

**GRANT FUNDING AGREEMENT BETWEEN
FRESNO COUNCIL OF GOVERNMENTS
AND THE CITY OF FRESNO
FOR HOUSING PLANNING-RELATED EXPENSES**

This Grant Funding Agreement ("Agreement") made and entered into this ____ day of _____, 2024 ("Effective Date") by and between the FRESNO COUNCIL OF GOVERNMENTS, a joint powers Public Agency ("FCOG"), and the CITY OF FRESNO, a California municipal corporation ("GRANTEE"). FCOG and GRANTEE are each a "Party" to this Agreement and collectively are the "Parties" to this Agreement.

WITNESSETH:

WHEREAS, the California Department of Housing and Community Development ("HCD") has provided grant funds through the Regional Early Action Planning ("REAP") Program; and

WHEREAS, FCOG allocates REAP program funding to FCOG's "Member Agencies," namely the City of Clovis, City of Coalinga, County of Fresno, City of Firebaugh, City of Fowler, City of Fresno, City of Huron, City of Kerman, City of Kingsburg, City of Orange Cove, City of Mendota, City of Parlier, City of Reedley, City of San Joaquin, City of Sanger, and City of Selma; and

WHEREAS, GRANTEE submitted a memorandum dated November 7, 2024 requesting reimbursement for housing planning-related expenses, a true and correct copy of which is attached hereto and incorporated herein as Exhibit A.

NOW, THEREFORE, the Parties hereto do mutually agree as follows:

I. GRANTEE'S OBLIGATIONS

A. The GRANTEE shall perform and fulfill all tasks and obligations described in Exhibit A.. In the event of any inconsistency between this Agreement, and Exhibit A, such inconsistency shall be resolved by giving precedence in the following order of priority to: (1) the text of this Agreement; (2) Exhibit A.

B. GRANTEE shall perform and fulfill the tasks and scope of work contemplated by this Agreement substantially according to the Project schedule set forth in Exhibit A, and according to the requirements of this Agreement.

II. FCOG's OBLIGATIONS

A. FCOG shall disburse grant funds to GRANTEE as provided in section III of this Agreement.

B. FCOG will make available to GRANTEE any document, studies, or other information in its possession related to the PROJECT.

III. DISBURSEMENT OF GRANT FUNDS

A. Total Grant Award.

Notwithstanding anything to the contrary herein, the total grant funds disbursed to GRANTEE shall not exceed \$146,230.00, the total amount of grant funding awarded to GRANTEE.

B. Progress Payments.

FCOG shall make monthly reimbursements to GRANTEE upon receipt and approval by FCOG of GRANTEE's monthly progress reports, including invoices for reimbursement that provide a summary of work completed by task (based upon clear deliverables outlined in the Grant Application as set forth in Exhibit A), including staff/consultant hours. Payment of said monthly reimbursements to GRANTEE shall be based upon FCOG's evaluation of the monthly progress reports submitted.

C. Invoices.

GRANTEE shall submit, to FCOG, two copies of each invoice with adequate supporting documentation of work billed and costs charged by Task as set forth in Exhibit A. The invoice shall provide: (1) a summary of work completed by task, (2) an itemization of staff/consultant hours; (3) the total costs incurred in the month for which reimbursement is sought, (4) the total amount billed to-date for the project. The invoice shall include a written progress report adequately describing the work billed and performed, and summarizing the status of the PROJECT in regard to task completion, timelines, and budget.

D. Payment.

Within thirty (30) days of receipt of a proper invoice, FCOG shall determine whether GRANTEE's PROJECT is progressing according to the scope of work and project timeline identified in Exhibit A, and shall reimburse GRANTEE for approved and eligible costs.

E. Disallowed Costs.

GRANTEE shall return to FCOG any funds which HCD has disallowed within ninety (90) days following notice to the GRANTEE.

F. Disputes.

If FCOG determines that GRANTEE is not meeting the terms and conditions of this Agreement, FCOG shall inform GRANTEE in writing and will issue a notice to GRANTEE to stop work. GRANTEE shall undertake any and all work to meet the terms and conditions of this Agreement at no additional reimbursement from FCOG.

IV. TERMINATION

A. Termination Without Cause.

This Agreement may be terminated without cause at any time by FCOG or GRANTEE upon thirty (30) calendar days written notice.

The notice shall specify the reason, if any, for early termination and may permit, in the discretion of the terminating Party, the GRANTEE or FCOG to rectify any deficiency(ies) prior to the early termination date. The GRANTEE will submit any requested documents to FCOG within 30 days of the early termination notice.

If FCOG terminates this Agreement pursuant to this subsection IV.A, FCOG will disburse grant funds for tasks completed to the date of termination based upon monthly progress reports and supporting documentation submitted by GRANTEE.

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B. Breach of Contract.

FCOG may immediately suspend or terminate this Agreement in whole or in part, where in the determination of FCOG there is:

1. an illegal or improper use of funds;
2. a failure to comply with any term of this Agreement;
3. a substantially incorrect or incomplete report, study, or other documents or documentation submitted to FCOG;

In no event shall reimbursement by FCOG constitute a waiver by FCOG of any breach of this Agreement or any default which may then exist on the part of GRANTEE. Neither shall such reimbursement impair or prejudice any remedy available to FCOG with respect to the breach or default.

V. ACCESS TO RECORDS AND MATERIALS

FCOG shall have the right to copies of all work product, materials, and other writings (as defined by Evidence Code section 250) produced pursuant to this Agreement or otherwise in connection with the PROJECT, including without limitation notes, correspondence, agenda items, staff reports, minutes, research, documents, maps, graphs, reports, and studies ("Work Product"). Within five (5) calendar days following service of a request by FCOG, GRANTEE shall provide copies of any requested Work Product to FCOG. Notwithstanding GRANTEE's obligation to provide Work Product upon request, in the event of termination or the expiration of the term of this Agreement, GRANTEE shall immediately provide all finished or unfinished Work Product to FCOG. GRANTEE shall provide electronically stored Work Product in its original source format and in the form of editable and functional documents in current Microsoft Word, Excel, PowerPoint, or other formats, as appropriate, and any final reports, studies, or other final product in Optical Character Recognition (OCR) searchable Portable Document Format (PDF). This Section V shall not be construed to limit the lawful use or public release of Work Product by either Party.

FCOG's right to copies of Work Product shall not extend to confidential attorney-client communications or attorney work product.

VI. INDEPENDENT CONTRACTOR

In performance of the work, duties, and obligations assumed by GRANTEE to be provided under this Agreement, it is mutually and expressly understood and agreed that GRANTEE, including any and all of GRANTEE's officers, agents, and employees will at all times be acting and performing as an independent contractor, and shall act in an independent capacity and not as an officer, agent, servant, employee, joint venture, partner, or associate of FCOG. Furthermore, FCOG shall have no right to control or supervise or direct the manner or method by which GRANTEE shall perform its work and function. However, FCOG shall retain the right to administer this Agreement so as to verify that GRANTEE is performing its obligations in accordance with the terms and conditions thereof. GRANTEE and FCOG shall comply with all applicable provisions of law and the rules and regulations, if any, of governmental authorities having jurisdiction over matters the subject thereof.

Because of its status as an independent contractor, GRANTEE shall have absolutely no right to employment rights and benefits available to FCOG employees.

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GRANTEE shall be solely liable and responsible for providing to, or on behalf of, its employees all legally-required employee benefits. In addition, GRANTEE shall be solely responsible and save FCOG harmless from all matters relating to payment of GRANTEE's employees, including compliance with Social Security, withholding, and all other regulations governing such matters. It is acknowledged that during the term of this Agreement, GRANTEE may be providing services to others unrelated to FCOG or to this Agreement.

VII. ASSIGNMENT

GRANTEE shall not assign or subcontract its duties under this Agreement without the prior express written consent of FCOG. No such consent shall be construed as making FCOG a party to such subcontract, or subjecting FCOG to liability of any kind to any subcontractor.

No subcontract whether existing or later entered into as set forth herein, under any circumstances shall relieve GRANTEE of its liability and obligation under this Agreement, and all transactions with FCOG must be through GRANTEE. Subcontractors may not be changed by GRANTEE without the prior express written approval of FCOG.

GRANTEE has submitted Exhibit A which names Placeworks and Lisa Wise Consulting ("Approved Subcontractors") as sub applicant for the purposes of this Agreement. GRANTEE represents and covenants by entering into this Agreement that it is the GRANTEE in this Agreement, and that it is responsible for all acts or omissions of its said sub applicant(s) and subcontractor(s), including without limitation the Approved Subcontractors. GRANTEE shall also be responsible for submitting invoices, in accordance with the requirements of Section III of this Agreement, to FCOG for work performed by the Approved Subcontractors, and shall remit payment to the Approved Subcontractors in accordance with the agreements between GRANTEE and the Approved Subcontractors. FCOG shall have no responsibility to provide compensation directly to the Approved Subcontractors.

VIII. BINDING NATURE OF AGREEMENT; MODIFICATION

The Parties agree that all of the terms of this Agreement and its Exhibits shall be binding upon them and that together these terms constitute the entire Agreement of the Parties with respect to the subject matter hereof. No variation or modification of this Agreement and no waiver of any of its provisions or conditions shall be valid unless in writing and signed by duly authorized representatives of the Parties. This Agreement shall be binding upon FCOG, GRANTEE, and their successors in interest, legal representatives, executors, administrators, and assigns with respect to all covenants as set forth herein.

IX. INDEMNITY

GRANTEE agrees to indemnify, save, hold harmless, and at FCOG's request, defend FCOG, its boards, committees, representatives, officers, agents, and employees from and against any and all costs and expenses (including reasonable attorney's fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death, and property damage) occurring or resulting to FCOG to the extent they are caused from any negligent, recklessness or willful misconduct of GRANTEE, its officers, agents, subcontractors, or employees in their performance of this Agreement, and from any and all costs and expenses (including reasonable attorney's fees and litigation costs), damages, liabilities, claims, and losses

(whether in contract, tort, or strict liability, including, but not limited to, personal injury, death and property damage), occurring or resulting to any person, firm, corporation, or entity who may be injured or damaged to the extent such injury or damage arises from any negligent acts, errors or omissions of GRANTEE, its officers, agents, subcontractors, or employees in their performance of this Agreement.

Section IX shall survive termination of this Agreement.

X. NON DISCRIMINATION AND DBE

GRANTEE shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Agreement. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract and such other remedy as FCOG deems appropriate.

XI. INSURANCE

Without limiting FCOG's right to obtain indemnification from GRANTEE or any third parties, GRANTEE, at its sole expense, shall maintain in full force and affect the following insurance policies throughout the term of this Agreement:

A. Comprehensive general liability insurance with coverage of not less than \$2,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. Comprehensive general liability insurance policies shall name FCOG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned. Such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by FCOG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under GRANTEE'S policies herein.

B. Comprehensive automobile liability insurance with limits for bodily injury of not less than \$25,000 per person, \$250,000 per accident and for property damages of not less than \$50,000, or such coverage with a combined single limit of \$250,000.

C. Professional liability insurance in the minimum amount of at least \$1,000,000 coverage per occurrence.

D. Workers compensation insurance as required by law.

GRANTEE shall not cancel or change any insurance policy required under this Agreement without a minimum of thirty (30) calendar days advance, written notice given to FCOG.

GRANTEE shall provide certification of said insurance to FCOG within twenty-one (21) calendar days of the date of the execution of this Agreement.

Such certification shall show to FCOG's sole satisfaction that such insurance coverages have been obtained and are in full force; that FCOG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names FCOG, its officers, agents, and employees, individually and

collectively, as additional insured (comprehensive general liability only), but only insofar as the operations under this Agreement are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by FCOG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under GRANTEE's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (30) calendar days advance, written notice given to FCOG.

In the event GRANTEE fails to keep in effect at all times insurance coverage as herein provided, FCOG may, in addition to other remedies it may have, suspend or terminate this Agreement upon the occurrence of such event.

XII. CONFLICT OF INTEREST

GRANTEE covenants that it has no interest, and will not have any interest, direct or indirect, which would conflict in any manner with the performances of the services required hereunder.

XIII. EFFECTIVE DATE, TERM

This Agreement shall become effective as of the Effective Date and shall remain in full force and effect through December 31, 2024, unless sooner terminated or unless its term is extended. Upon the mutual written Agreement of the Parties hereto, this Agreement may be extended beyond that date.

XIV. NOTICES

Any and all notices between FCOG and GRANTEE provided for or permitted under this Agreement or by law shall be in writing and shall be deemed duly served when personally delivered to one of the Parties, or in lieu of such personal service, when deposited in the United States Mail, postage prepaid, addressed to such Party, at such addresses set forth below:

FCOG

Fresno Council of Governments
2035 Tulare, Suite 201
Fresno, CA 93721

GRANTEE

City of Fresno
2600 Fresno Street
Fresno, Ca. 93721

For all claims arising out of or related to this Agreement, nothing in this section establishes, waives, or modifies, any claims presentation requirements or procedures provided by law, including but not limited to the Government Claims Act (Division 3.6 of Title 1 of the Government Code, commencing with section 810).

XV. PROJECT MANAGER

The GRANTEE's project manager shall be Sophia Pagoulatos. GRANTEE may not change its project manager without obtaining prior express written approval by FCOG. It is understood by the Parties hereto that in entering into an agreement of this type with GRANTEE, FCOG has evaluated GRANTEE's proposal (Exhibit A) and taken into consideration the project team designated therein for this PROJECT, including but not limited to GRANTEE's designation of Sophia Pagoulatos as the project manager for said PROJECT.

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XVI. VENUE; GOVERNING LAW

Venue for any claim or action arising under this Agreement shall only be in Fresno County, California. This Agreement shall be governed in all respects by the laws of the State of California.

