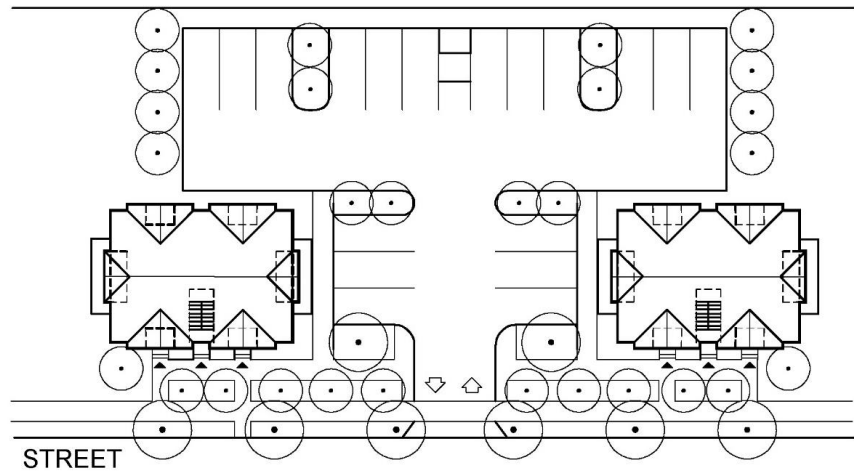
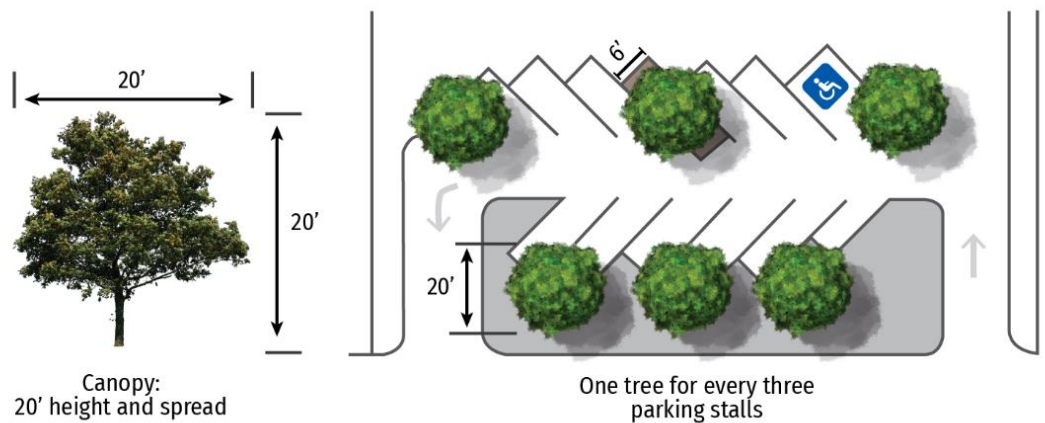
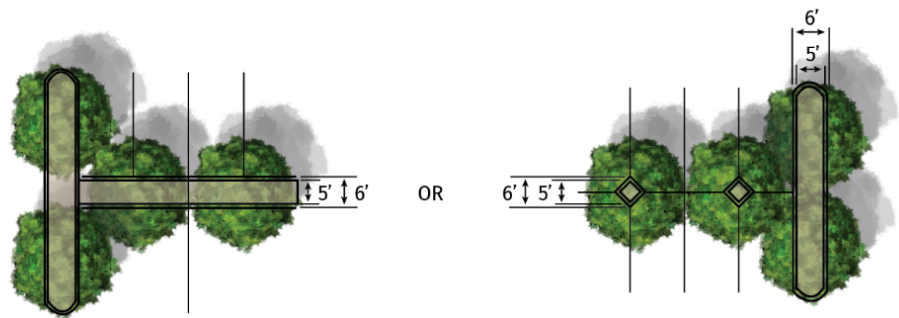
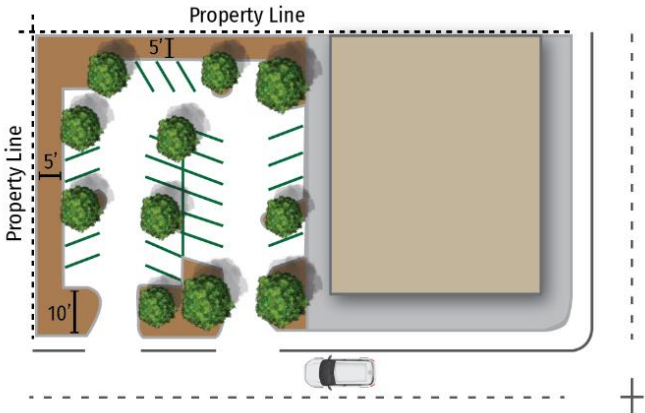
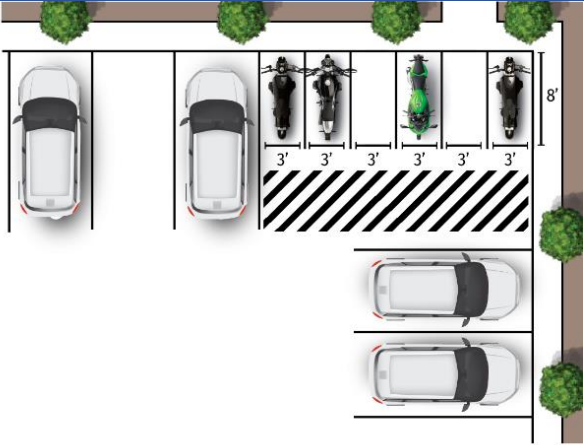


