

November 3, 2016



**PROPOSAL TO CONDUCT STUDIES AND PREPARE
RECOMMENDATIONS FOR R-1 NEIGHBORHOOD
DEVELOPMENT STANDARDS
FOR ONE SINGLE FAMILY
RESIDENTIAL NEIGHBORHOOD**

RFP #1616



CIVIC
SOLUTIONS

Submitted to:

The City of Culver City

27362 Calle Arroyo | San Juan Capistrano, CA 92675
949.489.1442 | www.civicsolutions.com

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*Civic Solutions is committed to delivering
outstanding Planning Services to the City of
Culver City.*

SECTION 1 – EXECUTIVE SUMMARY

Civic Solutions is ideally suited to perform Culver City’s R1 neighborhood analysis. We are a small but experienced firm focused on finding tailored solutions to meet the City’s needs. We have a personal and corporate history of successfully working with cities and neighborhood residents to understand concerns, delve into issues and develop creative and yet practical solutions. We have experience preparing zoning code amendments, overlay zones and design guidelines to address specific needs, and even have experience analyzing mansionization in Southern California.

Our approach to the R1 neighborhood analysis will be analytical and collaborative. We will become thoroughly familiar with all of the City’s single-family neighborhoods beginning with the Dr. Carlson Park neighborhood. We will understand and evaluate the factors that help shaped traditional development patterns and the new development that is out of scale and character with the neighborhoods. We will engage community members in standard and innovative ways to truly understand their concerns and begin crafting solutions. We will develop zoning code amendments, overlay zones and/or design guidelines that require new homes to fit in with the design parameters of traditional neighborhoods while still allowing them to be of a size and character that work for today’s families.

We have assembled an outstanding team for the Culver City R1 neighborhoods analysis. Mary P. Wright will lead the effort and is an experienced planner with an extensive background in policy and regulatory analysis, community outreach and project management. Principal Planner Jeff Hook is a planner and landscape architect with an in-depth knowledge of urban design public engagement techniques. Adam Atamian is a zoning expert and consummate researcher who will assist with the analysis of issues and preparation of the zoning and design documents. Rounding out the team is Carrie Mayhew, planner and graphic designer, who will ensure that all of our documents are richly illustrated and visually convey the intended outcomes.

SECTION 2 - QUESTIONNAIRE/RESPONSE TO SCOPE OF SERVICES

A. Company and General Information

1. *Company name and address*

Civic Solutions, Inc. is a community development consulting firm that provides comprehensive planning and development code services to municipalities, special districts and other organizations. The firm was established in 1991 and has maintained its focused commitment to serve public agencies for the last 25 years. The company’s guiding principle is that community planning and development ultimately serve the public interest. The company is led by its owner and founder Thomas G. Merrell, AICP, President and Chairman of the Board. Tom is responsible for the firm’s contractual negotiations. We are a local businesses with headquarters in San Juan Capistrano and a satellite office in Ontario at the addresses below:

Headquarters

27362 Calle Arroyo
San Juan Capistrano, CA 92675
949.489.1442

Satellite Office

3200 Guasti Road; Suite 100
Ontario, CA 91761
909.930.3999

2. Letter of Transmittal

Please see our transmittal letter on the following page.

3. Primary Contact

Mary P. Wright, Vice President/Director of Planning Services, will serve as the primary point of contact for the City of Culver City. Mary is a seasoned professional with over 25 years of public and private planning experience including extensive involvement in policy and regulatory planning. Mary is an AICP-certified and LEED-accredited planner and may be reached as follows:

Mary P. Wright, AICP/LEED AP ND
Vice President/Director of Planning Services
Civic Solutions, Inc.
27362 Calle Arroyo
San Juan Capistrano, CA 92675
949.489.1442
wright@civicsolutions.com

November 3, 2016

Thomas Gorham, Planning Manager
City of Culver City
Community Development Department
9770 Culver Boulevard
Culver City, CA 90232-0507

Subject: Proposal to Conduct Studies and Prepare Recommendations for R1 Neighborhood Development Standards

Dear Mr. Gorham:

Civic Solutions, Inc. is pleased to submit a proposal for the City of Culver City R1 Neighborhood Development Standards. The City is to be commended for taking this important step to address the preservation of neighborhood character in Culver City's much loved single-family neighborhoods. By tailoring its regulations and guidelines to address the development of larger single family homes on standard-sized lots, the City will help preserve neighborhood character, privacy and the quality of life for generations to come.

This is an exciting and important project. It calls for the integrated technical experience of seasoned planners, urban designers and community outreach specialists. Civic Solutions is uniquely skilled to perform this work. We are experienced professionals who excel at developing tailored solutions for our municipal clients. Our planning professionals, including Mary P. Wright, and Jeff Hook, know how to work with communities and analyze issues to develop innovative and effective design standards. Mary and Jeff have extensive experience in preparing and working with regulations and guidelines to address controversial issues. And they have the skills and the community knowledge to engage residents to elicit their input in a positive and productive manner. For example, Jeff received a Master's in Landscape Architecture and is a skilled urban designer; moreover, he brings to the project a deep appreciation of and familiarity with the City's neighborhoods, having grown up in Culver City and graduated from Culver City High School.

We appreciate the opportunity to propose on consultant studies for the R1 Neighborhood Development Standards. We are confident that you will find that our firm's capabilities, technical expertise, and key personnel – along with our management's commitment – match the City's selection criteria. As president and CEO, I can affirm that Civic Solutions will comply with all of the terms and conditions of the RFP. Should you have any questions or require additional information, please do not hesitate to contact Mary P. Wright, our Vice President, at (949) 489-1442 or wright@civicsolutions.com.

Sincerely,

CIVIC SOLUTIONS, INC.



Thomas G. Merrell, AICP President

B. Qualifications and Experience

1. **Overview of the Firm**

Civic Solutions has prepared architectural design guidelines, zoning regulations and urban design standards for a diverse range of Southern California cities, including Alhambra, Downey, Rosemead and La Palma. Civic Solutions' professional staff have all worked in the public sector. We are acutely aware of the importance of having clear, defensible and easy to apply design standards at the "public counter" and on a city's website to help guide homeowners, prospective homebuyers and builders. We are familiar with pre- and postwar architectural design idioms in Southern California, and with the architectural and zoning strategies to effectively address building scale, massing, and architectural compatibility. In working with the community, staff and decision-makers, Civic Solutions has used various graphic tools to convey ideas and techniques, including digital images, video, mapping, plans and sketches. We anticipate using these and other tools for this project.

2. **Primary Point Person/Project Leader**

As outlined above, Mary P. Wright will serve as the primary point person with the City and manage the effort from start to finish. She currently serves as the firm's Vice President and Director of Planning Services and has over 25 years of planning and zoning experience in both the public and private sectors. Her extensive comprehensive planning background includes serving as the City of San Diego's Deputy Planning Director for over five years. She is also a proven project manager, experienced at keeping planning projects on task and budget while providing meaningful products to our clients.