XVII. COMPLIANCE WITH LAWS

GRANTEE shall comply with all current Federal, State, and local laws, ordinances, and regulations applicable in carrying out its obligations under this Agreement.

For the purpose of determining compliance with Public Contract Code 10115, et seq. and Title 21, California Code of Regulations, Chapter 21, Section 2500 et seq., when applicable, and other matters connected with the performance of the contract pursuant to Government Code 8546.7, GRANTEE, contractor's subcontractors, and FCOG shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the performance of the contract, including but not limited to, the cost of administering the contract. All Parties shall make such material available at their respective offices at all reasonable times during the contract period and for three years from the date of final payment under the contract. Any duly authorized representative of FCOG, the state, or federal government shall have access to any books, records, and documents that are pertinent to the contract for audits examinations, excerpts, and transactions, and copies thereof shall be furnished if requested.

Travel expenses and per diem rates are not to exceed the rate specified by the State of California Department of Personnel Administration as specified by the California Department of Transportation's Travel Policy unless written verification is supplied that hotel rates were not then commercially available at the time and location required.

Any subcontract entered into by GRANTEE as a result of this Agreement, shall contain all of the provisions of this section.

XVIII. GRANTEE'S LEGAL AUTHORITY

Each individual executing or attesting this Agreement on behalf of GRANTEE hereby covenants, warrants, and represents that he or she is duly authorized to execute or attest and deliver this Agreement on behalf of GRANTEE and that this Agreement is binding upon GRANTEE.

XIX. NO THIRD-PARTY BENEFICIARIES

Notwithstanding anything else to the contrary herein, the Parties acknowledge and agree that no other person, firm, corporation, or entity shall be deemed an intended third-party beneficiary of this Agreement.

XX. SEVERABILITY

In the event any provisions of this Agreement are held by a court of competent jurisdiction to be invalid, void, or unenforceable, the Parties will use their best efforts to meet and confer to determine how to mutually amend such provisions with valid and enforceable provisions, and the remaining provisions of this Agreement will nevertheless continue in full force and effect without being impaired or invalidated in any way.

XXI. HEADINGS; CONSTRUCTION; STATUTORY REFERENCES

The headings of the sections and paragraphs of this Agreement are for convenience only and shall not be used to interpret this Agreement. This Agreement is the product of negotiation between the Parties. The language of this Agreement shall be construed as a whole according to its fair meaning and not strictly for or against any Party. Any rule of construction to the effect that ambiguities are to be resolved against the drafting Party shall not apply in interpreting this Agreement. All references in this Agreement to particular statutes, regulations, ordinances or resolutions of the United States, the State of California, or the County of Fresno shall be deemed to include the same statute, regulation, ordinance or resolution as hereafter amended or renumbered, or if repealed, to such other provisions as may thereafter govern the same subject.

XXII. DRUG FREE WORK PLACE

GRANTEE shall certify compliance with Government Code Section 8355 pertaining to providing a drug-free workplace per Exhibit B - "Drug Free Workplace Certification," attached hereto and incorporated herein by this reference as though set forth in full.

XXIII. INTEGRATED AGREEMENT

This Agreement, and Exhibits A through B, attached hereto and incorporated herein by this reference, represents the full and complete understanding of the Parties with respect to the subject matter hereof, and all preliminary negotiations and oral or written agreements with respect thereto are merged herein. No verbal agreement or implied covenant shall be held to vary the provisions hereof.

(Signature page follows.)

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the date and year first above written.

CITY OF FRESNO,
A California municipal corporation


FRESNO COUNCIL OF GOVERNMENTS

By: _____
Georgeanne A. White
City Manager

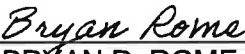
By:  _____
ROBERT PHIPPS
Executive Director

APPROVED AS TO FORM:
ANDREW JANZ
City Attorney

APPROVED AS TO LEGAL FORM:
DANIEL C. CEDERBORG, County Counsel

By:  _____
Brent Richardson
Deputy City Attorney

12-4-2024
Date

By:  _____
BRYAN D. ROME
Deputy County Counsel

E-Signed by
Bryan Rome
Nov. 27, 2024

ATTEST:
TODD STERMER, CMC
City Clerk

By: _____
Deputy Date



Planning & Development Department

2600 Fresno Street, Third Floor, Room 3065
Fresno, California 93721-3604
(559) 621-8003

Jennifer K. Clark, AICP
Director

MEMORANDUM

DATE: DECEMBER 2, 2024

TO: GEORGEANNE A. WHITE, City Manager
Office of the Mayor and City Manager

FROM: JENNIFER CLARK, Director
Planning & Development Department

SUBJECT: FRESNO COUNCIL OF GOVERNMENTS (FCOG) REAP FUNDING AGREEMENT - EXCLUSION OF IMMUNITY LANGUAGE

The purpose of this Memorandum is to request City Manager concurrence in proceeding with the above-mentioned agreement without the immunity language recommended by the City of Fresno Risk Management Division. Although Fresno Council of Government's legal counsel found this language to be redundant with language already in the agreement, the City of Fresno City Attorney's Office does not concur and has requested City Manager acknowledgment if proceeding without making the change.

The proposed language that FCOG declined to add is the clause below in red:

IX. INDEMNITY


GRANTEE agrees to indemnify, save, hold harmless, and at FCOG's request, defend FCOG, its boards, committees, representatives, officers, agents, and employees from and against any and all costs and expenses (including reasonable attorney's fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death, and property damage) occurring or resulting to FCOG to the extent they are caused from any negligent, recklessness or willful misconduct of GRANTEE, its officers, agents, subcontractors, or employees in their performance of this Agreement, and from any and all costs and expenses (including reasonable attorney's fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death and property damage), occurring or resulting to any person, firm, corporation, or entity who may be injured or damaged to the extent such injury or damage arises from any negligent acts, errors or omissions of GRANTEE, its officers, agents, subcontractors, or employees in their performance of this Agreement. **FCOG agrees that this Agreement shall in no way act to abrogate or waive any immunities available to CITY under the Tort Claims Act of the State of California or California Government Code Section 810 et seq.**

Section IX shall survive termination of this Agreement.


See Exhibit A for the Agreement as returned by Fresno COG and proposed for City signature.

Please contact Sophia.Pagoulatos@fresno.gov or (6559) 621-8062 should you have any questions.

☒ Approved ☐ Denied



Georgeanne A. White, City Manager



Date

Attachment: Exhibit A



Planning & Development Department

2600 Fresno Street, Third Floor, Room 3065
Fresno, California 93721-3604
(559) 621-8003

Jennifer K. Clark, AICP
Director

November 7, 2024

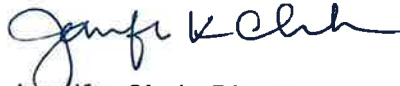
The City of Fresno has requested that Fresno COG approve a new agreement to repurpose Regional Early Action Planning (REAP) funding originally awarded in 2021 for a utilities study at the Manchester Mall shopping center. The original \$250,000 grant award was extended through June 2024; however, the City's Utilities Department has now funded that project through other means. The Planning and Development Department is instead requesting \$146,230 to fund additional housing planning-related expenses, most of which are either already in progress or completed. They include the following:

Project	Description	Vendor	Status	Amount to be covered by REAP funds
Parkway Neighborhood Master Plan	Collaboration between the City of Fresno and Fresno Housing to create a plan and set a vision for this new neighborhood center and describe the steps needed to transform the motel row into an attractive place where families can live, shop, work and play. Framework for new development and guide for improvements to existing services and infrastructure.	Placeworks was the consultant; City of Fresno and Fresno Housing partnered to direct the Plan	Plan complete	\$50,000
Development Code Audit-Part 1	Focused analysis of the City's zoning ordinance considering state housing law (through 2023) and opportunities for streamlining housing production	Lisa Wise Consulting	73% complete	\$49,174

Development Code Audit- Part 2	Contract amendment to include additional focused analysis of the City's zoning ordinance considering new state housing law (2024); broaden/expand code audit; include objective design standards analysis and recommendations memo	Lisa Wise Consulting	Initiation	\$47,056
TOTAL				\$146,230

Action: Staff requests that the PAC recommend the Policy Board approve a new grant funding agreement with the City of Fresno totaling \$146,230 in Regional Early Action Planning (REAP) funds and authorize the executive director to sign.

Sincerely,



Jennifer Clark, Director
Planning and Development
Jennifer.Clark@fresno.gov

EXHIBIT A



February 11, 2022

Tyrone Roderick Williams, Chief Executive Director
Fresno Housing Authority
1331 Fulton St.
Fresno, CA 93721

Re: Proposal for Parkway Area Master Plan Project

Dear Mr. Williams:

We are excited to submit this letter proposal to create a Master Plan for properties along North Parkway Drive in West Fresno. This project will involve stakeholder input, community engagement, land use planning, and urban design to arrive at an inspiring, meaningful, and feasible solution to the conversion of several older motels properties into new housing to be managed by Fresno Housing. PlaceWorks has an award-winning public outreach and urban design practice, and we are drawn to the type of project you have envisioned, which lies at the intersection of design, community input, and development. I will also note that PlaceWorks has an in-house economics practice with experience in the Fresno region, and we conduct feasibility analysis in-house and can discuss with you if such analysis might be warranted. Farther along in your process, PlaceWorks also has an in-house environmental review practice, including health risk assessments and Phase I reviews.

PlaceWorks has experience in both master planning as well as in the Fresno Region. As you will see in our qualifications following this letter, we have created the California Avenue Master Plan for the Fresno Housing Authority as well as the Southwest Fresno Specific Plan in areas near the Parkway Area. Some of our other master planning work includes the North Entry Area Plan for the City of Healdsburg, and the Serramonte Del Rey Precise Plan in Daly City, a reimagining of a surplus school site into housing.

Scope of Work

Task 1 Project Initiation

- a. **Kick-off Meeting.** PlaceWorks will attend a virtual kick-off meeting with Fresno Housing to be introduced to the project and understand the issues. We will create a meeting summary after the meeting.

Task 2 Outreach Strategy

- a. **Draft Outreach Strategy.** Following a virtual meeting with Fresno Housing staff to discuss engagement in more detail, PlaceWorks will develop and submit to Fresno Housing a draft Outreach Strategy for engaging the community. This is anticipated to include a plan for production of outreach materials to be mailed or sent via email and social media, as well as an outline for the Community Meeting.

Task 3 Background Review

- a. **Review of Background Materials.** PlaceWorks will review background materials that will affect the project. Materials to be reviewed include but are not limited to: Caltrans proposals for improvements to the intersection of West Olive Avenue and Highway 99; the 2016 Fresno Active Transportation Plan; Fresno General Plan and Zoning Code; and the Downtown Neighborhoods Community Plan (DNCP). For example, the DNCP designates the parcels along Parkway as Neighborhood Mixed-use, which allows residential and/or commercial, at a density of 12-16 dwelling units per acre or an FAR of 1.5 for commercial. The Active Transportation Plan shows planned sidewalks on both sides of Parkway, and Class II bike lanes in both directions. The DNMP plan also envisions a pedestrian bridge over Highway 99.
- b. **Stakeholder Meetings.** PlaceWorks will organize and attend stakeholder meetings for the project. These may include meetings with City of Fresno planning and public works staff, a meeting with Caltrans staff to discuss the reconfiguration of Olive Avenue at Highway 99, and others.
- c. **Internal Meeting.** PlaceWorks will hold an additional internal meeting with the planning and design team at Fresno Housing to discuss existing conditions findings and start to develop a vision for the area.

Task 4 Conceptual Design

- a. **Draft Neighborhood Concepts.** PlaceWorks will develop draft Concept designs for the Parkway Area. We will start at the neighborhood level, building off the visions in the Downtown Neighborhoods Community Plan, by mapping nearby destinations for residents that include parks, schools, shopping, transit stops, health care and other destinations. Opportunities and constraints at the neighborhood level will be described. Constraints are likely to include noise and air from Highway 99, crime, lack of nearby parks and open space, difficult connections to schools, and others. Opportunities may include new or improved connections to destinations for cars, bicycles, pedestrians and transit, the chance to create a neighborhood center, potential for a mixed-use node, and other concepts arising from discussions with Fresno Housing and other stakeholders. From this work we will develop two high level alternative concepts for neighborhood development.
- b. **Draft Site Planning Concepts.** PlaceWorks will develop two site plan concepts for one of the parcels shown in the attached exhibit (subject to direction from Fresno Housing). Each concept will reflect one of the alternative neighborhood concepts developed in the previous task. The site plan concepts will include a site plan drawn to scale showing location of buildings, parking, common and private open space, landscaping, an potential amenity space (such as community rooms), and site circulation. The concepts will pay particular attention to site edges along Parkway Drive and the neighborhood on the west side. Each concept will include a table listing square footage of site, number of units, parking spaces, square footage of landscaped areas and parking areas, and square footage of commercial space and/or amenity space, if any.
- c. **Internal Meeting.** PlaceWorks will provide the draft Neighborhood Concepts and Site Planning Concepts to Fresno Housing. Following review, we will facilitate a meeting with Fresno Housing to review the concepts

and get comments that will help refine the concepts. At this meeting we will also discuss the next task, Community Outreach.