FIGURE 10: UNCOVERED PARKING AREAS

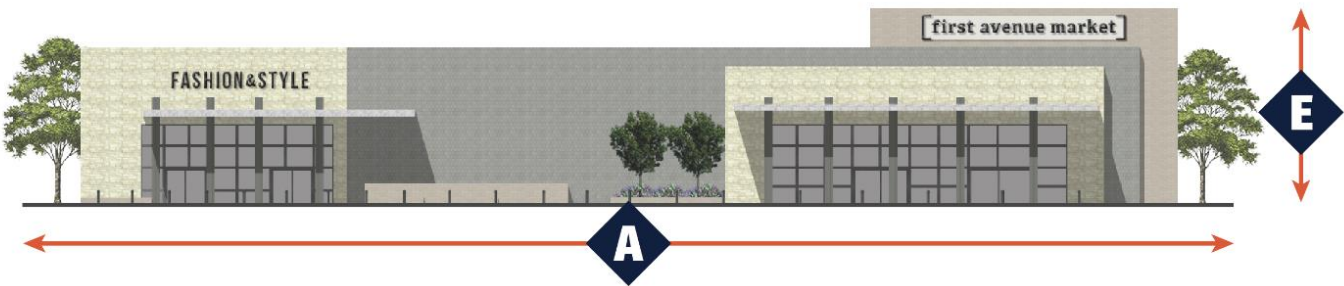
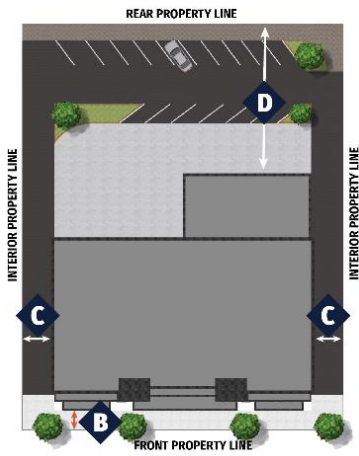