Ms. Wright has a demonstrated knowledge of principles, practices, trends in urban design and planning along with strong public participation and facilitation skills. She will oversee staff in the preparation of the Zoning Code Amendments, Overlay Zone and Design Guidelines. In this role, she will provide strategic oversight and direction to the team and ensure a thorough and inclusive process. She will also provide quality control for the project ensuring that all deliverables meet the project objectives, represent best planning practices and are of this highest caliber and quality.

Some of Mary's recent and on-going planning experience includes the following:

Jurupa Valley General Plan – Mary is serving as the project manager for the general plan update process. The project involves working with the community to prepare a general plan update which reflects the character and values of this new city. A draft of the plan will be presented to the City and public later this month.

Downey Biomedical Assessment – Mary is currently managing an effort to conduct a bio-medical assessment of the City of Downey to assist the City to retain and attract hospitals and other medical facilities. The effort includes extensive research, outreach and the preparation of zoning regulations and design guidelines.

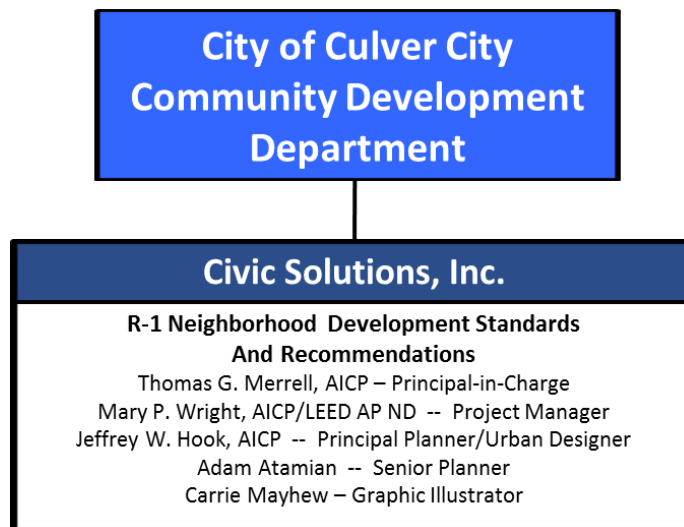
Glendale Land Use Analysis – As a subconsultant to Atkins, Mary is assisting the City of Glendale analyze land use and development issues in conjunction with the preparation of the South Glendale Community Plan. The effort involves analyzing low, medium and high density development scenarios and responding to community concerns over further urbanization.

Jurupa Valley Environmental Justice Element – Mary was the project manager and primary author of this standalone general plan element to address issues of social inequity and proximity to environmental hazards in Jurupa Valley in response to a lawsuit concerning planned industrial development near a low-income residential neighborhoods. The element received awards from the state and local levels of the American Planning Association.

Cypress Zoning Analysis – Mary recently contributed to an effort to evaluate numerous commercial areas in the City to determine whether they should be zoned to accommodate residential or mixed-use development as well as commercial uses.

3. **Project Team**

Civic Solutions is pleased to present key members of our staff who will assist Culver City with this project. We are offering an outstanding team; one which is familiar with the latest tools in development code format, content and design, and with a solid knowledge of current State and Federal laws. These planning and urban design specialists are seasoned professionals with extensive experience serving public agencies. Following is a summary of each member’s experience; complete resumes can be found in the Appendix.



Thomas G. Merrell AICP, President and CEO, Civic Solutions

Project Role: Principal-in-Charge

Tom Merrell will serve as Principal-in-Charge on the project, bringing decades of planning experience and technical know-how to guide the project. He served 15 years as Community Development Director and Deputy Director of the redevelopment agency for San Juan Capistrano and has 45 years of experience in municipal planning and redevelopment. Tom has been involved in several of the company’s projects involving the preparation of design guidelines and tailored zoning amendments, including the Downey Mansionization Study.

Mary P. Wright, AICP/ LEED AP ND, Vice Present/Director of Planning Services, Civic Solutions

Project Role: Project Manager

Mary Wright has extensive code experience, primarily through her planning work at the City of San Diego where she earned an outstanding reputation as a uniquely talented and highly productive planner, project manager and team leader with extensive experience leading public community forums and outreach meetings. She is skilled at leading planning efforts, engaging the community and developing unique zoning solutions that meet the City's needs.

Jeff Hook, AICP, Principal Planner, Civic Solutions

Project Role: Principal Planner/Urban Designer

Mr. Hook was born and raised in Culver City and has a close familiarity with and understanding of the community. He has extensive experience as a planning consultant and city staff planner, including work on zoning codes, sign and subdivision codes, land use plans, annexation studies and numerous other plans and documents. In addition, as a planner and a landscape architect, he is also a skilled urban designer, able to translate complex issues into easy-to-understand graphic scenarios.

Adam Atamian, Senior Consulting Planner, Civic Solutions

Project Role: Senior Planner

With extensive experience in local planning and recent experience in developing innovative zoning solutions, Adam is ideally suited to addressing issues associated with single family neighborhoods in Culver City. He will conduct extensive research on mansionization issues and assist the team in developing solutions.

Carrie Mayhew, Graphic Designer, Civic Solutions

Project Role: Graphic Illustrator

Ms. Mayhew is a skilled urban planner and graphic designer. For this project, Ms. Mayhew will provide graphic illustrations to visually convey complex issues. With an in-depth understanding of planning, she is able to translate ideas into clear graphics that help the community understand how development must fit in with the existing character of the neighborhood.

C. Questions/Response to Scope of Services

1. Resource Matrix and Schedule

Please see the Resource Matrix and Schedule on the following pages.

2. Approach and Work Plan

Culver City's single-family residential neighborhoods are highly desirable, largely because they have retained much of the original architectural charm, character and quality of life that has been lost in many other areas. However, Culver City is facing an urban design issue plaguing many cities in California: the influx of large homes in single-family neighborhoods that are out of scale with the traditional neighborhood character and lot patterns. The City has taken the positive step of amending the R1 Zone development regulations and desires a more comprehensive analysis of the issues and measures to ensure that new development is context-sensitive and respects traditional development patterns.

Civic Solutions agrees that the Dr. Carlson Park neighborhood is a good case study to begin with to analyze issues associated with mansionization. As a highly desirable neighborhood close to Sony Studios, it still has a large percentage of the original homes. However, there are enough overly large homes on standard-sized lots to illustrate the problem – and cause neighborhood concern. We will begin our analysis with Dr Carlson Park and expand our review to all of the City's single-family residential neighborhoods. Working closely with neighborhood residents through walkshops and other measures, we will develop tailored solutions to address community concerns.

Although not specifically required by the RFP, an evaluation of Culver City's General Plan consistency with any proposed zoning changes must also be addressed. By law, zoning and general plans must be consistent and Civic Solutions staff will review the General Plan to determine whether the desired zoning changes can be accomplished within the City's existing General Plan framework. If necessary, Civic Solutions will identify where and what General Plan changes or additions may be needed to ensure consistency.

Please note that the RFP did not include an evaluation or preparation of CEQA documentation associated with the proposed regulations/guidelines. Civic Solutions will consult with City staff on the anticipated CEQA requirements, however, CEQA documentation is not included in this proposal. If desired, Civic Solutions will conduct the necessary CEQA analysis on a time and materials basis.