Task 5 Community Outreach

- a. **Meeting Preparation.** PlaceWorks will prepare for the Community meeting and develop presentation materials, which are anticipated to use the original graphics from the WDMP and the developers' materials as well as additional analysis materials as appropriate.
- b. **Community Meeting.** PlaceWorks will help organize and facilitate a virtual Community Meeting. Depending on timing, this meeting may be held in-person or on Zoom or similar platform. We anticipate that four staff total from PlaceWorks will attend. Bruce Brubaker will facilitate the meeting. The meeting would begin with a welcome from the Fresno Housing followed by a presentation from PlaceWorks. A focused question and answer session would follow the presentation, and then community members would be able to circulate around a room (or if online, a "virtual room") to review various aspects of the proposal presented in separate stations and give comments to staff facilitators. Following the meeting, PlaceWorks will create a meeting summary suitable for use by Fresno Housing at future events or hearings.

Task 6 Design Development

- a. **Refinement of Concept Plans.** PlaceWorks will review input from the Community Meeting with Fresno Housing, and work to refine the Concept Plan into a final form. Once determined, PlaceWorks will translate the Concept Plan. This task will include a high-level site layout of all properties controlled by Fresno Housing in the Parkway area, to indicate potential future development from an aerial viewpoint. For this task, PlaceWorks will use our drone technology to capture aerial photos to work from.
- b. **Internal Meeting.** PlaceWorks and Fresno Housing will meet internally to review the progress on the refinement of the Concept Plans. Following this meeting PlaceWorks will refine materials suitable for presentation to stakeholder meetings in the next task.
- c. **Stakeholder Meetings.** PlaceWorks will attend up to four stakeholder meetings to present the Concept Plans for discussion with stakeholders. Stakeholders are likely to include the City of Fresno, community leaders, Caltrans, or others.

Task 7 Finalize Master Plan

- a. **Draft Master Plan.** Following the internal meeting and stakeholder meetings, PlaceWorks will refine the Concept Plans and develop a Draft Master Plan. The Master Plan will be a written document that describes the context, background, and community outreach, and describes the Concept Plans at a neighborhood level with additional detail of one of the sites as a model for development for all sites. It will contain aerial views of the neighborhood showing potential development, site plans, and visual simulations from both Parkway Drive and from Warren Avenue (on the west side). It will also include tables showing amount of development.

Optional Task: Phasing. If desired by Fresno Housing, PlaceWorks will break up the overall master plan into discrete phases and depict the phases with diagrams and additional neighborhood visualizations. This effort will entail discussions with Fresno Housing and City of Fresno staff.

b. Final Master Plan. After review and comment on the Draft Master Plan by Fresno Housing, PlaceWorks will revise to create the final Parkway Area Master Plan.

Schedule

We assume the following schedule (all dates 2022), but will work with Fresno Housing to refine to suit your needs:

» Task 1 Project Initiation	February
» Task 2 Draft Outreach Strategy	March
» Task 3 Background Review	March
» Task 4 Conceptual Design	March-April
» Task 5 Community Outreach	May
» Task 6 Design Development	June-July
» Task 7 Finalize Master Plan	August-September

Cost

As shown in the attached cost table, the cost is estimated to be approximately \$98,604 not including optional tasks.

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

Sincerely,
PLACEWORKS



Bruce Brubaker, AIA, LEED AP
Principal

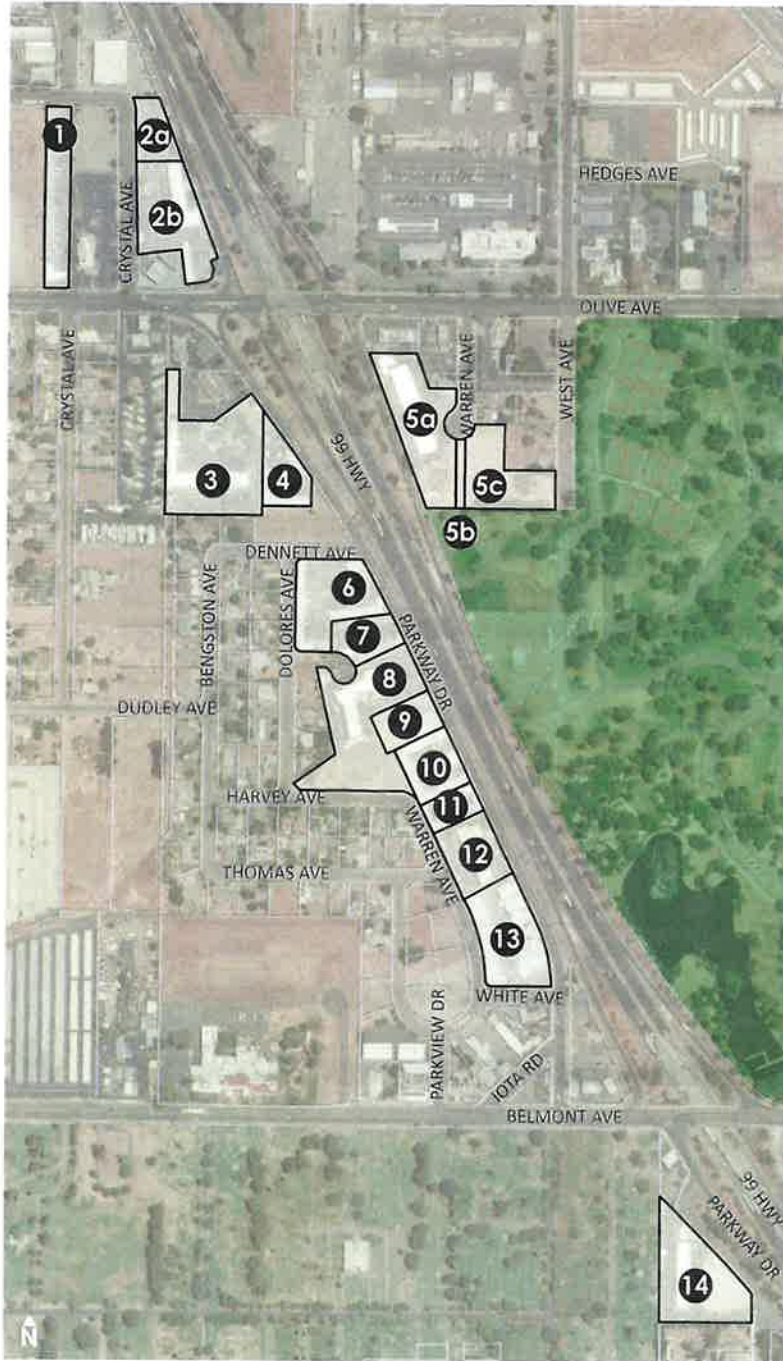
		PLACEWORKS						PlaceWorks Hours	PlaceWorks 2% Office Expenses	Total Task Budget
		Brubaker	Lau	Deokule	So	Pozos	GRAPHICS			
		Principal-in-Charge \$230	Project Manager \$150	Urban Designer \$125	Urban Designer \$145	Planner \$125	\$125			
Hourly Rate:										
Task 1 Project Initiation										
a	Kick-off Meeting	4	6					10	\$36	\$1,856
Task 1. Subtotal		4	6	0	0	0	0	10	\$36	\$1,856
Task 2 Outreach Strategy										
a	Draft Outreach Strategy	2	8		6			16	\$51	\$2,581
Task 2. Subtotal		2	8	0	6	0	0	16	\$51	\$2,581
Task 3 Background Review										
a	Review of Background Materials	6	12	12	24			54	\$163	\$8,323
b	Stakeholder Meetings	8	16					24	\$85	\$4,325
c	Internal Meeting	2	4		6			12	\$39	\$1,969
Task 3. Subtotal		16	32	12	30	0	0	90	\$287	\$14,617
Task 4 Conceptual Design										
a	Draft Neighborhood Concepts	8	16	8	40		4	76	\$231	\$11,771
b	Draft Site Planning Concepts	8	16	16	40		4	84	\$251	\$12,791
c	Internal Meeting	2	4		2			8	\$27	\$1,377
Task 4. Subtotal		18	36	24	82	0	8	168	\$509	\$25,939
Task 5 Community Outreach										
a	Meeting Preparation	4	8		4		2	18	\$59	\$3,009
b	Community Meeting	4	8	8	20	8		48	\$140	\$7,160
Task 5. Subtotal		8	16	8	24	8	2	66	\$199	\$10,169
Task 6 Design Development										
a	Refinement of Concept Plans	12	24	12	48		4	100	\$306	\$15,626
b	Internal Meeting	2	4		2			8	\$27	\$1,377
c	Stakeholder Meetings	8	16		4			28	\$96	\$4,916
Task 6. Subtotal		22	44	12	54	0	4	136	\$429	\$21,919
Task 7 Finalize Master Plan										
a	Draft Master Plan	12	16		32		8	68	\$216	\$11,016
b	Final Master Plan	4	6		12		2	24	\$76	\$3,886
Task 7. Subtotal		16	22	0	44	0	10	92	\$292	\$14,902
Labor Hours Total		86	164	56	240	8	24	578		
Labor Dollars Total		\$19,780	\$24,600	\$7,000	\$34,800	\$1,000	\$3,000		\$1,803	\$91,983
PlaceWorks Percent of Total Labor		15%	28%	10%	42%	1%	4%			
EXPENSES										
PlaceWorks Reimbursable Expenses										\$6,621
EXPENSES TOTAL										\$6,621
GRAND TOTAL										\$98,604

Optional Task - Phasing

\$12,000

Parkway Area Master Plan

Potential Sites Parcel Information



#	Name	APN	Acres
1	Ambassador Inn	44923111	1.10
2a	Step up on 99	44923201	0.54
2b	Step up on 99	44923202	1.59
3	Sun Lodge	44927041	2.57
4	Motel 6	44927002	0.74
5a	Golden State Triage	44927056T	1.83
5b	Golden State Triage	44927056	0.16
5c	Golden State Triage	44927050	1.27
6	Parkway Inn	44932411	1.46
7	Sierra Inn	44932410	0.64
8	Valley Inn	44933532	2.44
9	Commercial Property	44933531	0.62
10	Villa Motel	44933525	0.83
11	Palace Inn	44933514	0.42
12	Journey Home	44933519	0.95
13	Travel Inn	44934307T	1.55
14	Motel 6	45811118	1.77
Total Acres			20.45

CALIFORNIA AVENUE MASTER PLAN

Community-Based Corridor Improvements

Project Type	Urban Design
Location	Fresno, California
Size	1.6 acres
Client	Fresno Housing Authority
Date Completed	2008
Services Provided	Land Use Planning, Bicycle & Pedestrian Planning, Design Guidelines, Public Participation, Smart Growth, Corridor Planning, Transit-Oriented Development, Visioning
Awards	2008 Outstanding Neighborhood Planning Award, California Chapter APA



PlaceWorks worked with the Fresno Housing Authority and local community members on a community-based, action-oriented Master Plan to facilitate the revitalization of the California Avenue corridor and to create a balanced mix of uses consistent with this West Fresno neighborhood's transit-oriented potential. PlaceWorks' Master Plan recommended public realm improvements for the streetscape, gateways, publicly-accessible plazas, and mini-parks. It also provided design guidance for new private development. The Master Plan is based on a framework of automobile, bicycle, and pedestrian linkages that support and enhance the City's existing transportation network.

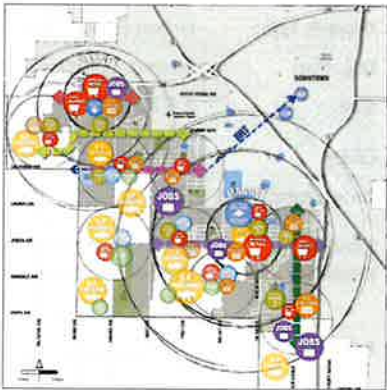




SOUTHWEST FRESNO SPECIFIC PLAN

Improving Accessibility and Community Health

Project Type	Specific Plan and EIR
Location	Fresno, California
Size	16,000 population
Client	City of Fresno
Date Completed	October 2017
Services Provided	Specific Plan Development, Urban Design, Community Health Assessment, Community Outreach



In a comprehensive, community-driven process, PlaceWorks worked with the City of Fresno and many stakeholders to develop a Specific Plan and Program EIR for approximately 3,000 acres of the Southwest Area of the city, which is a largely undeveloped and extremely disadvantaged neighborhood. An initial community health assessment helped identify the community environmental health issues that the Plan needed to address, such as rezoning industrial uses, increasing walkability to parks, improving access to healthy foods, and creating opportunities for education and job training. In order to ensure that real, beneficial change occurs, PlaceWorks developed a plan that integrates economic analysis and input from a Steering Committee, including residents and developers, to identify development and infill opportunities to create “complete” neighborhoods with a focus on quality single-family residential development and higher intensity corridors and magnet cores with retail and office uses. Additionally, PlaceWorks conducted the environmental analysis, as well as developed clear action steps for Plan implementation. As part of this process, PlaceWorks collaborated with the City, the District’s Councilmember’s Office, and a robust team of consultants, including Shared Spaces, Centro La Familia, and Pop-Up Design & Development, to create a Plan that the community and City embraced. The Plan and EIR were unanimously adopted by City Council in October 2017.



NORTH ENTRY AREA PLAN

Development Standards & Guidelines

Project Type	Area Plan
Location	Healdsburg, California
Size	30 acres
Client	City of Healdsburg
Date Completed	July 2019
Services Provided	Area Planning, Development Standards & Guidelines

PlaceWorks worked with the City of Healdsburg to create an area plan for a 30 acre property at the north entry of the city. This highly visible location was the site of a historic mill, but is now cleared of all structures. PlaceWorks assessed the site's existing conditions, including physical attributes and regulatory characteristics. Working with City staff, property owners, and community members, PlaceWorks created vision concept alternatives for the site, which were refined into a preferred alternative to guide the development of the Area Plan. PlaceWorks also prepared development standards and guidelines tailored for the rural nature of the site. These included standards for a mix of land uses, site access, views to and from the site, topography, architecture, and landscape.