Parking Graphics



Zoning Structure Graphics with Architectural Material Detail

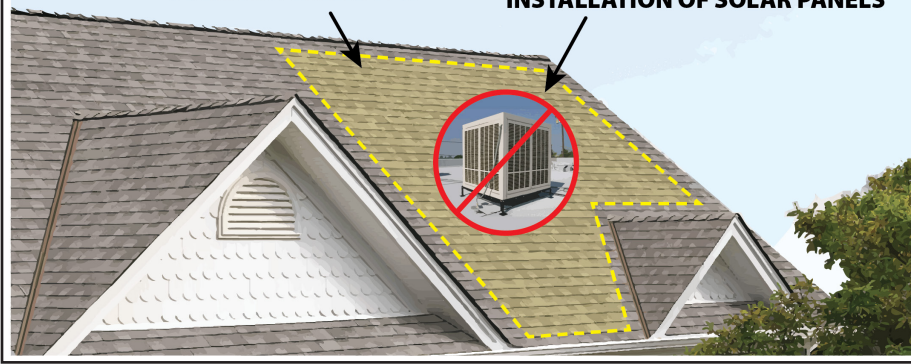



# Example Illustrative Graphics


**STRUCTURES SHALL BE DESIGNED TO ALLOW FOR INSTALLATION OF ALTERNATE ENERGY TECHNOLOGIES**

**SPACE ALLOWED FOR SOLAR INSTALLATION**

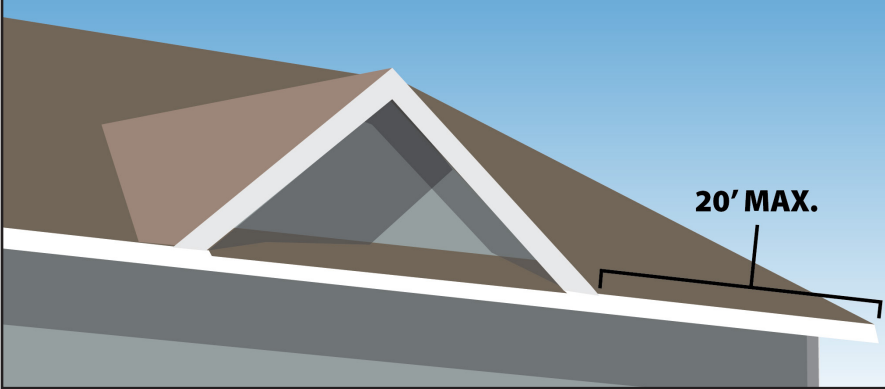