Our work program is intended to build a strong base of understanding through research and analysis, extensive field surveys and community input leading to thoughtful and creative strategies to ensure that new development respects the character and privacy of existing neighborhoods. Major tasks in our work program are as follows:

TASK 1: PROJECT INITIATION/RESEARCH AND ANALYSIS

Subtask 1.1: Civic Solutions will have a kick-off meeting with City staff to discuss issues and goals and refine the project work scope and schedule. A tour of the City's single-family neighborhoods will also be conducted with City staff to hear their first-hand thoughts



CITY OF CULVER CITY - R1 NEIGHBORHOOD DESIGN STUDY AND RECOMMENDATIONS
RESOURCE MATRIX (11/3/16)

Task No.	Description	Staff	No. of Hours
Project Initiation: Research and Analysis			
1.1	Meet with City Staff: Refine goals, workscope and confirm schedule, as needed	Project Manager	6.0
		Principal Planner	6.0
1.2	Review City data/reports/plans and policies/R1 zoning regs.	Senior Planner	28.0
		Principal Planner	24.0
1.3	Develop public outreach strategy; coordinate with City staff on workshop schedules and walking tour, web modes; review w/Staff	Principal Planner	24.0
		Project Manager	16.0
Subtotal Task 1			120.0
Phase 1 Survey and Analysis: Dr. Carlson Park Neighborhood			
2.1	Research/Map/Photodocument Dr. Carlson Park Neighborhood	Senior Planner	24.0
2.2	Identify neighborhood defining features; historic architectural context and typologies; potential arch. conflicts, w/ focus on Carlson Park Neighborhood	Senior Planner	16.0
		Principal Planner	16.0
2.3	Context review: field visits to other residential neighborhoods in City	Senior Planner	16.0
		Principal Planner	8.0
2.4	Conduct up to 3 public workshops and conduct walking tour in study neighborhood(s)	Principal Planner	32.0
		Project Manager	24.0
2.5	Prepare interim report summarizing key features, design/research findings and recommendations	Senior Planner	32.0
		Principal Planner	24.0
		Clerical Staff	12.0
Subtotal Task 2			204.0
Phase 2 Survey and Analysis			
3.1	Review/Analyze other 9 study neighborhoods; identify character-defining features and patterns	Senior Planner	32.0
		Principal Planner	24.0
3.2	Identify neighborhood defining features; historic architectural context and typologies; potential architectural conflicts	Senior Planner	24.0
		Principal Planner	16.0
3.3	Prepare draft design recommendations and zoning standards for City review	Principal Planner	36.0
		Project Manager	16.0
3.4	Meet w/City staff to review products	Principal Planner	6.0
		Project Manager	6.0
3.5	Revise draft standards; prepare information package for public meetings	Senior Planner	36.0
		Graphic Artist	24.0
		Clerical Staff	12.0
Subtotal Task 3			232.0
Community Engagement			
4.1	Use innovative techniques to promote public participation and awareness (e.g. online surveys, direct mail surveys, CSPAN, and social media)	Senior Planner	36.0
4.2	Conduct up to 6 neighborhood meetings/workshops to solicit input on draft design guidelines and zoning standards	Principal Planner	36.0
		Project Manager	36.0
4.3	Summarize results of public comments and recommendations	Senior Planner	36.0
Subtotal Hours Task 4			144.0

<i>Identify and Prioritize Options</i>			
5.1	Prepare Draft Report on Zoning Code, Overlay Zone and/or Design Guidelines recommendations	Senior Planner	36.0
		Principal Planner	24.0
		Clerical Staff	16.0
5.2	Meet w/City Staff to discuss results and policy options	Principal Planner	6.0
		Project Manager	6.0
	Subtotal Hours Task 5		88.0
<i>Draft Implementing Documents</i>			
6.1	Prepare Draft Overlay Zone, as applicable	Senior Planner	24.0
		Principal Planner	32.0
		Clerical Staff	8.0
6.2	Prepare Draft Design Guidelines, as applicable	Senior Planner	24.0
		Principal Planner	32.0
		Clerical Staff	8.0
6.3	Prepare Draft Zoning Code amendments, as applicable	Senior Planner	24.0
		Principal Planner	32.0
		Clerical Staff	8.0
6.4	Prepare Draft Graphics	Graphic Artist	48.0
		Principal Planner	16.0
6.5	General Plan Consistency Review; recommend GP amendments as appropriate	Principal Planner	24.0
6.6	Meet w/ City Staff to review draft products	Principal Planner	6.0
		Project Manager	6.0
	Subtotal Hours Task 6		292.0
<i>Presentations to Planning Commission and City Council</i>			
7.1	Presentation to Planning Commission (up to two meetings)	Principal Planner	24.0
		Project Manager	24.0
7.2	Presentation to City Council (up to two meetings)	Principal Planner	24.0
		Project Manager	24.0
	Subtotal Hours Task 7		96.0
<i>Prepare Final Products</i>			
8.1	Prepare final Zoning Code amendment	Senior Planner	16.0
		Principal Planner	12.0
		Project Manager	8.0
8.2	Prepare final Overlay Zone; zoning code and map amendments	Senior Planner	16.0
		Principal Planner	12.0
		Project Manager	8.0
8.3	Prepare Final Graphics	Graphic Artist	24.0
		Principal Planner	12.0
		Project Manager	6.0
8.4	Prepare final R1 Zone Architectural Guidelines	Senior Planner	16.0
		Principal Planner	8.0
		Project Manager	6.0
8.5	Submit Final Products to City	Clerical Staff	24.0
	Subtotal Hours Task 8		168.0
	PROJECT TOTAL HOURS		1344.0

about the problem of overly large and intrusive single-family homes disrupting established neighborhoods.

- Subtask 1.2: Civic Solutions will review City data, reports, plans, regulations and policies related to new residential development to understand the context of the problem and begin to understand what's working and what needs adjustment.
- Subtask 1.3: A key component of the work effort will be to engage Culver City residents in discussing issues associated with the mansionization of traditional single-family neighborhoods. Civic Solutions will prepare an in-depth public outreach strategy for refinement with City staff. The strategy will include traditional and innovative methods to engage the public including workshops, surveys, social media and walkshops.

Task 1 Key Deliverables:

- *Revised work scope/schedule*
- *Community Outreach Strategy*

TASK 2: PHASE 1 SURVEY AND ANALYSIS; FOCUS AREA - DR. CARLSON PARK NEIGHBORHOOD

- Subtask 2.1: Civic Solutions will research, map and photodocument the Dr. Carlson Park neighborhood to identify design features and characteristics of transitional and new single-family development.
- Subtask 2.2: We will identify the neighborhood defining features, historic architectural context and typologies, and potential architectural conflicts, with a focus on the Dr. Carlson Park neighborhood.
- Subtask 2.3: We will conduct field visits and perform context reviews of other residential neighborhoods in the City.
- Subtask 2.4: Civic Solutions will conduct up to three neighborhood walkshops in the Dr. Carlson Park neighborhood and engage in in-depth discussions with community residents about the issue of mansionization in the City.
- Subtask 2.5: We will prepare an interim report summarizing key features, design/research findings and recommendations regarding the Dr. Carlson Park neighborhood.