SERRAMONTE DEL REY PRECISE PLAN

Transforming Outdated Facilities

Project Type	Urban Design
Location	Daly City, California
Size	22 acres
Client	Brookwood Group
Date Completed	Ongoing
Services Provided	Land Use Planning, Community Engagement, Development Standards and Guidelines, Urban Design Concept

PlaceWorks is working alongside Brookwood Group and a team of architects and engineers to create a Precise Plan for a 22 acre property in Daly City. The Serramonte Del Rey Precise Plan will enable the Jefferson Union High School District (JUHS) to transform their existing outdated high school facilities into a new walkable, bikeable and family-friendly residential neighborhood with retail, park, HeadStart, and surrounding recreational trail improvements. The goal of the District is to create a long-term income stream from surplus property to enhance teacher salaries and provide a sound financial footing into the future.

The Precise Plan envisions development of up to 1,200 units of affordable and market rate rental housing on leased District lands to be built-out over a ten-year period. The Serramonte Del Rey neighborhood will be an inviting and family friendly place to walk, shop, connect friends, meet for coffee, or stroll through park and hillside open spaces.

The Precise Plan identifies the vision, goals, context, standards, and guidelines for individual development proposals on a parcel basis, as well as park, open space, street, and utility infrastructure improvements associated with development by phase. The development of the neighborhood is guided by an urban design framework, or regulating plan, comprised of streets, blocks, and open spaces that set the walkable scale of the neighborhood. The first phase is under construction, due to be complete in 2022.



October 24, 2024

Jennifer Clark, Director of Development
Planning & Development Department
City of Fresno
2600 Fresno St., Room 3065
Fresno, CA 93721
jennifer.clark@fresno.gov
(559) 621-8003

RE: Housing Streamlining Development Code Audit and Recommendations, Additional Services

Dear Ms. Clark,

This proposed scope and budget address additional services for the Housing Streamlining Development Code Audit and Recommendations project based on communication with City of Fresno Planning and Development Department staff. The Housing Streamlining, Development Code Audit and Recommendations contract by and between the City of Fresno (City) and Lisa Wise Consulting, Inc. (LWC) was executed on April 19, 2024. This would be the first amendment to that contract.

This scope of services is based on LWC's understanding of the City's needs, experience with Development Code updates, and our technical expertise in conducting Development Code audits and providing recommendations for streamlining housing production and objective design standards.

Scope of Services

Task 4¹: Broaden Development Code Analysis

LWC will analyze the consistency of the City's Development Code (Municipal Code Chapter 15) with housing-related legislation passed and signed into law during the 2024 California legislative session. This is expected to include the following:

- *Accessory Dwelling Units (ADUs)*: AB 2553 (Carrillo), SB 1211 (Skinner)
- *Density Bonus*: AB 2694 (Ward), AB 3116 (Garcia)
- *Procedures*: AB 1893 (Wicks), AB 2243 (Wicks), AB 3122 (Kalra), SB 450 (Atkins), SB 1123 (Cabellero), AB 2904 (Quirk-Silva)

LWC will also analyze the errata prepared for the City's Revised HCD Review Draft 2023-2031 Housing Element (dated September 23, 2024).

Task 5: Update and Expand Code Audit & Recommendations Report

¹ Task numbers continue from existing contract task numbers.

LWC will revise the Administrative Draft Development Code Audit and Recommendations Report (August 2024) to incorporate the broadened analysis described above. LWC will also update the recommended amendments and priorities sections of the Administrative Draft Report as appropriate. LWC assumes these revisions will be included in the Final Development Code Audit and Recommendations Report, which will also address the City's forthcoming comments on the Administrative Draft Report.

Task 6: Project Management

LWC will continue to maintain a close working relationship with the City via email, phone, and videoconference communication throughout the project. LWC will prepare agendas and meeting summaries for any scheduled calls which occur. This task also includes LWC maintaining the project schedule to ensure deadlines are adhered to and LWC's efforts in obtaining needed documents and data are met.

Task 7: Objective Design Standards Initiation

LWC will facilitate one videoconference call with City staff to discuss the goals and priorities for amending objective design standards. At the meeting, City staff will lead a discussion of relevant residential and mixed-use development in the city. The discussion will include examples of development that are appropriate to their context and valued by the community; examples that are considered by City staff and the community to be inappropriate or problematic; and recent plans or proposals that demonstrate desired elements and qualities, specific challenges, or other insight into the local development environment and trends.

Task 8: Objective Design Standards Analysis and Recommendations Memo

LWC will analyze the existing standards in the City's Development Code (Municipal Code Chapter 15) and prepare a memo that summarizes the findings and outlines recommendations for objective design standards amendments. The Memo will include the following:

- Identification of Development Code standards applicable to residential and mixed-use development that are not objective.
- High-level recommendations for amending, replacing, or removing the subjective standards.
- High-level recommendations for the approach, content, and organization of the amended objective design standards (e.g., list of topics to address, integration into the Development Code, etc.).
- Recommended work plan for the preparation and adoption of objective design standards.

Additional Objective Design Standards Services (Optional) (Phase 2 Objective Design Standards)

The following optional objective design standards services are described below for the City's consideration.

- *Task A: Final Objective Design Standards Recommendations Memo.* Based on the City's review of the Objective Design Standards Analysis and Recommendations Memo, LWC will revise and refine the Memo. LWC anticipates up to three videoconference calls with the City to discuss the City's comments and anticipated revisions. LWC will provide a Final Objective Design Standards Recommendations Memo to the City.
- *Task B: Administrative Draft Objective Design Standards.* LWC will prepare draft objective design standards based on the Final Objective Design Standards Recommendations Memo. This will include both text amendments and revised and/or new graphics to illustrate the proposed standards. LWC will provide the Administrative Draft Objective Design Standards to the City for review.
- *Task C: Screencheck Draft Objective Design Standards.* LWC will revise the Administrative Draft Objective Design Standards, including both text amendments and graphics, based on City comments. LWC anticipates one videoconference call with the City to discuss the City's comments and anticipated revisions. LWC will provide Screencheck Draft Objective Design Standards to the City for review.
- *Task D: Public Review Draft Objective Design Standards.* LWC will revise the Screencheck Draft Objective Design Standards, including both text amendments and graphics, based on City comments. LWC will provide Public Review Draft Objective Design Standards to the City for review.
- *Task E: Public Hearing Draft Objective Design Standards.* Based on public feedback and City direction, LWC will revise the Public Review Draft Objective Design Standards, including both text amendments and graphics. LWC anticipates one videoconference call with the City to discuss the revisions. LWC will provide Public Hearing Draft Objective Design Standards to the City for inclusion in agenda packets for Planning Commission and City Council hearings.
- *Task F: Outreach.*
 - *Task F.1: Focus Group Meeting.*

LWC will participate (virtually) in one focus group meeting with stakeholders regarding the preparation and/or draft objective design standards. Stakeholders are anticipated to include local architects/designers, developers, real estate professionals, neighborhood group representatives, or other interested community members. City staff will be responsible for identifying and contacting the stakeholders and scheduling the focus group meeting. LWC will participate in those meetings virtually to answer questions and discuss the draft objective design standards.
 - *Task F.2: Online Questionnaire.*

Working with the City, LWC will prepare an online questionnaire asking questions informing the preparation of the draft objective design standards or to solicit feedback on the draft objective design standards. LWC will upload and host the questionnaire on the online Survey Monkey platform. The questionnaire will not exceed 20 closed-ended questions, and will be designed to gain the most targeted information possible without overburdening respondents. The questionnaire will end with an open-ended question (e.g., "Do you have anything else to add?") followed by space to provide a narrative response. The questionnaire is anticipated to be "live" for at least two weeks in order to provide sufficient awareness and access for the community to participate.

LWC assumes City staff will advertise and promote the questionnaire and ensure that all community members (i.e., those that may not have access to a personal computer or electronic device) are also able to access the questionnaire. The City will provide any and all language translations of the online questionnaire and translations of non-English responses to the questionnaire.

LWC will analyze the questionnaire responses and report on the results. The analysis will be delivered to the City via a Questionnaire Responses Summary.

- *Task F.3: Study Session.*
LWC will prepare a presentation for, and present (virtually) at one study session on the Public Review Draft Objective Design Standards. The study session may be with the Planning Commission, City Council, or a joint study session with both. LWC will take notes of the comments provided during the study session.
- *Task F.4-5: Public Hearings.*
LWC will prepare a presentation for, and present (virtually) at one Planning Commission public hearing and one City Council public hearing. LWC will take notes of the Council's and Commission's comments.
- *Task G: Final Objective Design Standards.* Based on the City Council's final decision/adoption of the objective design standards and final text changes provided by City staff, LWC will prepare the Final Objective Design Standards. The document will be produced in MS Word and PDF format for City staff to integrate into the City's existing Development Code.

Timeline

An anticipated timeline for the completion of the additional services, excluding optional services, is outlined below. The timeline for optional services is anticipated to be separately agreed upon by the City and LWC.

Task	Target Date
Broaden Development Code Analysis	Two weeks from Notice to Proceed
Objective Design Standards (ODS) Initiation	Two weeks from Notice to Proceed
Update/Expand Code Audit and Recommendations Report	Four weeks from Notice to Proceed
Final Code Audit and Recommendations Report	No later than December 13, 2024
ODS Analysis and Recommendations Memo	No later than December 31, 2024

Budget

The cost estimates for the additional services, including a separate cost table for optional services, are outlined below. Detailed budgets are attached.

Cost Estimate (Excluding Optional Services)	
Task 4: Broaden Development Code Analysis	\$8,977
Task 5: Update/Expand Code Audit and Recommendations Report	\$6,047
Task 6: Project Management	\$3,547
Task 7: Objective Design Standards Initiation	\$5,484
Task 8: Objective Design Standards Analysis and Recommendations Memo	\$27,471
Total Additional Services	\$51,526

Cost Estimate (Optional Services Only)	
Task A: Final Objective Design Standards Recommendations Memo	\$11,764
Task B: Administrative Draft Objective Design Standards	\$29,848
Task C: Screencheck Draft Objective Design Standards	\$19,974
Task D: Public Review Draft Objective Design Standards	\$7,974
Task E: Public Hearing Draft Objective Design Standards	\$7,974
Task F: Outreach	(see below)
Task F.1: Focus Group Meeting	\$8,377
Task F.2: Online Questionnaire	\$21,328
Task F.3: Study Session	\$9,737
Task F.4: Planning Commission Public Hearing	\$8,317
Task F.5: City Council Public Hearing	\$8,317
Task G: Final Objective Design Standards	\$3,087
Total Optional Services	\$136,697
Grand Total Additional + Optional Services	\$188,223

A proposed contract budget amendment, which excludes optional services and applies available contingency, is outlined below. Optional services are anticipated to be approved through a new contract at the City's discretion.

Proposed Contract Budget Amendment	
Total Additional Services	\$51,526
Contingency Available	\$4,470
Additional Budget Request (Less Contingency)	\$47,056
CURRENT CONTRACT TOTAL	\$49,174
PROPOSED NEW CONTRACT TOTAL	\$96,230

Sincerely,



Lisa Wise, AICP
President

City of Fresno - Development Code Audit and Recommendations - Amendment 1 & Optional Tasks
 Prepared by Lisa Wise Consulting, Inc.
 23-Oct-24



		LWC										TOTAL	
		Principal \$297		Director \$250		Senior \$195		Lead Associate \$175		Associate \$160			
		Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee
Fresno Code Audit - Amendment 1													
TASK 4	Broaden Development Code Analysis												
4.1	Broaden Legal Consistency Analysis	1	\$ 297	8	\$ 2,000	-	\$ -	20	\$ 3,500	8	\$ 1,280	37	\$ 7,077
4.2	Broaden Housing Element Review	-	\$ -	2	\$ 500	-	\$ -	8	\$ 1,400	-	\$ -	10	\$ 1,900
	SUBTOTAL - TASK 4	1	\$ 297	10	\$ 2,500			28	\$ 4,900	8	\$ 1,280	47	\$ 8,977
TASK 5	Update/Expand Report												
5.1	Update/Expand Legal Analysis	-	\$ -	4	\$ 1,000	-	\$ -	8	\$ 1,400	-	\$ -	12	\$ 2,400
5.2	Update/Expand Housing Element Section	-	\$ -	1	\$ 250	-	\$ -	4	\$ 700	-	\$ -	5	\$ 950
5.3	Update/Expand Recommendations/Priorities	1	\$ 297	4	\$ 1,000	-	\$ -	8	\$ 1,400	-	\$ -	13	\$ 2,697
	SUBTOTAL - TASK 5	1	\$ 297	5	\$ 1,250			12	\$ 2,100			18	\$ 3,647
TASK 6	Project Management (additional)												
6.1	City Staff Meetings (1)	-	\$ -	2	\$ 500	-	\$ -	4	\$ 700	-	\$ -	6	\$ 1,200
6.2	Project Management	1	\$ 297	4	\$ 1,000	-	\$ -	8	\$ 1,400	-	\$ -	13	\$ 2,697
	SUBTOTAL - TASK 6	1	\$ 297	6	\$ 1,500			12	\$ 2,100			19	\$ 3,897
TASK 7	Objective Design Standards (ODS) Initiation												
7.1	Project Initiation Tasks	1	\$ 297	2	\$ 500	4	\$ 780	2	\$ 350	4	\$ 640	13	\$ 2,567
7.2	Initial Coordination w/ City	1	\$ 297	2	\$ 500	4	\$ 780	4	\$ 700	4	\$ 640	15	\$ 2,917
	SUBTOTAL - TASK 7	2	\$ 594	4	\$ 1,000	8	\$ 1,560	6	\$ 1,050	8	\$ 1,280	26	\$ 5,484
TASK 8	ODS Analysis & Recommendations Memo												
8.1	Identification/Analysis	-	\$ -	2	\$ 500	12	\$ 2,340	8	\$ 1,400	24	\$ 3,840	46	\$ 8,080
8.2	Draft Recommendations Memo	1	\$ 297	8	\$ 2,000	24	\$ 4,680	16	\$ 2,800	32	\$ 5,120	81	\$ 14,897
8.3	Draft ODS Preparation Work Plan	2	\$ 594	4	\$ 1,000	8	\$ 1,560	4	\$ 700	4	\$ 640	22	\$ 4,494
	SUBTOTAL - TASK 8	3	\$ 891	14	\$ 3,500	44	\$ 8,580	28	\$ 4,900	60	\$ 9,600	149	\$ 27,471
Amendment Total		8	\$ 2,376	43	\$ 10,750	52	\$ 10,140	92	\$ 16,100	76	\$ 12,160	271	\$ 51,526

*Task numbers continue from existing contract task numbers.