**ROOF-MOUNTED EQUIPMENT MUST NOT PRECLUDE THE INSTALLATION OF SOLAR PANELS**



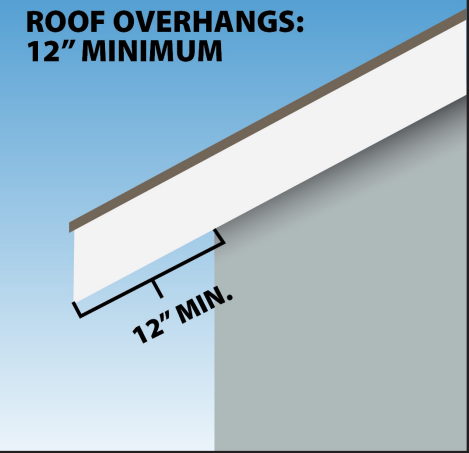


 **SOLAR TECHNOLOGY:**  
SHALL BE INSTALLED IN ACCORDANCE WITH THE STATE FIRE MARSHAL SAFETY REGULATIONS AND GUIDELINES.

**HORIZONTAL EAVES:**  
**20' MAXIMUM LENGTH WITHOUT ARTICULATION**



**ROOF OVERHANGS:**  
**12" MINIMUM**

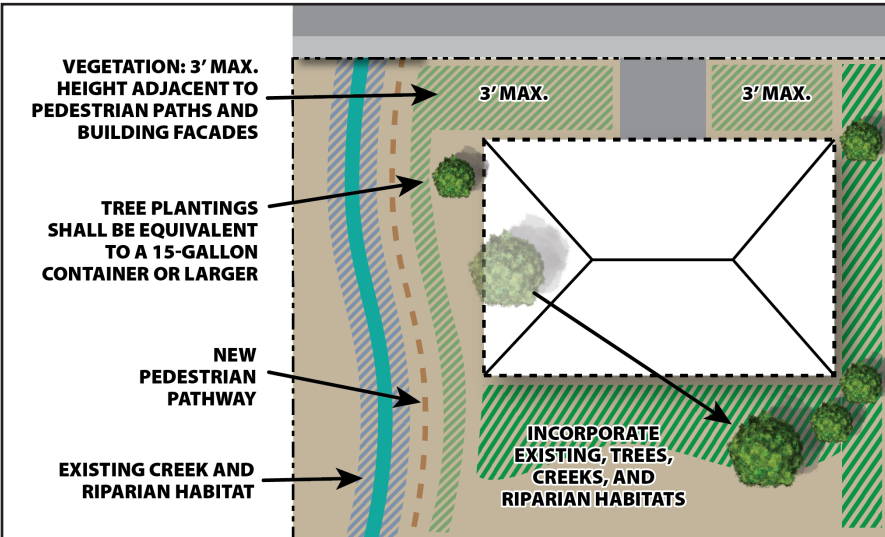