Task 2 Key Deliverables:

- *Interim Report on Dr. Carlson Park Neighborhood Context and Typology*

TASK 3: PHASE 2 SURVEY AND ANALYSIS

- Subtask 3.1: Civic Solutions will review and analyze nine other study neighborhoods, identifying character defining features and patterns.
- Subtask 3.2: We will identify the neighborhood defining features and historic architectural context and typologies of the nine neighborhoods, noting potential architectural conflicts.
- Subtask 3.3: We will prepare draft design recommendations and zoning standards for City review.
- Subtask 3.4: We will meet with City staff to review products.
- Subtask 3.5: We will revise draft standards and prepare an information package for public meetings.

Task 3 Key Deliverables:

- *Existing Conditions Analysis*
- *Written Report on Neighborhood Context and Typology*

TASK 4: COMMUNITY ENGAGEMENT

- Subtask 4.1: Civic Solutions will use innovative techniques to solicit community concerns related to the development of large single-family homes using techniques such as online surveys, direct mail surveys, SDPAN and social media.
- Subtask 4.2: We will conduct up to six neighborhood workshops to solicit input on draft design guidelines and zoning standards.
- Subtask 4.3: We will summarize the public input received in a Community Outreach Summary Report.

Task 4 Key Deliverables:

- *Neighborhood Specific Workshops*
- *Online engagement tools*
- *Community Outreach Summary Report*

TASK 5: IDENTIFY AND PRIORITIZE OPTIONS

- Subtask 5.1: Civic Solutions will prepare a draft report on proposed zoning code amendments, overlay zones and/or design guidelines to address issues of mansionization in R1 neighborhoods.
- Subtask 5.2: We will meet with City Staff to discuss results and policy options and review the draft zoning amendments/guidelines.

Task 5 Key Deliverables:

- *Written Report on recommended Zoning Code Development Standard Revisions, Overlay Zones; and/or design guidelines based on existing conditions analysis, community input, and staff input.*

TASK 6: DRAFT IMPLEMENTING DOCUMENTS

- Subtask 6.1: Based on the results of the meeting with City staff, we will prepare Draft Overlay Zone, as applicable.
- Subtask 6.2: Based on the results of the meeting with City staff, we prepare Draft Design Guidelines, as applicable.
- Subtask 6.3: Based on the results of the meeting with City staff, we prepare Draft Zoning Code amendments, as applicable.
- Subtask 6.4: We will prepare draft graphics for incorporation into the draft zoning code, overlay and guidelines to ensure a visually rich presentation.
- Subtask 6.5: We will conduct a general plan consistency review, and recommend amendments to the General Plan, as appropriate.
- Subtask 6.6: Civic Solutions will meet with City staff to review draft products.

Task 6 Key Deliverables:

- *Draft Implementing Documents (as applicable)*
- *Zoning Code Text Amendments*
- *Overlay Zones*
- *Design Guidelines*

TASK 7: PRESENTATION TO PLANNING COMMISSION AND CITY COUNCIL

Subtask 7.1: Civic Solutions will present the proposed zoning documents and design guidelines (if applicable) to the Planning Commission. Up to two meetings are included.

Subtask 7.2: Civic Solutions will present the proposed zoning documents and design guidelines (if applicable) to the City Council. Up to two meetings are included.

Task 7 Key Deliverables:

- Presentation to Planning Commission and City Council
- Planning Commission Meetings (2)
- City Council Meetings (2)

TASK 8: PREPARE FINAL PROJECTS

Subtask 8.1: Civic Solutions will prepare the final Zoning Code Amendment.

Subtask 8.2: Civic Solutions will prepare the final Overlay Zone, zoning code and map amendments.

Subtask 8.3: Civic Solutions will prepare the final graphics.

Subtask 8.4: We will prepare the final R1 Zone Design Guidelines, as applicable.

Subtask 8.5: We will submit the final products to the City.

Task 8 Key Deliverables:

- *Draft Zoning Code Text Amendments per City requirements*
- *Overlay Zones*
- *Design Guidelines*

D. Fees

Civic Solutions' not-to-exceed fee schedule is provided under separate cover.

E. References

Civic Solutions brings extensive capabilities and experience in planning, zoning and land use and environmental review. Civic Solutions' professional staff has the broad base of urban planning experience needed to prepare General Plans, Community Plans, Specific Plans and Zoning Ordinances. Project Managers Mary Wright and Jeff Hook have extensive backgrounds managing and preparing long range plans and have recent experience preparing plans and zoning districts and standards – including specialized overlay zones -- in Jurupa Valley, San Clemente, San Diego and San Luis Obispo. We know how to set up successful planning processes, work with staff and communities to generate the vision for the future and translate that vision into effective policies and ordinances to help create better communities.

Listed below are four examples of similar work performed for cities with similar size and scope.

1. CITY OF ALHAMBRA – SINGLE FAMILY RESIDENTIAL DESIGN GUIDELINES

Venesa Reymoso, Deputy Director, Development Services, (626) 570-5033, 111 South First Street, Alhambra, CA 91801

Civic Solutions prepared Architectural Design Guidelines for the City of Alhambra's residential neighborhoods under our Downtown Solutions Division. The guidelines are a richly illustrated, user-friendly document that encourages residents to invest in upgrades and preserve the architectural quality of their neighborhoods. The guidelines drew inspiration from the diversity in architectural styles and small town feel found in Alhambra's residential neighborhoods. To accomplish this, Downtown Solutions identified the "character defining elements" of the individual neighborhoods such as the general age of residences, approximate building size, general height, specific architectural style on the street/block, and approximate lot size. At-a-glance sheets were prepared with key maps of 26 neighborhoods defining the predominant architectural styles within each neighborhood along with criteria emphasizing basic site and building design principles for each style. The Alhambra Single Family Residential Design Guidelines project won a Planning Excellence Implementation Award from the American Planning Association Los Angeles Section in 2010.

2. CITY OF DOWNEY – SINGLE FAMILY CODE AMENDMENT

David Blumenthal, Principal Planner, (562) 904-7152, 11111 Brookshire Avenue, Downey, CA, 90241

Our Downtown Solutions Division was retained to seek regulatory answers to the proliferation of "mansionization" in single family neighborhoods. Tasks included a survey of residential building permits for the past five years to illustrate the problem, a visual preference survey among residents, and two community-wide meetings. The final plan made recommendations to establish a floor-area ration (FAR) for all homes while creating a separate FAR to encourage single story homes, increasing side setbacks on large lots, lowering the maximum building height, and increasing parking requirements for homes with more than four bedrooms.

3. CITY OF ROSEMEAD – MIXED USE DESIGN GUIDELNES, MIXED USE CODE AMENDMENT, MIXED USE GENERAL PLAN ANALYSIS, COMPREHENSIVE ZONING CODE UPDATE

Sheri Bermejo, City Planner (626) 569-2144, 8838 East Valley Blvd., Rosemead, CA 91770

Our team prepared Mixed Use Design Guidelines and Development Standards for the City of Rosemead. Rosemead was faced with processing and reviewing several infill mixed-use projects, land was scarce, at a premium, and they had an opportunity to showcase progressive planning principles in these projects that would propel them into the future and create a safe, thriving, urban environment. Downtown Solutions created a set of concise mixed-use design guidelines that addressed the City's unique set of circumstances. Sensitivity to adjacency issues, parking limitations, and the opportunity to consolidate lots large enough to accommodate compact mixed-use projects were detailed. The Planning Commission, City Council, and other reviewing bodies use them as a basis for evaluating quality of design. Civic Solutions was subsequently hired to analyze the Mixed Use areas designated in the General Plan Update.