		LWC										TOTAL	
		Principal		Director		Senior		Lead Associate		Associate			
		\$297		\$250		\$195		\$175		\$160			
		Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee
Fresno Objective Design Standards (ODS) (Phase 2) - Optional													
TASK A	Final ODS Recommendations												
A.1	Revise Recommendations Memo	1	\$ 297	6	\$ 1,500	16	\$ 3,120	8	\$ 1,400	20	\$ 3,200	51	\$ 9,517
A.2	Call w/ City	1	\$ 297	2	\$ 500	4	\$ 780	2	\$ 350	2	\$ 320	11	\$ 2,247
	SUBTOTAL - TASK A	2	\$ 594	8	\$ 2,000	20	\$ 3,900	10	\$ 1,750	22	\$ 3,520	62	\$ 11,764
TASK B	Administrative Draft ODS												
B.1	Text Amendments	2	\$ 594	8	\$ 2,000	24	\$ 4,680	16	\$ 2,800	40	\$ 6,400	90	\$ 16,474
B.2	Graphics	2	\$ 594	4	\$ 1,000	24	\$ 4,680	4	\$ 700	40	\$ 6,400	74	\$ 13,374
	SUBTOTAL - TASK B	4	\$ 1,188	12	\$ 3,000	48	\$ 9,360	20	\$ 3,500	80	\$ 12,800	164	\$ 29,848
TASK C	Screencheck Draft ODS												
C.1	Text Amendments Revisions	1	\$ 297	6	\$ 1,500	20	\$ 3,900	8	\$ 1,400	24	\$ 3,840	69	\$ 10,937
C.2	Graphics Revisions	1	\$ 297	4	\$ 1,000	20	\$ 3,900	-	\$ -	24	\$ 3,840	49	\$ 9,037
	SUBTOTAL - TASK C	2	\$ 594	10	\$ 2,500	40	\$ 7,800	8	\$ 1,400	48	\$ 7,680	108	\$ 19,974
TASK D	Public Review Draft ODS												
D.1	Text Amendments Revisions	1	\$ 297	2	\$ 500	8	\$ 1,560	4	\$ 700	8	\$ 1,280	23	\$ 4,337
D.2	Graphics Revisions	1	\$ 297	2	\$ 500	8	\$ 1,560	-	\$ -	8	\$ 1,280	19	\$ 3,637
	SUBTOTAL - TASK D	2	\$ 594	4	\$ 1,000	16	\$ 3,120	4	\$ 700	16	\$ 2,560	42	\$ 7,974
TASK E	Public Hearing Draft ODS												
E.1	Text Amendments Revisions	1	\$ 297	2	\$ 500	8	\$ 1,560	4	\$ 700	8	\$ 1,280	23	\$ 4,337
E.2	Graphics Revisions	1	\$ 297	2	\$ 500	8	\$ 1,560	-	\$ -	8	\$ 1,280	19	\$ 3,637
	SUBTOTAL - TASK E	2	\$ 594	4	\$ 1,000	16	\$ 3,120	4	\$ 700	16	\$ 2,560	42	\$ 7,974
TASK F	Outreach												
F.1	Focus Group Meeting	1	\$ 297	4	\$ 1,000	16	\$ 3,120	8	\$ 1,400	16	\$ 2,560	45	\$ 8,377
F.2	Online Questionnaire	4	\$ 1,188	16	\$ 4,000	32	\$ 6,240	20	\$ 3,500	40	\$ 6,400	112	\$ 21,328
F.3	Study Session	1	\$ 297	4	\$ 1,000	20	\$ 3,900	4	\$ 700	24	\$ 3,840	53	\$ 9,737
F.4	Planning Commission Public Hearing	1	\$ 297	4	\$ 1,000	16	\$ 3,120	4	\$ 700	20	\$ 3,200	45	\$ 8,317
F.5	City Council Public Hearing	1	\$ 297	4	\$ 1,000	16	\$ 3,120	4	\$ 700	20	\$ 3,200	45	\$ 8,317
	SUBTOTAL - TASK F	8	\$ 2,376	32	\$ 8,000	100	\$ 19,900	40	\$ 7,000	120	\$ 19,200	300	\$ 56,076
TASK G	Final ODS												
G.1	Text Amendments Final	1	\$ 297	2	\$ 500	4	\$ 780	-	\$ -	1	\$ 160	8	\$ 1,737
G.2	Graphics Final	-	\$ -	1	\$ 250	4	\$ 780	-	\$ -	2	\$ 320	7	\$ 1,360
	SUBTOTAL - TASK G	1	\$ 297	3	\$ 750	8	\$ 1,560	-	\$ -	3	\$ 480	15	\$ 3,097
Optional Tasks Total		21	\$ 6,237	73	\$ 18,250	248	\$ 48,360	86	\$ 15,050	305	\$ 48,800	733	\$ 136,697

EXHIBIT A



LWC

January 30, 2024

Jennifer Clark, Director of Development
Planning & Development Department
City of Fresno
2600 Fresno St., Room 3065
Fresno, CA 93721
jennifer.clark@fresno.gov
(559) 621-8003

RE: Lisa Wise Consulting, Inc. (LWC) Proposal for Housing Streamlining Desktop Development Code Audit and Recommendations

Dear Ms. Clark,

Based on the City's request for assistance with assessing the City's Development Code (i.e., Zoning Ordinance) and developing near-term actions to better enable housing production across all income levels, LWC is pleased to provide this proposal.

Scope of Services

Task 1: Development Code Analysis

LWC will conduct a focused analysis of the City's Zoning Ordinance (Municipal Code Chapter 15) considering State housing law and strategies for streamlining housing production. This analysis will include review of the Draft Fresno Multi-Jurisdictional 2023-2031 Housing Element (dated November 2023) and the associated California Department of Housing and Community Development (HCD) comment letter.¹ The following Draft Housing Element programs are particularly relevant to this analysis:

- Development Code Amendments for Compliance with State Law and to Reduce Barriers to Housing Development (Program 25)
- Objective Design Standards (Program 6)
- Streamline Development Review Process (Program 4)
- Variety of Housing Opportunities in High Resource Areas (Program 2)
- Special Needs Housing (Program 24)
- Adaptive Reuse (Program 7)
- Use of Sites in Previous Housing Elements (Program 9)

¹ The HCD letter is due on February 1, 2024.

Task 2: Code Audit & Recommendations Report

Based on the research conducted in Task 1, LWC will prepare a Report summarizing the findings and recommendations. The Report will include a clear implementation table linking applicable sections of the Zoning Ordinance to recommended amendments and identifying which State laws/requirements and/or strategies the changes would address. The recommended amendment text will be comprised of general language or approach for the Zoning Ordinance amendment, and not technical amendment language. The recommendations will be made with a focus on short-term Zoning Ordinance amendments for City implementation, ideally in advance of the certification of the 6th Cycle Housing Element update.

LWC will prepare an Annotated Report Outline for City review prior to preparing an Administrative Draft Report. After City review of the Administrative Draft Report, LWC will prepare a Final Report that addresses City comments on the Administrative Draft Report.

Deliverables:

- *Annotated Report Outline (Word)*
- *Administrative Draft Report (Word)*
- *Final Report (Word, PDF)*

Task 3: Project Management

LWC will maintain a close working relationship with the City through open and frequent email, phone, and videoconference communication. LWC will schedule biweekly calls with City staff to provide status updates and collaborate on issues and findings at key milestones, including:

- Kickoff call to refine the scope given the City and LWC's understanding of the project and City staff expectations;
- Check-in calls to discuss issues and questions that may arise during the research/analysis phase; and
- Calls to discuss deliverables (i.e., Annotated Report Outline, Administrative Draft Report, and Final Report).

LWC will prepare agendas and meeting summaries for these calls.

This task also includes LWC maintaining the project schedule to ensure deadlines are adhered to and LWC's efforts in obtaining needed documents and data are met.

Timeline

Anticipated timeline for the completion of the project:

Task	Target Date
Annotated Report Outline	Two weeks from kickoff call
Administrative Draft Report	Three weeks from City approval of Annotated Report Outline
Final Report	Two weeks from City comments on Administrative Draft Report

Budget

Cost estimate for this scope of services (a detailed budget breakdown is attached):

Cost Estimate	
Development Code Analysis	\$10,536
Code Audit & Recommendations Report	\$23,342
Project Management	\$10,826
Contingency (10%)	\$4,470
TOTAL	\$49,174

Assumptions


This proposal is based on the assumption that the City will provide comments on draft materials as a single set of non-conflicting and actionable comments. The City's comments will include comments from the City Attorney as appropriate and determined by City staff.

LWC is available to perform additional tasks at the City's discretion and on the written approval of both parties.

Also note, the proposal acknowledges laws and statutes enacted at the time of its writing. The parties will agree on amendments to the Scope of Services that become necessary if any changes occur to applicable rulings and create obligations that were unexpected at the time of the execution of this proposal.

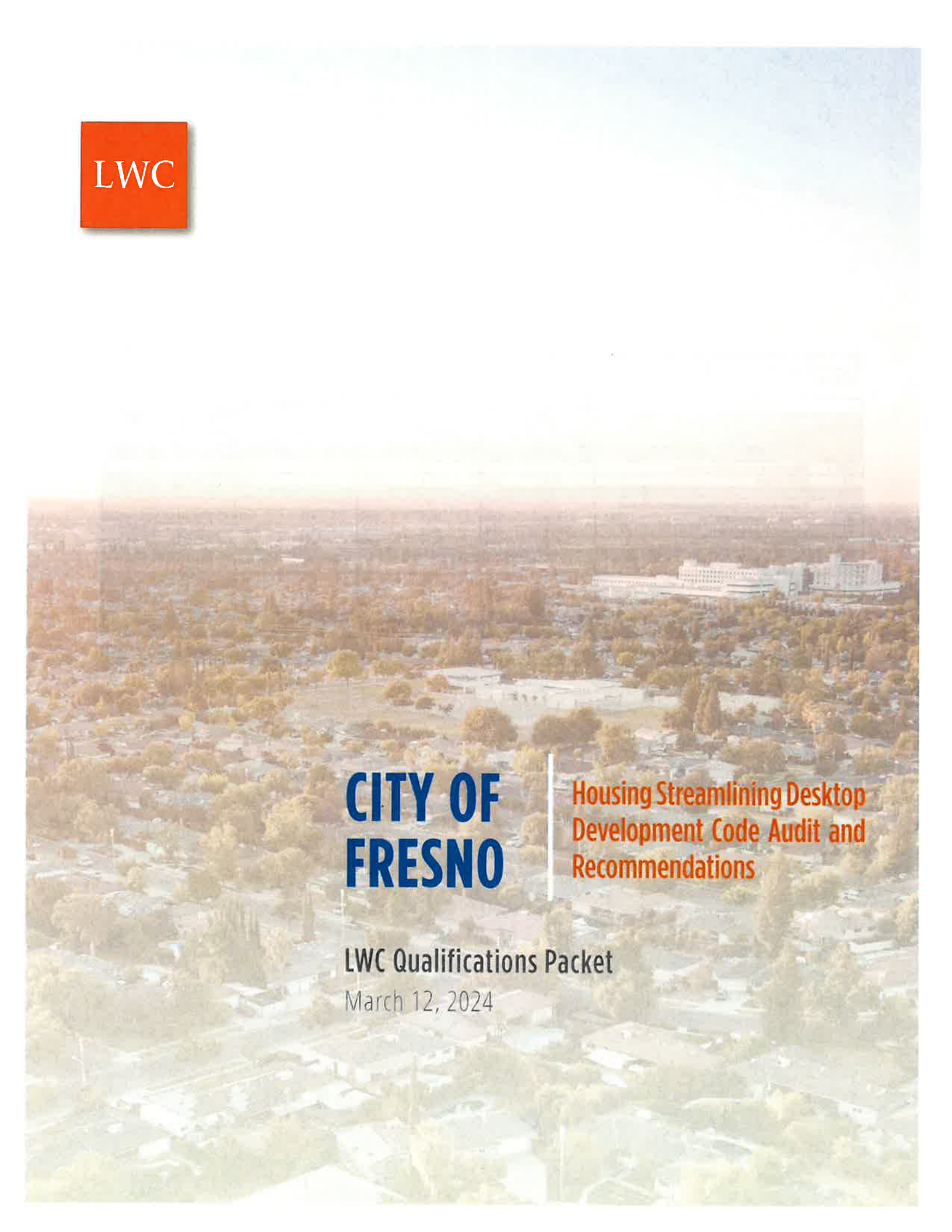
We appreciate your consideration of this matter and remain available to discuss the proposal in more detail.