**VEGETATION: 3' MAX. HEIGHT ADJACENT TO PEDESTRIAN PATHS AND BUILDING FACADES**

**TREE PLANTINGS SHALL BE EQUIVALENT TO A 15-GALLON CONTAINER OR LARGER**

**NEW PEDESTRIAN PATHWAY**

**EXISTING CREEK AND RIPARIAN HABITAT**

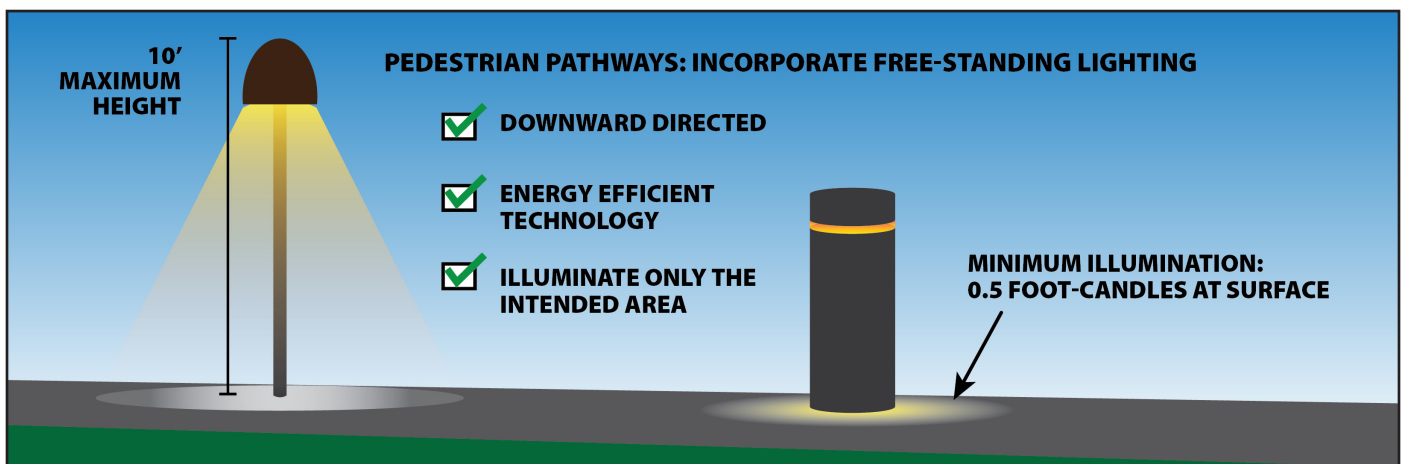
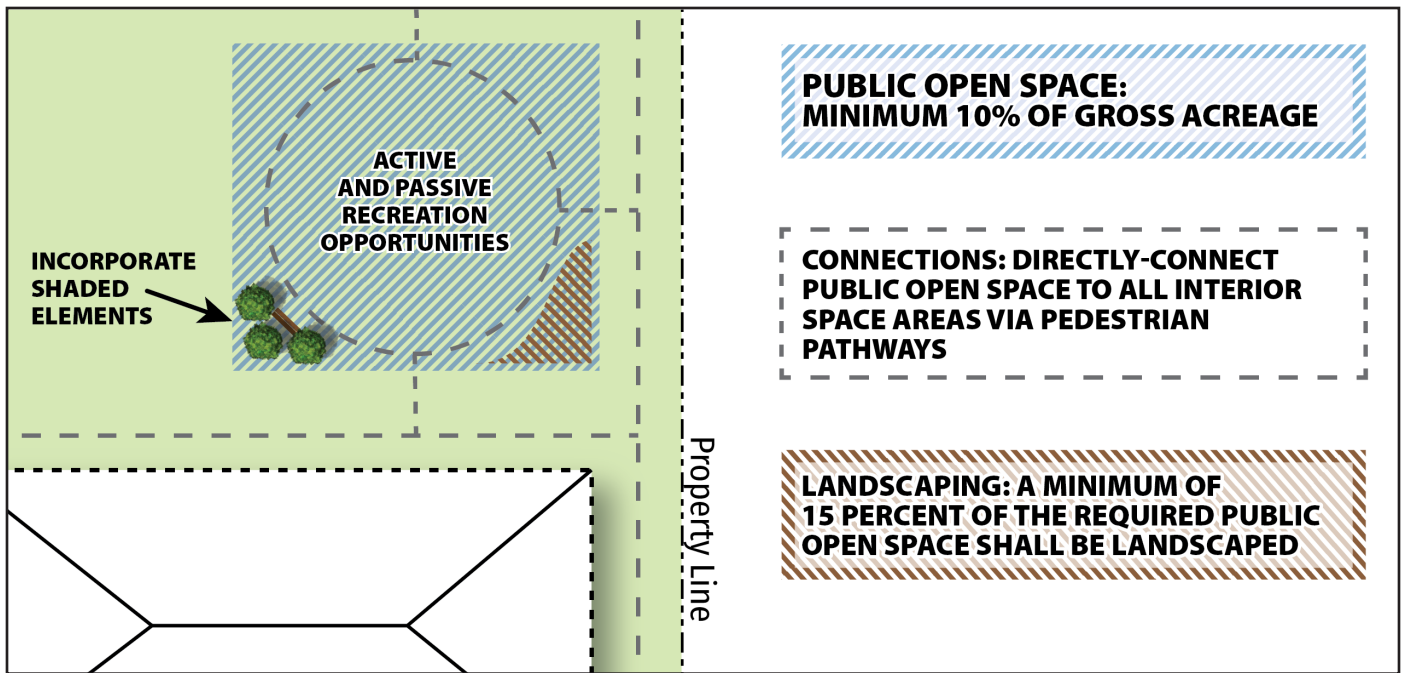