This project addressed specific regulations consistent with the Mixed Use Design Guidelines previously prepared for the City. Civic Solutions analysis was instrumental in further refining and identifying appropriate areas for the overlay zone to be most effective in creating the desired urban environment, revising the mixed-use designated areas in the updated General Plan. Civic Solutions was then hired for a Comprehensive Update to the Zoning Code for modernization of development standards and requirements and consistency with the General Plan.

4. CITY OF LA PALMA – PLANNED NEIGHBORHOOD DEVELOPMENT DESIGN GUIDELINES AND CODE AMENDMENT

Dominic Lazzaretto, (Mr. Lazzaretto is now at the City of Arcadia) (714) 690-3395, 7822 Walker Street, La Palma, CA 90623

Our Downtown Solutions team prepared a zone amendment to preclude undesirable uses and establish the conditions under which other uses could be established. Prepared development regulations and site specific Design Guidelines to define the desired visual outcomes and loosen up the development standards in order to allow new development to take advantage of modern design and development techniques focusing on quality of design rather than on rigid requirements for setbacks, etc. Regulatory concepts achieved the objective without sacrificing the overall qualitative character of the City.

	Task	Assigned To	Start	End	Days	2016	2017			
						Q4	Q1	Q2	Q3	Q4
	IMPLEMENTATION SCHEDULE		12/14/16	7/28/17	159					
1	Project Initiation: Research and Analysis		12/14/16	1/13/17	23					
1.1	Meet with City Staff. Refine goals, workscope and confirm schedule, as needed	Consultant Team	12/14/16	12/14/16	1					
1.2	Review City data/reports/plans and policies/R-1 zoning regs.	Prin. & Sr. Planner	12/14/16	1/6/17	18					
1.3	Develop public outreach strategy; coordinate with City staff on workshop schedules and walking tour; web modes; review w/Staff	Project Manager	12/16/16	1/13/17	21					
2	Phase 1 Survey and Analysis: Focus Area, Dr. Carlson Park Neighborhood		12/19/16	2/13/17	40					
2.1	Research/Map/Photodocument Dr. Carlson Park Neighborhood	Senior Planner	12/19/16	12/21/16	3					
2.2	Identify neighborhood defining features; historic architectural context and typologies; potential arch. conflicts, w/ focus on Carlson Park Neighborhood	Prin. & Sr. Planner	12/20/16	1/13/17	19					
2.3	Context review: field visits to other residential neighborhoods in City	Prin. & Sr. Planner	1/17/17	1/18/17	2					
2.4	Conduct up to 3 public workshops and conduct walking tour in study neighborhood(s)	Proj. Mngr. & Prin. Planner	1/24/17	2/4/17	9					
2.5	Prepare interim report summarizing key features, design/research findings and recommendations	Prin. & Sr. Planner	2/6/17	2/13/17	6					
3	Phase 2 Survey and Analysis		2/13/17	3/17/17	24					
3.1	Review/Analyze other 9 study neighborhoods; identify character-defining features and patterns	Prin. & Sr. Planner	2/13/17	2/20/17	5					
3.2	Identify neighborhood defining features; historic architectural context and typologies; potential architectural conflicts	Prin. & Sr. Planner	2/13/17	2/24/17	9					
3.3	Prepare draft design recommendations and zoning standards for City review	Proj. Mngr. & Prin. Planner	2/27/17	3/7/17	7					
3.4	Meet w/City staff to review products	Proj. Mngr. & Prin. Planner	3/9/17	3/9/17	1					
3.5	Revise draft standards; prepare information package for public meetings	Sr. Planner & Graphic Artist	3/10/17	3/17/17	6					
4	Community Engagement		12/14/16	4/10/17	82					
4.1	Use innovative techniques to promote public participation and awareness (e.g. online surveys, direct mail surveys, CSPAN, and social media)	Senior Planner	12/14/16	3/20/17	67					
4.2	Conduct up to 6 neighborhood meetings/workshops to solicit input on draft design guidelines and zoning standards	Proj. Mngr. & Prin. Planner	3/20/17	4/1/17	10					
4.3	Summarize results of public comments and recommendations	Senior Planner	4/3/17	4/10/17	6					
5	Identify and Prioritize Options		4/10/17	4/27/17	14					
5.1	Prepare Draft Report on Zoning Code, Overlay Zone and/or Design Guidelines recommendations	Proj. Mngr. & Prin. Planner	4/10/17	4/24/17	11					
5.2	Meet w/City Staff to discuss results and policy options	Proj. Mngr. & Prin. Planner	4/27/17	4/27/17	1					
6	Draft Implementing Documents		4/10/17	4/27/17	14					
6.1	Prepare Draft Overlay Zone, as applicable	Prin. & Sr. Planner	4/10/17	4/24/17	11					
6.2	Prepare Draft Design Guidelines, as applicable	Prin. & Sr. Planner	4/10/17	4/24/17	11					
6.3	Prepare Draft Zoning Code amendments, as applicable	Prin. & Sr. Planner	4/10/17	4/24/17	11					
6.4	Prepare Draft Graphics	Graph. Artist & Prin. Planner	4/10/17	4/24/17	11					
6.5	General Plan Consistency Review; recommend GP amendments as appropriate	Prin. & Sr. Planner	4/24/17	4/27/17	4					
6.6	Meet w/ City Staff to review draft products	Prin. & Sr. Planner	4/27/17	4/27/17	1					
7	Presentation to Planning Commission and City Council		5/1/17	6/30/17	44					
7.1	Presentation to Planning Commission (up to two meetings)	Proj. Mngr. & Prin. Planner	5/1/17	5/31/17	22					
7.2	Presentation to City Council (one meeting) and Adoption	Proj Mngr. & Prin. Planner	6/1/17	6/30/17	22					
8	Prepare Final Products		7/3/17	7/28/17	19					
8.1	Prepare final Zoning Code amendments	Proj.Mngr. & Prin. Planner	7/3/17	7/17/17	10					
8.2	Prepare final Overlay Zone; zoning code and map amendments	Proj.Mngr. & Prin. Planner	7/3/17	7/17/17	10					
8.3	Prepare Final Graphics	Graph. Artist & Prin. Planner	7/3/17	7/17/17	10					
8.4	Prepare final R-1 Zone Architectural Guidelines	Proj.Mngr. & Prin. Planner	7/17/17	7/24/17	6					
8.5	Submit Final Deliverables	Project Manager	7/28/17	7/28/17	1					