Sincerely,



Lisa Wise, AICP
President

[illegible]

The background of the entire page is a high-angle, wide-area aerial photograph of Fresno, California. The image shows a vast expanse of residential neighborhoods with numerous houses and trees. In the distance, the city's skyline is visible under a hazy, golden sky, suggesting a sunrise or sunset. The overall color palette is warm, with a lot of yellows, oranges, and browns.

CITY OF FRESNO

**Housing Streamlining Desktop
Development Code Audit and
Recommendations**

LWC Qualifications Packet
March 12, 2024

Prepared for:



City of Fresno

2600 Fresno Street
Fresno, CA 93721

Prepared by:



Lisa Wise Consulting, Inc.

983 Osos Street
San Luis Obispo, CA 93401
www.lisawiseconsulting.com
(805) 595-1345

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REPORT

LWC specializes in assessing, updating, and modernizing zoning codes aimed at promoting pedestrian and transit-oriented communities, and facilitating sustainable, vibrant places to live, work, and play. The LWC team addresses each engagement with a deep understanding of zoning principles and best practices, strong project management, and professional writing skills. LWC was founded in 2006 and has grown to a staff of 21 urban planning professionals and support staff with offices in Los Angeles, San Francisco, and San Luis Obispo.

San Luis Obispo (Headquarters)

983 Osos Street
San Luis Obispo, CA 93401
805.595.1345 | Office Main

Los Angeles

939 South Broadway, Suite 611
Los Angeles, CA 90015

San Francisco

870 Market Street, Suite 977
San Francisco, CA 94102



LWC core competencies include:

- Zoning Ordinances, Development Codes, and Form-Based Codes
- Long-Range Planning, Specific Plans, TOD Plans, and Corridor Plans
- Housing Elements and Affordable Housing Policy
- Financial Feasibility, Market Analyses, and Revitalization Strategies

LWC has successfully completed code audits, code updates and technical planning projects in over 100 jurisdictions in California, Arizona, Nevada, North Dakota, Texas, Ohio, Hawaii, Oklahoma, Maine, Iowa, Massachusetts, and the Kingdom of Saudi Arabia. Our resume includes 70 comprehensive code updates, diagnoses, and regulatory compliance assessments; 16 sign code updates; and over 130 long range planning, housing, economic, and finance projects delivered on time and to our client's satisfaction. LWC has completed zoning code audit, code strategy and code updates in Riyadh and a giga-project in the the Tabuk Region. We have not included more detailed information on these projects due to non-disclosure agreements.

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LWC CITY OF LOMPOC
Zoning Code Update

**American Planning Association
(APA), California Central Coast
Chapter: Merit for Best Practice
Award, 2017 (Sign Code)**

LWC worked closely with the City to integrate economic objectives established in the General Plan which focused on preserving and strengthening the Wine Ghetto District, modernizing existing land uses, and creating updated development standards to promote economic revitalization, encourage high quality infill and mixed-use development, and preserve historic character. At the

LWC completed the comprehensive Zoning Code update in November and it was adopted by the City Council unanimously in December by a vote of 5 – 0.

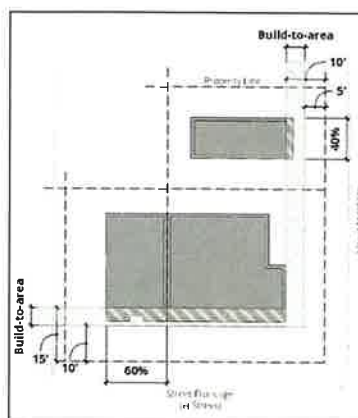


Table 1. 2003-2004 Recreational Fishing Participation: Residents						
Activity and Species	2003	2004	% Change	Age Group (16-64)	% Change	Notes
Per Species						
Strip Bass	1,000	1,100	10%	1,000	10%	
Atlantic Croaker	1,000	1,100	10%	1,000	10%	
Atlantic Sheepshead	1,000	1,100	10%	1,000	10%	
Atlantic Striped Bass	1,000	1,100	10%	1,000	10%	
Atlantic Whitefish	1,000	1,100	10%	1,000	10%	
Atlantic Herring	1,000	1,100	10%	1,000	10%	
Atlantic Mummichog	1,000	1,100	10%	1,000	10%	
Atlantic Rock Bass	1,000	1,100	10%	1,000	10%	
Atlantic Silverside	1,000	1,100	10%	1,000	10%	
Atlantic Weakfish	1,000	1,100	10%	1,000	10%	
Atlantic Yellow Perch	1,000	1,100	10%	1,000	10%	
Atlantic White Perch	1,000	1,100	10%	1,000	10%	
Atlantic Yellowtail	1,000	1,100	10%	1,000	10%	
Atlantic Bluefish	1,000	1,100	10%	1,000	10%	
Atlantic Tautog	1,000	1,100	10%	1,000	10%	
Atlantic Winter Flounder	1,000	1,100	10%	1,000	10%	
Atlantic Summer Flounder	1,000	1,100	10%	1,000	10%	
Atlantic Rockfish	1,000	1,100	10%	1,000	10%	
Atlantic Scup	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Croaker	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Sheepshead	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Striped Bass	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Whitefish	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Herring	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Mummichog	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Rock Bass	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Silverside	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Weakfish	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Yellow Perch	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic White Perch	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Yellowtail	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Bluefish	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Tautog	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Winter Flounder	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Summer Flounder	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Rockfish	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Scup	1,000	1,100	10%	1,000	10%	
Atlantic Atlantic Cro						

LWC**CITY OF MERCED****Bellevue Community Plan****STATUS:**

Adopted April 2015

TIMEFRAME:

2011 - 2015

BUDGET:

\$142,000

REFERENCE:

David B. Gonzalves
Development Services
Director (Former)
City of Merced

Community Resources
Director (Current)
Tuolumne County
2 S Green St
Sonora, CA 95370
209-533-5633
[communityresources@
tuolumnecounty.ca.gov](mailto:communityresources@tuolumnecounty.ca.gov)

AWARD:

American Planning
Association (APA), Central
California Chapter: Small
Jurisdiction Outstanding
Planning Award, 2015.

PLAN:

Adopted in 2015, the Plan
can be viewed online: [https://
www.cityofmerced.org/
civicax/filebank/blobdload.
aspx?BlobID=19550](https://www.cityofmerced.org/civicax/filebank/blobdload.aspx?BlobID=19550)

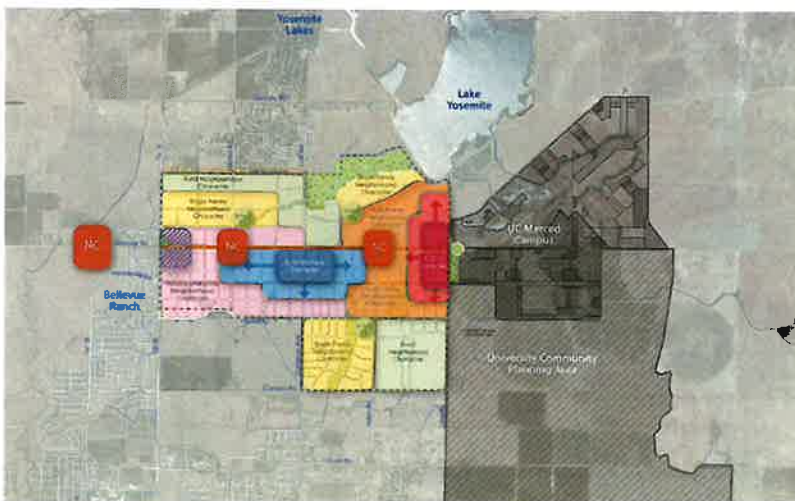
LWC was hired by the City of Merced to prepare the Bellevue Community Plan (BCP) to guide development for 1,600 acres of undeveloped land adjacent to the UC Merced campus (the first U.S. research university of the 21st Century) and several miles north of the downtown. The area is envisioned to support services for the rapidly growing UC campus community and provide a range of housing types, commercial and office spaces, and public facilities.

Given the intent of the project was to plan for a City where there is currently a blank slate, the BCP focused on community-driven urban design concepts, form-based code framework, circulation plan, and a comprehensive market analysis. The outcome achieved a harmonious, locally calibrated relationship among design, economics, and the public realm. The extensive public outreach program consisted of stakeholder interviews, technical and citizen

advisory committee meetings, a multi-day design charrette, and several public hearings. Plan preparation and community outreach was completed in a highly collaborative effort between the City and Consultant Team.

The Consultant Team included Sargent Town Planning, Tony Perez Associates, Nelson\Nygaard Consulting Associates, and Economic Planning Systems. The BCP was funded by a Sustainable Communities Planning Grant.

The Merced City Council unanimously adopted the BCP in April 2015 and it received a State APA Award for Outstanding Plan. At the adoption hearing, Mayor Stan Thurston commented that "the whole process should be an example of the right way to engage the public."



LWC

COUNTY OF MERCED

Winton Walkable Town Center

STATUS:

Complete

TIMEFRAME:

August 2018 - January 2019

BUDGET:

\$14,000

REFERENCE:

Diana M. Lowrance,
Planner III
Planning Division - Community
& Economic Development
2222 M Street, 2nd Fl.
Merced, CA 95340
(209) 385-7654x4163
[diana.lowrance@
countyofmerced.com](mailto:diana.lowrance@countyofmerced.com)

PARTNER:

Local Government Comission
Opticos Design, Inc.
Michael Moule Transportation
Engineer

LWC was retained as part of a team to develop the Walkable Winton Town Center Plan. The Plan intends to create a vibrant and walkable town center in the unincorporated community of Winton. In partnership with the Local Government Commission and Cultiva La Salud, an organization dedicated to creating health equity in the Central Valley, the County procured a Caltrans Sustainable Communities Planning Grant to develop the Plan. Winton has fewer than 11,000 residents and is a mostly low-density residential community in an exurban and agricultural setting.

LWC initiated the economic analysis with an in-person survey of business owners and operators to gather their perspective on existing and potential customer base, rents, and business challenges and opportunities. LWC also assessed U.S. Economic Census, Merced County Association of Governments, and RS Means data on local and regional industry composition, labor force profile, demographic and employment trends, and construction costs.

LWC worked with the consultant team, County staff, and the community to develop economic development recommendations and presented at the four-day charrette, which was attended by dozens of residents. Recommendations included streetscape enhancements, programming to activate the public realm, reducing regulatory barriers, and business coordination.

LWC compiled the Plan's implementation strategies into a matrix and identified potential funding sources, maintenance responsibilities, timing, and cost for each recommended action and design project. On January 15, 2019, the Winton Municipal Advisory Council (MAC) adopted the Plan with direction on desired options for specific street designs. The Plan will be incorporated into the Winton Community Plan, currently being updated, and used by the County to secure funding for design projects.



Table 4.2.A Implementation Strategy Summary Matrix

Implementation Strategy	Lead Agency/ Organization	Potential Funding Sources ²														
		Funding	Maintenance	Timing ¹	Cost	Programmed Project	Caltrans	Strategic Growth Council	U.S. Department of Agriculture	California Natural Resources Agency	California Department of Parks and Recreation	Proposition 68: \$8.5	Business Improvement District (BID)	Community Development Corporations (CDCs)	Private Development	Volunteers (donors)
Specific Design Proposals (continued)																
Vacant land between tracks and Santa Fe Drive																
Santa Fe Gateway Park (community gathering space like a skate or bike park)	County	County	Long-Term	\$ \$					x	x	x		x			x
Rails-with-trails path to Merced (along tracks)	County	County	Long-Term	\$ \$ \$		x	x		x	x						

LWC

CITY OF MILPITAS

Comprehensive Zoning Ordinance and Zoning Map Update

STATUS:

Anticipated adoption April 2025

TIMEFRAME:

February 2023 – June 2025

BUDGET:

\$879,515

REFERENCE:

Holly Pearson, AICP
 Zoning Update Project Manager
 City of Milpitas
 455 E. Calaveras Blvd.
 Milpitas, CA 95035
 (408) 609-0072
hpearson@milpitas.gov

The City of Milpitas hired LWC to conduct a Comprehensive Update to the City's Zoning Ordinance and Zoning Map. The Zoning Ordinance was last updated in 2008 and while amended numerous times, it has not kept pace with economic and societal changes, modern uses, definitions, and terms, and needs organization and streamlining.

LWC is working closely with the City to conduct an update that prioritizes implementing the vision in the 2040 General Plan by modernizing the Zoning Ordinance and making it more user-friendly, ensuring consistency across all applicable City documents, and promoting more compact, mixed-use and transit-oriented development types where appropriate. The Zoning Ordinance Update will ensure legal compliance and apply clear, consistent, and user-friendly graphics and formatting. Additionally, LWC is working to assure a more transparent, predictable permitting process to better promote attractive and valuable design, accommodate modern land uses, protect residential neighborhood character, and support a more vibrant economy. LWC also is prioritizing the adoption of zoning districts and development standards for the Business Park/Research and Development (BPRD) and Metro Specific Plan land use designations.

LWC initiated the project with a City tour and a comprehensive review of the existing Zoning Ordinance; General

Plan; Housing Element; Specific Plans, Objective Design Standards; Economic Development Strategy; Trails, Pedestrian, and Bicycle Master Plan; Parks and Recreation Master Plan; Climate Action Plan; and other relevant plans, regulations, and documents. Based on the findings, LWC produced a Review and Recommendations memo which set foundational recommendations for the update.

To assure the community's voice will be evident in the Zoning Ordinance Update, LWC conducted stakeholder interviews with residents, representatives from the business community, special interest groups, and civic leaders; developed a project website (www.milpitaszoningupdate.org); met with the Technical Advisory Committee and Zoning Advisory Group; and conducted workshops and study sessions with the City Council and Planning Commission.