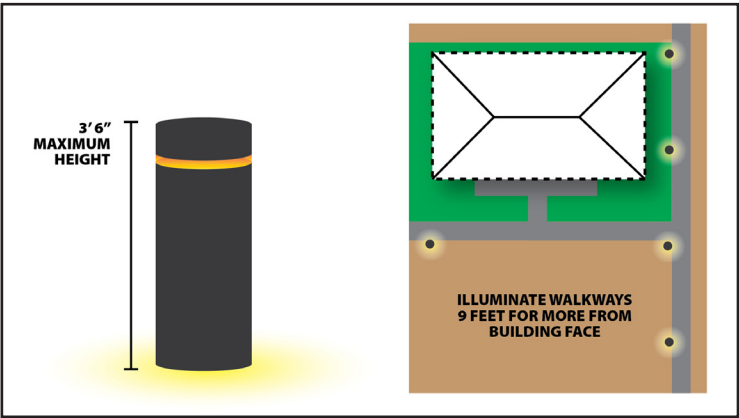
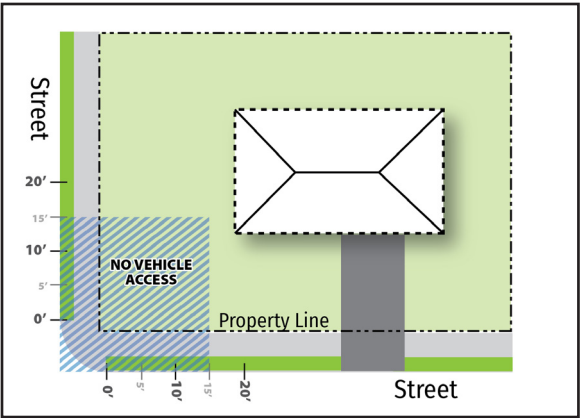
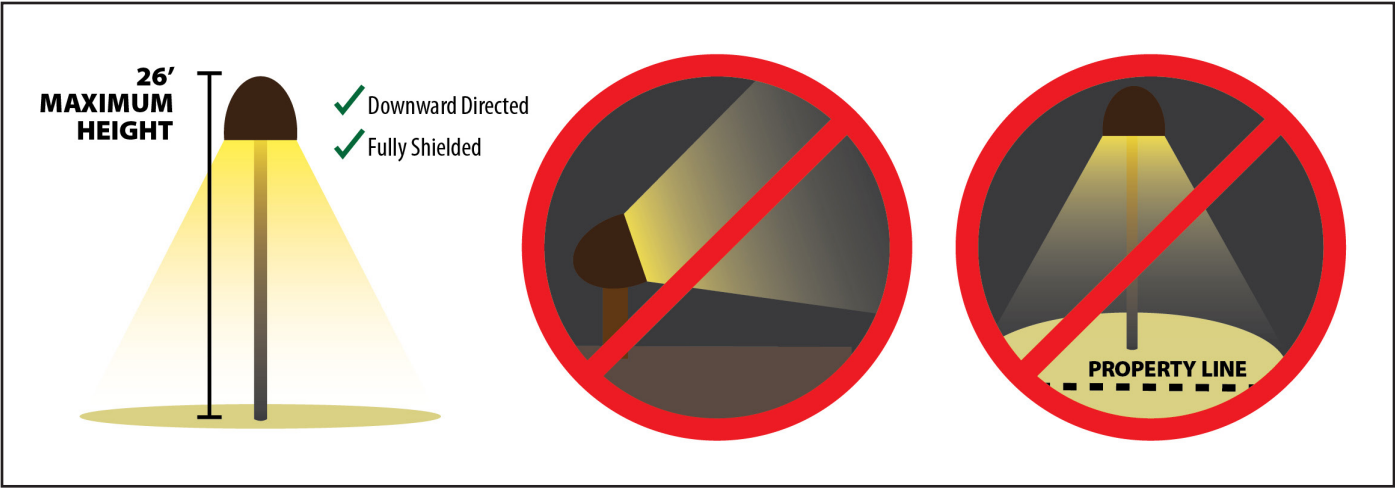
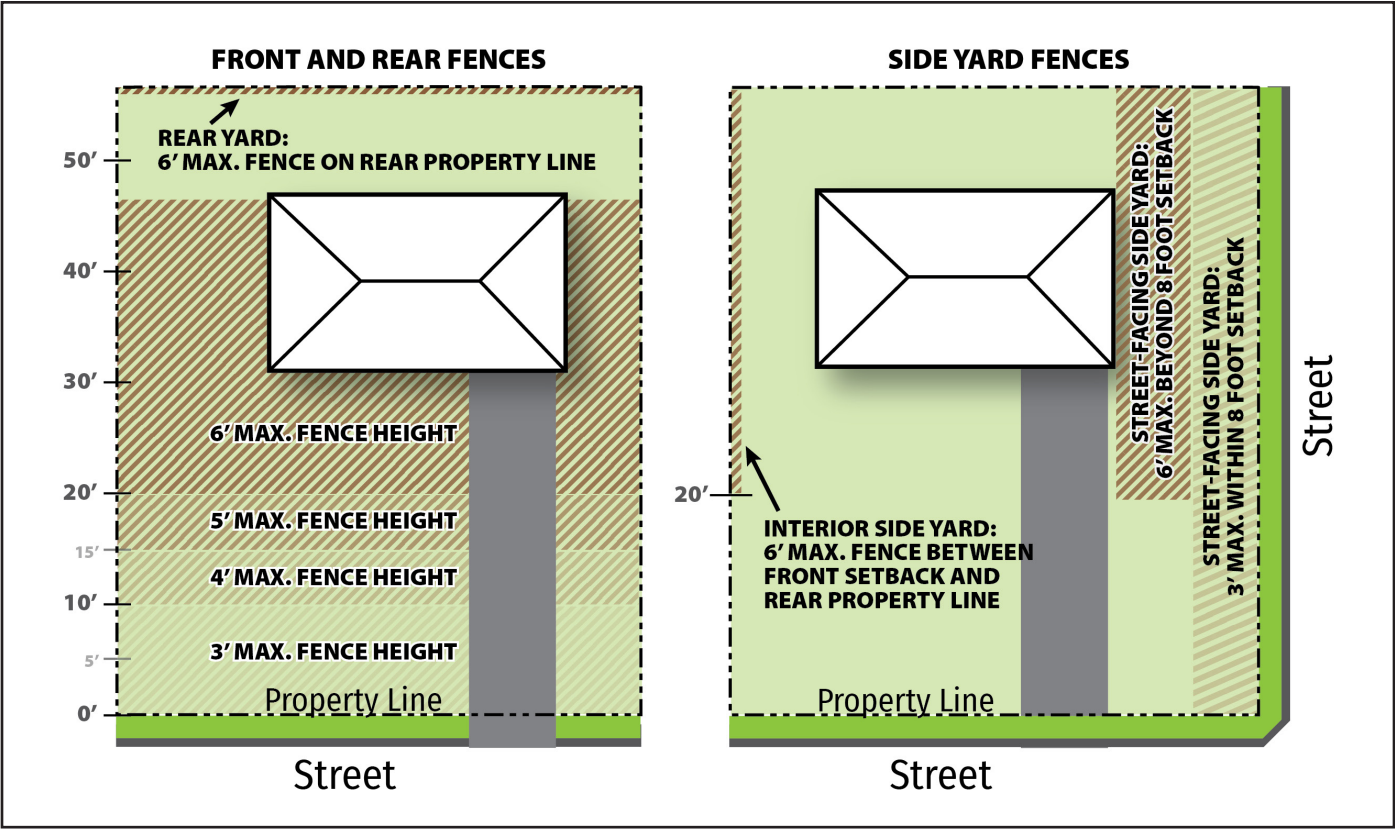
**IRRIGATION:**  
INCLUDE AN AUTOMATED IRRIGATION SYSTEM WITH A MINIMUM OF 75% DRIP IRRIGATION

**PLANT SELECTION:**  
MINIMUM 75 PERCENT NATIVE, DROUGHT-TOLERANT PLANTS AND/OR FLOWERING PLANTS.









## Appendix C: Professional Services Agreement

We have no objections to the City's standard Professional Services Agreement, which was included with the RFP as Exhibit A.

## Appendix D: Disclosures

We have no disclosures to report.