G. Certificate of Insurance

ACORD · CERTIFICATE OF LIABILITY INSURANCE		Date (MM/DD/YR)
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.		4/19/2016
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).		
PRODUCER SelectSolutions Insurance Services, LLC License# 0127711 1350 Cariback Avenue Walnut Creek, CA 94596		CONTACT NAME: Elizabeth Lee PHONE (A/C, No, Ext): 650-842-5232 FAX (A/C, No): 855-804-8449 EMAIL: elizabethl@ppibselect.com ADDRESS:
INSURED Civic Solutions, Inc. 27362 Calle Arroyo San Juan Capistrano, CA 92675		INSURERS AFFORDING COVERAGE INSURER A: Travelers Indemnity Company 25682 INSURER B: Travelers Property Casualty Co 25674 INSURER C: Hanover American Insurance Co 36064 INSURER D: Continental Casualty Co. 20443 INSURER E: INSURER F:
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:		
THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		
INSR LTR	TYPE OF INSURANCE	ADDL INSR SUBR WVD POLICY NUMBER POLICY EFF (MM/DD/YYYY) POLICY EXP (MM/DD/YYYY) LIMITS
B	GENERAL L LIABILITY ☒ COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ☒ OCCUR	6807276N41ATIL16 05/15/16 05/15/17 EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COM/PO/ AGG \$4,000,000 GEN'L AGGREGATE LIMIT APPLIES PER ☐ POLICY ☒ PROJECT ☐ LOC \$
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ☒ NON-OWNED AUTOS	BA3053L60015 05/15/16 05/15/17 COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	UMBRELLA LIAB ☒ EXCESS LIAB ☒ CLAIMS-MADE DED RETENTION \$	CUP-3242T554-16 05/15/16 05/15/17 EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/ MEMBER EXCLUDED? (Mandatory in N.H.) If yes, describe under DESCRIPTION OF OPERATIONS below	WZ3928021204 09/01/15 09/01/16 ☒ WC STATUTORY LIMITS ☐ OTH ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liability	MCH114130611 08/08/15 08/08/16 Per Claim \$1,000,000 Aggregate \$2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) Proposal Only		
CERTIFICATE HOLDER Proposal Purposes Only		CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Letitia Striving</i>

ACORD 25 (2010/05)

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H. Business Tax Certificate

If Civic Solutions is the successful proposer on this project we will acquire a Culver City Business tax certificate during the contracting process and renew the certificate annually during the contracted period.

SECTION 3 – ATTACHMENTS

RESUMES

Thomas G. Merrell, AICP
Mary P. Wright, AICP/LEED AP ND
Jeffrey Hook, AICP
Adam Atamian
Carrie Mayhew



THOMAS G. MERRELL, AICP

PRESIDENT

Mr. Merrell completed twenty-eight years of public service in March of 1991 when he retired from the City of San Juan Capistrano to establish Civic Solutions, Inc. In addition to his fifteen years as the City's Director of Community Planning and Development, he served in professional and administrative positions with the County of Orange and the City of Garden Grove. During his career, he has developed expertise in all aspects of planning and public administration. His experience includes long range physical and policy planning, development review, building and safety administration, urban design, zoning, citizen participation and consensus building, redevelopment, growth management and environmental preservation.

Mr. Merrell is a member of the American Planning Association and a charter member of the American Institute of Certified Planners (AICP). He has served as the president of the Orange County Planning Directors Association and on the APA Awards Judging Panel. In San Juan Capistrano, he has served on numerous committees, such as the Downtown Merchants Committee, the Flood Plain Management Committee, and the Sign Ordinance Review Committee. His long association with public administration and professional planning has given him a broad range of capabilities in these areas.

Highlights of Mr. Merrell's experience include:

Civic Solutions, Inc., Principal, 1991 - present. Provides corporate management, staff development, and contract administration for the firm. Provides urban planning services to public agencies, homeowner associations, and expert witness and research services to law firms for cases involving land use and zoning.

City of San Juan Capistrano, Director of Community Planning and Development, 1976 - 1991. Department head for City planning, redevelopment and building and safety functions; served as Secretary to the Planning Commission and Deputy Director of the Community Redevelopment Agency.

City of Garden Grove, Land Use Manager, 1970 - 1976. As Manager of the Land Use Division, responsible for all current planning and code enforcement functions, served as Secretary to the Planning Commission.

County of Orange, Land Use Planner, 1963 - 1970. Staff level planning, and served as interim Administrative Services Officer.





MARY P. WRIGHT, AICP/LEED AP ND
VICE PRESIDENT

Ms. Wright is a planning professional with 30 years of planning and environmental experience in Southern California primarily through her extensive work for the City of San Diego. Ms. Wright has demonstrated knowledge of principles, practices and trends in urban and environmental planning along with strong public participation and facilitation skills. Her extensive comprehensive planning background and outstanding written, verbal and interpersonal communication skills are highlighted at City Council, Planning Commission and public meetings. During her previous tenure with the City of San Diego, she progressed from an Associate Planner to Deputy Planning Director of the Development Services and City Planning & Community Investment Departments.



Highlights of Ms. Wright's experience include:

Civic Solutions, Inc., Vice President, 2013 - present. Ms. Wright directs the Company's municipal planning services including contract staffing and the preparation of policy documents. She serves on the Company's management team with involvement in marketing, staffing, quality control, budgeting, analysis and document production. In addition, she personally serves as on-call staff for several public agencies providing current, advanced and environmental planning services. Duties include reviewing large-scale development projects, performing environmental assessments in conformance with CEQA, overseeing the preparation of environmental Negative Declarations and EIRs, performing land use analyses and managing the preparation of long-range policy documents. She is currently overseeing the preparation of the City of Jurupa Valley's inaugural General Plan.

City of San Diego, Deputy Director, Planning Department, 2007 – 2012. Managed 44 member, \$8 million budgeted division including management, professional and administrative staff. Directed long range planning activities including general, community and mobility planning, multiple species habitat preservation, historic review, park planning, budgeting and administration. Developed the community plan update program with ten concurrent updates in process. Served as planning management liaison to the Planning Commission and City Council. Directed project management responsibilities, consultant contracting and budgeting. Served as liaison to the Labor Relations Department and supervised the division's personnel practices. Oversaw the community planning group system with over 40 active groups. Coordinated planning activities with other departments and agencies. Developed long range planning programs, zoning ordinances, policies and procedures.



Mary P. Wright, AICP/LEED AP ND

City of San Diego, Program Manager. City Planning and Community Investment/Planning Department, 2001 – 2007. Managed community planning activities in the southern half of the City of San Diego. Supervised a diverse staff responsible for updating plans and reviewing development projects and planning documents. Developed policy and zoning recommendations related to public and private development; prepared and presented reports to the Planning Commission and City Council. Served as the City liaison to the San Diego Unified School District.

City of San Diego, Manager/Program Manager. Community Service Center & Planning and Development Review Departments, 1998 – 2001. Served concurrently in two related management roles for the City of San Diego. Established and managed the Mid-City Community Service Center, providing City services to a dense neighborhood of the City. Coordinated with agencies, non-profit groups and other stakeholders on neighborhood issues. Supervised professional staff responsible for planning in the central urbanized core of the City. Served as the Department's grant coordinator involving researching grant opportunities, applying for grants and negotiating with granting agencies.