The new Zoning Ordinance will feature streamlined, modernized, legally compliant Zoning Districts, Use Regulations, Citywide Standards, Sign Standards, and Administrative and Permit Procedures. The updated Zoning Map will clearly illustrate zoning districts and overlays, updated zoning for inconsistencies with the General Plan, and updated zoning for parcels within the Metro Specific Plan.

Anticipated adoption of initial targeted amendments (Phase 1) is January 2024 and the comprehensive update is June 2025.



LWC

CITY OF MODESTO

Comprehensive Housing Plan, Code Analysis, and Pro-Housing Policy Recommendations

STATUS

Complete

TIMEFRAME

October 2021 – August 2022

BUDGET

\$70,000

REFERENCE

Cindy van Empel, AICP

Senior Planner

City of Modesto

1010 10th Street, Suite 3300

Modesto, CA 95354

cvanempel@modestogov.com

PARTNERS

Opticos Design, Inc. (Lead)

LWC was hired as part of a team to prepare a comprehensive Housing Plan for the City of Modesto. LWC's focus was a detailed analysis of the City's regulatory structure and zoning standards to ensure compliance with State housing law and identify opportunities for removing constraints to housing production. LWC also conducted a market study and financial feasibility analysis of preferred development program options.

The project was aimed at implementing the City's long-term vision for a wider variety of lower-cost ownership units and a larger inventory of stacked flats which can be easily served by existing transit.

LWC initiated the analysis with an assessment of the Zoning Code for consistency with a variety of State housing laws – from broad efforts to address the housing crisis (SB 330) to targeted legislation meant to address special housing needs (AB 2162). LWC also evaluated the Modesto's existing housing policies and State pro-housing policy goals, including new and foreseeable legislation. Based on this evaluation, LWC provided recommendations for amendments to

the Zoning Code to ensure compliance with State law and identify the changes needed to achieve Prohousing Designation.

LWC then assessed the City's regulatory structure and zoning standards to identify opportunities for streamlining the production and delivery of housing at all scales. This included an analysis of key residential development standards such as parking, minimum unit sizes, maximum lot coverage, building height, and more. In addition to governmental constraints, LWC also assessed non-governmental (market-based) constraints such as mortgage lending availability and environmental constraints. Additionally, LWC evaluated market conditions and conducted proforma analysis to ensure the preferred development scenario was financially feasible.

LWC's work concluded with comprehensive recommendations for the City to modify its existing codes and procedures to reduce and eliminate constraints on residential development and promote the most effective and appropriate policies for increasing affordable housing production.



LWC

CITY OF RANCHO CUCAMONGA

Comprehensive Development Code Update and Objective Design Standards

STATUS:

Adopted May 2022

TIMEFRAME:

December 2019 - April 2022

BUDGET:

\$392,222

REFERENCE:

Matthew Burris, AICP
Deputy City Manager
City of Rancho Cucamonga
10500 Civic Center Drive
Rancho Cucamonga, CA
91730
(909) 474-7201
Matt.Burris@cityofrc.us

The City of Rancho Cucamonga hired LWC to conduct a comprehensive update of its Development Code (Title 17) aimed at a more effective implementation of the vision established in the General Plan: to be "the cultural and economic hub of the Inland Empire". The City has experienced rapid population and economic growth and is in a strategic position given the billions of dollars that are being invested in San Bernardino County in technology, transportation, healthcare, and new entertainment venues.

The previous Development Code was amended numerous times as the City grew and the economy diversified, and its zoning district-approach was no longer sufficient to produce a flexible, responsive regulatory tool to achieve vibrant, walkable, human-centric, urban fabric.

Building from extensive community engagement, LWC worked closely with the City staff and the General Plan Update team to identify inconsistencies among the existing Code and the General Plan and State law, aimed at providing clear direction on the City's development expectations. LWC also

analyzed eight existing Specific and Master Plans and integrated regulations into the Citywide Development Code.

As a part of the Comprehensive Code update, LWC was also tasked with developing new Objective Design Standards for multi-family and residential mixed-use developments that align with State requirements. These design standards were closely integrated with the new form-based code standards that apply to neighborhoods and the major corridors within the City.

The new Code applies form-based elements that preserve the existing character and quality of established neighborhoods while enabling attractive, affordable housing choices and pedestrian-oriented infill development "by right". Ultimately, the new code assures more predictable, streamlined, context-sensitive results, harmonious transitions between public and private realms and more balanced shifts between buildings, sidewalk, and the streetscape.

The updated Code was adopted unanimously by the City Council on May 18, 2022, after a unanimous vote



LWC

CITY OF SANTA MARIA

Fair Housing Compliance Analysis for the Department of Housing and Urban Development (HUD)

STATUS:

Anticipated Completion
March 2023

TIMEFRAME:

December 2022 - March 2023

BUDGET:

\$17,000

REFERENCE:

Dana Eady
Planning Division Manager
City of Santa Maria
110 South Pine Street
Santa Maria, CA 93458
(805) 925-0951 Ext. 2444
deady@cityofsantamaria.org

In January 2023, the City of Santa Maria hired LWC to conduct a comprehensive audit of their Zoning Ordinance to identify provisions that may discriminate on the basis of protected classes.

The zoning audit was requested as part of a Voluntary Compliance Agreement (VCA) between the City and the Department of Housing and Urban Development (HUD) aimed at assuring compliance with the Fair Housing Act, (FHA) which protects people from discrimination when renting or buying a home, getting a mortgage, seeking housing assistance, or engaging in other housing-related activities. The VCA was initiated by a complaint filed by HUD in August 2020 alleging the City unlawfully discriminated because of race, color, or national origin by restricting housing for H-2A farmworker visa holders.

LWC conducted an exhaustive review of the Zoning Ordinance, as well as the General Plan and newly updated 6th Cycle Housing Element. Following this analysis, LWC produced a memo which summarized the City's demographics, housing outcomes, existing land use and zoning regulations, and the impact these have on protected classes,

especially those with disabilities, non-English speakers, and the regulation of group homes.

Additionally, LWC indicated how the policies and programs included in the Housing Element will address the analysis' findings and affirmatively forward fair housing (AFFH) in the next eight years. These policies include a commitment to reduce reliance on conditional use permits for multi-family housing, increase densities in R-2 and R-2 zoning districts, and implement a Language Access Plan to enhance fair housing outreach and awareness of reasonable accommodation procedures. LWC showed how these actions will contribute to increasing the availability of affordable housing, addressing the City's most prominent fair housing concern. The analysis fconcluded that the City's Zoning Ordinance complies with the FHA and does not unlawfully discriminate on the basis of a protected class.

The Administrative Draft Report was submitted to the City in February of 2023. Anticipated approval is March of 2023.



LWC

CITY OF SOUTH SAN FRANCISCO

Citywide Code Update and Form Based Code

STATUS:

Adopted, October 12, 2022

TIMEFRAME:

May 2019 – October 2022

BUDGET:

\$549,000

REFERENCE:

Billy Gross
Principal Planner
City of South San Francisco
315 Maple Avenue
South San Francisco, CA
94080
Tel: 650.877.8535
billy.gross@ssf.net

PARTNERS:

Raimi & Associates
Plan to Place
Strategic Economics
First Carbon Solutions
Fehr & Peers
January Advisors

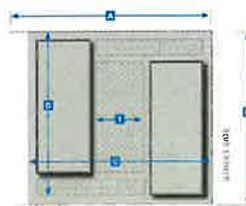
In the summer of 2019, LWC began a Comprehensive Code Update for the City of South San Francisco as part of the General Plan Update team led by Raimi and Associates. The aim of the project is to maintain current, clear and forward-thinking policies and programs to meet the needs of this fast-growing city. Primary among these needs are orienting new development around transit corridors, accelerating the production of affordable housing, incentivizing development, changing industrial areas, and planning for resilience to sea level rise along the San Francisco Bay shoreline and the city's creeks.

To augment the review and analysis of the existing code, specific plans, and development patterns, LWC conducted one-on-one and group interviews with civic leaders, elected officials, code-users, property and business owners and operators, real estate professionals, designers, developers, and special interest groups to understand the city's needs for the Code update. Building on findings from this research, LWC completed updates to administrative provisions, citywide regulations, existing use-based district

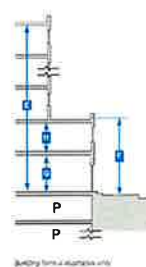
regulations, and introduced a new Form-Based Code specifically for the City's change areas. This involved site testing aimed at concise, predictable, user-friendly regulations to implement the General Plan vision. Lastly, LWC developed a new robust set of objective design standards for all residential and mixed-use development to respond to recent State requirements and legislation.

As part of the Code update, LWC also developed a new Sea Level Rise Overlay Zone. Working closely with the City and the San Mateo County Flood and Sea Level Rise Resiliency District, LWC established procedural, use, and design standards for development within the floodplain and along the City's shoreline, creeks, and canals. Standards address a range of elements including height, drainage and detention, paving, and landscaping. LWC also tied sea level mitigation measures to the Code's Community Benefits program to further incentivize district-wide and city-wide resilience.

The updated code was adopted unanimously by the City Council on October 12, 2022.



KEY:
— Left Edge Development Site
— Open Space
— Building Footprint
— Parking Area



LWC

CITY OF ST. HELENA

Zoning Code Update and Inclusionary Housing Ordinance

STATUS: Adopted October 2023

TIMEFRAME:

August 2019 - October 2023

BUDGET:

\$362,760

REFERENCE:

Maya DeRose
Planning & Building Director
City of St. Helena
1572 Railroad Avenue
St. Helena, CA 94574
(707) 967-2783
MDeRosa@cityofstheleena.org

The City of St. Helena hired Lisa Wise Consulting, Inc. to create a comprehensive update of its Zoning Code. The comprehensive update to the City's Code was initiated after the adoption of the St. Helena General Plan Update in 2019.

LWC is working closely with City staff, civic leaders, elected officials, and the community to translate the vision of the 2019 General Plan into a clear, consistent, legally compliant, and implementable Code of rules and regulations based on best practices.

The Code ensures sensitivity to the City's historic districts and neighborhoods, supports the Main Street/Downtown, and ensures the viability of the City's wine industry while meeting the needs of the community to preserve the character of St. Helena. LWC also developed new robust objective context-sensitive design standards for all residential and mixed-use development in response to recent State requirements and legislation.

LWC developed a public outreach program that includes stakeholder interviews, numerous Planning Commission and City Council study sessions, and community focus groups to support the City's commitment to an open, transparent, and collaborative process.

The Public Review Draft Code was submitted to the City in late 2022 and adoption is expected in October of 2023.

In March of 2021, the City tasked LWC with an update to the Inclusionary Housing Ordinance (IHO), which focused on market and financial analysis and specific program recommendations to support procedures and requirements in the Code Update and identify the economic parameters and constraints that reflect market conditions and the capacity for private development to generate below market rate units.

The updated Code was adopted unanimously by the City Council on October 10, 2023.



Recommendations Memo and Annotated Outline
June 2020 DRAFT

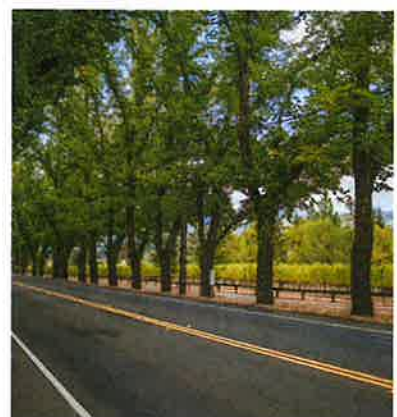
Prepared for:

City of St. Helena
1572 Railroad Avenue
St. Helena, CA 94574

Prepared by:



Lisa Wise Consulting, Inc.
983 Osage Street
San Luis Obispo, CA 93401



LWC

CITY OF VACAVILLE

Land Use and Development Code Audit and Update

STATUS:

Adopted February 8, 2022

TIMEFRAME:

Phase 1: September 2018 – June 2019

Phase 2: June 2019 – February 2022

BUDGET:

\$359,028

REFERENCE:

Peyman Behvand
Planning Manager
Development Director
City of Vacaville
650 Merchant Street
Vacaville, CA 95688
(707) 449-5332
peyman.behvand@cityofvacaville.com

LWC completed an audit and update of the City of Vacaville's Land Use and Development Code, a two-phase effort to update the Code and repurpose it as a flexible, effective, user-friendly tool to implement the General Plan. Phase 2 began shortly after the Audit was approved unanimously by the City Council. The objective of the project was to produce user-friendly zoning and subdivision regulations that provide clear direction on the City's vision and to facilitate high quality development by making standards clear and objective, streamlining review processes, and incorporating flexibility.

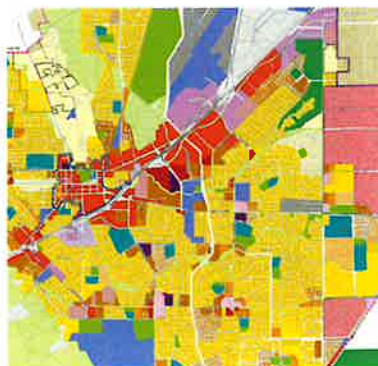
Vacaville's Land Use Development Code was last updated in 1996 and has seen many amendments. While this approach worked in the short term, it has led to inconsistencies, omissions and duplications. These shortcomings have made the code difficult to use and interpret and have not generated the kind of development that Vacaville has targeted for the future. The City addressed these deficiencies as part of their 2015 General Plan Update by updating their development code as

a priority project. The City Council's vision for the code update emphasized local economic development and attracting high quality projects. The vision went further to identify key goals of:

- Flexibility
- Accommodation of modern land uses
- Compliance
- Pinpoint chapters in the General Plan that require updating
- Improved organization, structure

Based on direction in the Code Audit, LWC updated, modernized and streamlined the subdivision and zoning regulations; reorganized the code in a clearer, more consistent, and easier to use format; and established a code that was capable of implementing the goals and vision in the General Plan. The Planning Commission unanimously approved the updated code in January 2022. The City Council unanimously adopted the code on February 8, 2022.