City of San Diego, Livable Neighborhoods Coordinator, Community and Economic Development Department, 1996 – 1998. Coordinator of a comprehensive program to bring together eight interdisciplinary teams of City staff to address neighborhood problems. Developed the prototype for Revitalization Action Plans to document and prioritize community needs and target municipal services. Oversaw the preparation of eight RAPs for specific areas of the City. Managed the \$3 million Neighborhood Revitalization Superfund and coordinated with elected officials to identify and fund neighborhood projects. Led the Mid-City Livable Neighborhoods team.

City of San Diego, Senior Planner, Planning Department, 1989 – 1996. Served as the lead long-range planner for multiple communities in the City. Managed the preparation of the Mid-City Communities Plan. Prepared the Mission Valley Planned District Ordinance (zoning ordinance). Reviewed development proposals for conformance with City of San Diego planning policies.

City of San Diego, Associate Planner, Planning Department, 1986 – 1989. Served as an environmental analyst and a coastal permit planner. Evaluated and documented the environmental effects of development proposals pursuant to CEQA. Assisted with the successful City effort to secure coastal permitting authority from the California Coastal Commission. Processed coastal permits for private development proposals.

Environmental Consulting, Mooney-Lettieri & Assoc. and WESTEC Services, Inc., Environmental Analyst, 1982 – 1986. Prepared Environmental Impact Reports (EIRs) and other environmental documents for public and private development proposals. Developed project proposals and cost estimates. Secured and became proficient at measuring noise impacts using FHWA software.



Mary P. Wright, AICP/LEED AP ND

Highlights

- Leadership
- Project Management
- Quality Control
- Development Regulations
- Environmental Planning
- Policy Planning
- Strategic Land Use Planning
- Entitlements
- Government Relations
- Regulatory review & compliance
- Team Development
- Economic Development
- Coastal Development
- Community Relations
- Public Facilitation

Education

Master of City Planning with Distinction, San Diego State University, San Diego, CA
Bachelor of Arts, Geography with Environmental Emphasis, San Diego State University, San Diego, CA

Accreditations & Certifications

Accredited, LEED AP ND (Neighborhood Development), 2013
Certified, International Association for Public Participation (IAP2), 2012
Certified, American Institute of Certified Planners (AICP), 1991

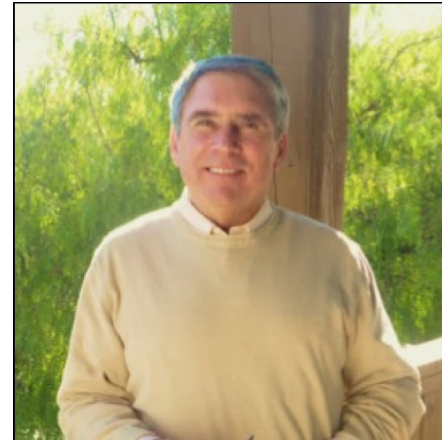
American Planning Association, Associate Member



JEFFREY W. HOOK, AICP

PRINCIPAL PROJECT PLANNER

Mr. Hook brings over 35 years of planning experience in the public sector. He has served in a variety of lead roles at the City of San Clemente including preparation of a new General Plan, Housing Element Update and certification, design review and updating the Local Coastal Program. During his tenure with the City of San Luis Obispo, Mr. Hook managed long-range planning programs and projects; wrote general plan elements; prepared urban design plans and design guidelines; prepared and implemented City infill and area plans; administered housing and Community Development Block Grant programs, Strategic Planning Program, Public Art Program, Mission Plaza Expansion, Railroad Square Parking Program and Rehabilitation, Landscape Standards for Water Conservation, and Architectural Review.



Highlights of Mr. Hook's experience include:

Civic Solutions, Inc., Senior Project Manager, 2014 - present. Provides senior level urban planning services to our public agency clients under a sub-consultant agreement. Duties include advance planning, current planning, specific plans, general plan amendments, urban design, architectural and landscape design review, CEQA review and preparation of mitigated negative declarations and environmental impact reports. Mr. Hook commands a strong public presentation presence, brings proven analytical and writing skills, and is a seasoned team leader.

City of San Clemente, Planning Division, Community Development Department, Principle Planner, (Limited Term), 2010 – 2014. Managed preparation of City's first web-based General Plan (adopted February 2014); supervised associate and assistant planners' work in architectural review/urban design; completed 2011 Housing Element Update – first City Housing Element certified by State HCD; prepared and supervised staff preparation of CEQA documents; trained and assisted staff in historic preservation/Mills Act program implementation; prepared zoning and specific plan amendments; supervised the CDBG/Housing Programs Planner; prepared RFP and managed consultant selection, oversaw project design and development approvals for 19-unit, affordable housing development – "Avandia Serra Workforce Housing"; prepared Local Coastal Program documents and prepared successful 2014 State Coastal Commission LCP planning grant application (City was awarded \$95,000 LCP planning grant); reviewed development plans and construction drawings for conformance with approved plans and code requirements; presented planning projects and initiatives to City Council, Planning Commission, and community groups; prepared and supervised the preparation of GIS maps, plans, sketches and other planning graphics



Jeffrey W. Hook, AICP

City of San Luis Obispo, Planning Division, Community Development Department, Senior Planner, 2004 – 2010. Managed long-range urban design, “green” building, energy conservation and sustainable development programs, community planning projects and cultural resource programs, including: South Broad Street Corridor Plan – A mixed-use plan for a major City gateway; updated and/or amended nine general plan elements as part of a new Conservation and Open Space Element; prepared the City’s first Conservation and Open Space Element focusing on energy and materials conservation; prepared the 2004 Housing Element, the City’s first housing element to receive State (HCD) certification and a statewide award; co- prepared and edited a successful application for a Cal Trans Community-Based Planning Grant for the Broad Street Village Plan; assisted the Deputy Director in formulating and implementing housing policy and programs; worked with LAFCO and County of SLO to update the City’s Sphere of Influence; served as interagency liaison for current federal, state and county development projects in the City’s planning area; prepared reports and presented complex planning items and policy recommendations to civic groups, citizens and decision-makers at public meetings; trained, supervised and guided staff, interns and planners on designated planning projects; and initiated team building and public education programs.

City of San Luis Obispo, Long Range Planning Division, Community Development Department, Associate Planner, 1994-2004. Prepared and implemented City infill and area plans such as the Mid-Higuera Enhancement Plan and the A.P.A.-award winning Railroad district Plan, addressing land use, site planning, environmental constraints, fiscal impact, cultural resources, transportation, public improvements and phasing; administered housing and Community Development Block Grant programs totaling over \$1.25 million annually; prepared and administered real estate and grant agreements; prepared and administered consultant contracts; coordinated city housing programs and development projects with agencies, citizen groups, non-profit and for-profit developers; served as staff liaison to the Cultural Heritage Committee; administered the City’s cultural resource preservation programs; prepared the City’s Archaeological Resource Preservation Program Guidelines; and coordinated with public agencies on new development in the City’s unincorporated urban fringe.

City of San Luis Obispo, Current Planning Division, Community Development Department, Associate Planner, 1993-1994. Performed the full range of current planning functions, including: use permit, subdivision, environmental and architectural review; analyzed current development applications for consistency with City policies and standards; prepared staff reports and recommendations for City advisory bodies, applicants and the public; checked building plans and inspected new development; served as staff liaison to the City’s Architectural Review Commission; conducted special projects and studies, including the Strategic Planning Program, Public Art Program, Mission Plaza Expansion (project manager), Railroad Square Parking Program and Rehabilitation, Landscape Standards for Water Conservation, Architectural Review in San Luis Obispo, Downtown Improvement Manual, assisted the BIA’s Downtown Beautification Committee with special urban design projects and conducted field investigations and zoning code enforcement.