LWC's final task was to develop a Handbook describing the City's new code and its relationship to the General Plan.



LWC
CITY OF WOODLAND

Comprehensive Zoning Code Update and Objective Design Standards

STATUS:

Anticipated Adoption
October 2023

TIMEFRAME:

August 2019 - Present

BUDGET:

\$524,770

REFERENCE:

Cindy Norris
Principal Planner
Community Development
Department
300 First Street
Woodland, CA 95695
(530) 661-5911
Cindy.Norris@cityofwoodland.org

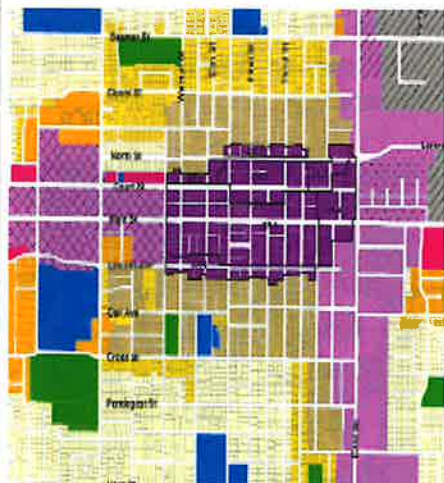
This project preceded and followed LWC's completion of the Woodland 6th Cycle Housing Element, adopted by the City Council on September 7, 2021.

The City of Woodland hired Lisa Wise Consulting, Inc. to complete a comprehensive update of its Zoning Code. The Project follows the 2017 adoption of the 2035 Woodland General Plan, the 2019 Interim Zoning ordinance which temporarily implements new mixed-use land use designations, and the 2021 Housing Element.

LWC worked closely with the City to reorganize the Code and develop robust standards to support high-quality and walkable complete neighborhoods, corridors and nodes throughout the City. The Code ensures sensitivity to the City's historic districts and neighborhoods, its vibrant downtown, diversity of industrial uses, commercial corridors, flood study areas, and habitat conservation areas. LWC developed new robust objective context-sensitive design standards for all residential and mixed-use development in response to recent State requirements and legislation.

To satisfy the City's commitment to an open, transparent, and collaborative process, LWC developed a public outreach program that includes a series of stakeholder interviews, Planning Commission and City Council Study Sessions, community focus groups, and a project web page. The outreach program is designed to introduce the Comprehensive Code Update and ensure the community support for and collaboration in its development.

The project builds on LWC's participation in a charrette facilitated by the California Chapter of the Congress for New Urbanism (CNU) in 2017 where the community, City staff, elected officials and civic leaders formulated priorities for the code update. The Comprehensive Zoning Code Update is funded through the State's recently enacted SB2 Planning Grants Program and is anticipated to be adopted in October 2023.



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LISA WISE, AICP

President, CEO

As a certified planner, Lisa has over 30 years of experience in land development code audits and updates, specific plans, housing policy, financial feasibility analysis, and the economic assessment of land use. Lisa is considered a national expert on code reform and the former Treasurer and Chair of the Form Based Code Institute (FBCI) as well as certified instructor for the FBCI courses.

Lisa has been directly responsible for a variety of projects that assess land use regulation, develop strategies for code updates, and support more vibrant and resilient communities. These include 70 code audits and updates, 35 economic engagements, 23 master and specific plans, 40 housing elements updates, and inclusionary and employee housing studies. Her work also includes Project Manager of Form Based Code Framework and Update in Riyadh (pop. 7 million) as well as a Code Assessment and Comprehensive Code and Map Update in Columbus, OH (pop. 920,000).

Lisa holds a Master's Degree in Accountancy from the University of De Paul in Chicago and a Master's in City and Regional Planning from California Polytechnic in San Luis Obispo, CA, where she is adjunct staff and lectures on Real Estate Finance and Housing.

RELEVANT PROJECT EXPERIENCE:

- Austin, TX | Land Development Code Update
- Columbus, OH | Zoning Code Assessment and Update Strategy
- Columbus, OH | Zoning Code and Map Update
- Flagstaff, AZ | Zoning Ordinance Update
- Hayward, CA | Downtown Specific Plan and Form-Based Code
- Henderson, NV | Land Use and Development Code Audit and Update
- Livermore, CA | Development Code Update
- Lompoc, CA | Zoning Code Update
- Los Altos, CA | Objective Design Standards
- Merced, CA | Bellevue Community Plan
- Merced County, CA | Winton Walkable Town Center
- Modesto, CA | Comprehensive Housing Plan, Code Analysis, and Pro-Housing Policy Recommendations
- Oklahoma City, OK | Code Audit and Update Strategy
- Rancho Cucamonga, CA | Comprehensive Development Code Update and Objective Design Standards
- Richmond, CA | Livable Corridors Plan and Form-Based Code
- Riyadh, Saudi Arabia | Strategic Zoning Framework, Form-Based Code Strategy, and Zoning Code Update
- Soledad, CA | Downtown Specific Plan, Vision, and Form-Based Code
- South San Francisco, CA | Citywide Code Update and Form-Based Code
- St. Helena, CA | Zoning Code Update and Inclusionary Housing Ordinance
- Tehachapi, CA | Zoning Code Update, 4th/5th/6th Cycle Housing Element
- Vacaville, CA | Land Use and Development Code Audit and Update
- Woodland, CA | Comprehensive Zoning Code Update



PAST WORK EXPERIENCE

- California Polytechnic State University**
Adjunct Faculty | San Luis Obispo, CA | 2002 - Present
- Crawford, Multari & Clark Associates**
Professional Consultant | San Luis Obispo, CA
2001 - 2006
- Governor's Office of Planning & Research (OPR)**
Intern | Sacramento, CA | 1999 - 2000
- PricewaterhouseCoopers, LLP**
Financial Services Manager | New York, NY
1990 - 1999

EDUCATION

- California Polytechnic State University**
M. of City & Regional Planning | San Luis Obispo, CA
- DePaul University**
M.S., Accountancy | Chicago, IL
- University of Cincinnati**
B.S., Business Administration in Marketing & Finance

CERTIFICATIONS & MEMBERSHIPS

- American Planning Association (APA)**
American Institute of Certified Planners (AICP)
- California Planning Foundation**
Treasurer, 2019 - Present
- Dean's Leadership Council**
California Polytechnic State University, College of Architecture & Environmental Design, 2018 - Present
- Congress for the New Urbanism (CNU)**
Paul Crawford Award for Excellence in Planning, 2017
- Form-Based Code Institute (FBCI)**
Chair, 2015 - 2018 | Treasurer, 2014 - 2015
- Certified Public Accountant**, 1991 - 1999

JEN MURILLO, AICP

Director

LWC

Jen has over 18 years of experience on development code and zoning ordinance updates, specific plans, master plans, housing regulation, short-term rental ordinances, and implementation strategies. Jen has consistently led increasingly complex code projects, including comprehensive code updates in Lompoc, CA, Pismo Beach, CA, and Westerville, OH.

Jen's strengths are working with communities to establish a vision, crafting and refining a code that implements the vision, and testing for unintended outcomes and financial feasibility to ensure the code accounts for market realities and local context. Jen also has strong public engagement skills and experience grounded in maintaining open lines of communication, raising public awareness, and building relationships aimed at feasible implementation strategies.

She holds a Master of Business Administration from Indiana University and Bachelor of Arts degrees in Environmental Studies and Geography from University of California, Santa Barbara.

RELEVANT PROJECT EXPERIENCE:

- Alameda County, CA | 6th Cycle Housing Element Update
- Beaumont, CA | 6th Cycle Housing Element Update, Objective Design Standards, and ADU Ordinance
- Long Beach, CA | Short Term Rental Housing Program and Regulations
- Lompoc, CA | Zoning Code Update
- Mammoth Lakes, CA | Conceptual Land Use Plan, The Parcel
- Mammoth Lakes CA | Main Lodge Specific Plan
- Mammoth Lakes, CA | Zoning Code Update
- Marin County, CA | Code Amendments
- Marin County, CA | Objective Design Standards
- Merced County, CA | Winton Walkable Town Center
- Milpitas, CA | Comprehensive Zoning Ordinance and Zoning Map Update
- Modesto, CA | Comprehensive Housing Plan, Code Analysis, and Pro-Housing Policy Recommendations
- Morgan Hill, CA | Monterey Corridor Form-Based Code
- Paso Robles, CA | Beechwood Specific Plan
- Pismo Beach, CA | Zoning Code and Coastal Implementation Plan Update
- Pleasanton, CA | 6th Cycle Housing Element Update
- Rancho Cucamonga, CA | Pro Forma Development and TDR Strategy for the Etiwanda Heights Neighborhood and Conservation Plan
- Richmond CA | 6th Cycle Housing Element Update, Housing Equity Roadmap
- San Gabriel, CA | 6th Cycle Housing Element Update, Density Bonus Program, Inclusionary Housing Ordinance and ADU Guidebook
- Santa Maria CA | 6th Cycle Housing Element Update and Market Analysis
- Santa Maria CA | HUD Voluntary Compliance Memo
- Tehachapi, CA | Oak Tree Village Specific Plan
- Westerville, OH | Zoning Code Update



PAST WORK EXPERIENCE

Town of Mammoth Lakes, CA
Senior Planner
March 2014 - August 2015

Town of Mammoth Lakes, CA
Associate Planner
December 2007 - February 2014

Town of Mammoth Lakes, CA
Assistant Planner
June 2006 - November 2007

EDUCATION

Indiana University
Bloomington, IN, Master of Business
Administration

University of California, Santa Barbara
B.A., Environmental Studies
B.A., Geography

CERTIFICATIONS & MEMBERSHIPS

American Institute of Certified Planners
2015 - Present

American Planning Association
2013 - Present

Association of Environmental Professionals
2013 - Present

Adjunct Lecturer – California Polytechnic State
University, San Luis Obispo
College of Architecture and Environmental Design

ETHAN STAN, AICP

Lead Associate



Ethan brings over four years of focused experience in zoning updates, audits, and housing regulation. His work is marked by strong analytical, organizational, and technical writing skills and attention to detail. As a Lead Associate, he focuses on historical and existing conditions research, supporting community engagement efforts, assessing current zoning regulations relative to planning goals, and working with LWC Project Managers to produce, draft, and refine final material. He also supports the LWC team through strong proficiency with InDesign, Illustrator, SketchUp, ArcGIS, and managing large databases in Excel.

Ethan has contributed to increasingly complex engagements, including the Pismo Beach Zoning Code and Local Coastal Plan Update, Columbus Zoning Code and Map Update, Indio Zoning Code Update, and Las Vegas Downtown Form-Based Code. Other major projects include the 6th Cycle Housing Element Updates in Novato, Richmond, Santa Maria, Tehchapi, and Alameda County.

Ethan graduated with a Master of City & Regional Planning from California Polytechnic State University in San Luis Obispo. He also holds a B.S. in Conservation & Resources Studies from UC Berkeley.

RELEVANT PROJECT EXPERIENCE:

- Alameda County, CA | 6th Cycle Housing Element Update
- Beaumont, CA | 6th Cycle Housing Element Update, Objective Design Standards, and ADU Ordinance
- Coachella, CA | 6th Cycle Housing Element Update
- Columbus, OH | Zoning Code Assessment and Update Strategy
- Columbus, OH | Zoning Code and Map Update
- Henderson, NV | Development Code Update
- Indio, CA | Zoning Code Update
- Kingman, AZ | Zoning Ordinance Update
- La Quinta, CA | Highway 111 Form-Based Code
- Las Vegas, NV | Downtown Form-Based Code
- Los Altos, CA | 6th Cycle Housing Element Update
- Modesto, CA | Comprehensive Housing Plan, Code Analysis, and Pro-Housing Policy Recommendations
- Morgan Hill, CA | Monterey Corridor Form-Based Code
- Novato, CA | 6th Cycle Housing Element Update
- Park City, UT | Land Management Code Amendments
- Piedmont, CA | 6th Cycle Housing Element Update
- Pismo Beach, CA | Zoning Code/Local Coastal Plan Update
- Pleasanton, CA | 6th Cycle Housing Element Update
- Richmond, CA | 6th Cycle Housing Element Update
- San Gabriel, CA | 6th Cycle Housing Element Update
- Santa Maria, CA | 6th Cycle Housing Element Update
- Santa Maria CA | HUD Voluntary Compliance Memo
- Tehachapi, CA | 6th Cycle Housing Element Update



PAST WORK EXPERIENCE

California Polytechnic State University
Research Assistant | San Luis Obispo, CA
November 2019 – April 2020

Science Discovery
Environmental Educator | San Luis Obispo, CA
March 2019 – October 2019

Export Japan
Writer, Historic Interpretation | Chōō City, Tokyo
October 2018 – January 2019;
July 2019 – November 2019

EDUCATION

California Polytechnic State University
M. of City & Regional Planning | San Luis Obispo, CA
University of California, Berkeley
B.S., Conservation & Resource Studies
Minor in Geographic Information Systems (GIS)

CERTIFICATIONS & MEMBERSHIPS

American Institute of Certified Planners (AICP)
2022 – Present

American Planning Association, California Chapter
Young & Emerging Planners Officer, Central Coast
Section | 2019 – 2022
Cal Poly, SLO Graduate Student Representative,
Central Coast Section | 2020 – 2021

California Polytechnic State University
Service Award & Academic Excellence Award,
Department of City & Regional Planning | 2022



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