Jeffrey W. Hook, AICP

City of San Luis Obispo, Current Planning Division, Community Development Department, Assistant Planner, 1980-1983.

Prepared environmental studies, site, landscape and irrigation plans for city capital projects; evaluated current development projects and prepared recommendations on development applications for use permits, variances, rezonings, subdivisions, signs and architectural review.

Highlights

- Land Use/Development Review
- Coastal Planning
- Urban Design/Historic Preservation
- Zoning
- Environmental Review
- Project Management
- Public Outreach/Consensus Building
- General Plan/Specific
- Plan Updates
- Housing Element Updates
- Architectural Review
- Fluent in Spanish

Education

Bachelor of Arts, Natural Resources, UC Santa Barbara

Master of Landscape Architecture, California Polytechnic State University Pomona

Affiliations

American Planning Association, American Institute of Certified Planners

Former Adjunct Professor, Department of City and Regional Planning, California State Polytechnic University, San Luis Obispo



ATAM ATAMIAN

SENIOR PLANNING CONSULTANT

Mr. Atamian brings over 6 years of professional planning experience in the public sector along with 5 years of experience in the construction industry. He has served in a variety of roles in the City of San Clemente including development of Regional Medical Facilities and Medical Facilities-Support zones. Mr. Atamian is analytical, effective at big picture thinking and informed decision making. He is also methodical, resourceful, motivated, and experienced in both business development and land use in both the public and private sectors.

Highlights of Mr. Atamian's experience include:

Civic Solutions, Inc., Senior Planner, 2016 - Present. Provides associate and senior level urban planning services to our public agency clients. Duties include project management of residential, commercial, and industrial developments. Prepares staff reports for, and makes presentations to, planning commissions and city councils. Reviews and comments on general and specific plan amendments; assists with business license functions and works with residents and business owners who are in violation of codes resolve issues and comply with zoning codes.

City of San Clemente, Associate Planner, 2010 – 2016. Responsible for innovating General Plan and zoning ordinance to anticipate and capture changing market demands, such as the development of a Regional Medical Facilities (RMF) and Medical Facilities-Support zones. Updated business park's specific plan, working closely with SoCalBio, to identify opportunities to accelerate establishment of bio-medical related businesses and encourage business incubation and support industry. Managed Business License functions for Community Development Department, streamlining process to increase the City's competitiveness with other jurisdictions. Acted as business liaison for the City's two business parks, connecting regional and international firms with the resources necessary to establish and build their business in the City. Analyzed complex issues and wrote policy briefs on city planning and economic development issues. Presented development and policy projects at City Council and Planning Commission meetings. Researched economic, demographic, and legal information for studies and reports and managed the entitlement process for development and land-use projects.

Atamian Construction, Owner/General Manager, 2008 – 2011. As General Manager was responsible for planning and directing all functions of the custom residential development firm. Developed resources to achieve financial forecasts and business objectives and managed employees, oversaw tax preparation, bond compliance, and contracts.

Jayrae, Inc., dba Masonry Specialists, Senior Project Manager, 2006 – 2008. Managed staff and logistics for all aspects of large residential and commercial development projects. Established and integrated the functional strategies of the company to expand into new markets and was responsible for increasing accounting accuracy by initiating a Purchase Order system and Standard Operating Procedures.



ATAM ATAMIAN

Highlights

- Project Management
- Project Review
- Advanced Planning
- Discretionary Case Processing
- Research and Analysis
- Zoning Review
- Code Enforcement Review
- Public Counter Support

Education

Master of Public Administration, San Diego State University, San Diego, California

Bachelor of Arts, Urban Studies and Planning, Political Science Minor, University of California, San Diego, San Diego, California

Affiliations

American Planning Association, Member

Highlights

- Graphics Design
- Research and Analysis
- Zoning Review
- Land Entitlement
- Project Review
- Advanced Planning
- Project Management

Education

Bachelor of Science, City and Regional Planning,
California Polytechnic State University, San Luis Obispo,
California

Affiliations

American Planning
Association

CARRIE LOARIE MAYHEW**GRAPHIC DESIGN**

Carrie Mayhew brings over fifteen years of planning and graphic design experience in both the public and private sector. She has served in a variety of roles that involved both professional urban planning and graphic design. Ms. Mayhew's design background and education in urban planning and sustainability enables her to facilitate planning efforts which balance the needs of the consumer, client, jurisdiction, and natural environment. She has found great success in her pursuit of document design and graphic development for master planning, design guidelines development, visioning, and community revitalization.

Highlights of Ms. Mayhew's experience include:

Civic Solutions, Inc., Graphic Designer, 2016 - present. Provides graphic design services to our public agency clients under a sub-consultant agreement. She is considered an integral team member and participates in all facets of the team design process. She uses her architectural and planning skills to design maps and graphic depictions of land uses with descriptive imagery to help the public visualize what might be. She has worked in all facets of the planning industry, bringing her unique outlook and design skills to contribute in a manner that can help to bring a project to life, enhance the public outreach process and be instrumental in achieving project approval.

Mayhew Consulting, Planning and Graphic Design Consultant, 2009 – 2016. Provided planning and graphic design to public sector clients throughout Southern California.

KTGY Group, Inc., Various Roles, 2000-2009. Supervised the architecture and planning team from 2006 to 2009; served as a project manager overseeing the project team, contracts, timelines, and land planning services from 2004 to 2006; acted as job captain managing tasks related to land planning projects from 2001 to 2004; served as an associate planner assisting the project manager with land planning tasks from 2000 to 2001.



CITY OF CULVER CITY - R1 NEIGHBORHOOD DESIGN STUDY AND RECOMMENDATIONS
PROJECT FEE SCHEDULE (11/3/16)

Task No.	Description	Staff	No. of Hours	Cost/hour (\$)	Cost
Project Initiation: Research and Analysis					
1.1	Meet with City Staff. Refine goals, workscope and confirm schedule, as needed	Project Manager	6.0	\$ 140.00	\$ 840.00
		Principal Planner	6.0	\$ 125.00	\$ 750.00
1.2	Review City data/reports/plans and policies/R1 zoning regs	Senior Planner	28.0	\$ 110.00	\$ 3,080.00
		Principal Planner	24.0	\$ 125.00	\$ 3,000.00
1.3	Develop public outreach strategy; coordinate with City staff on workshop schedules and walking tour; web modes, review w/Staff	Principal Planner	24.0	\$ 125.00	\$ 3,000.00
		Project Manager	16.0	\$ 140.00	\$ 2,240.00
Other Direct Expenses (mileage, phone, mailing, printing, etc.)					\$ 100.00
Subtotal Task 1					\$ 15,010.00
Phase 1 Survey and Analysis: Dr. Carlson Park Neighborhood					
2.1	Research/Map/Photodocument Dr. Carlson Park Neighborhood	Senior Planner	24.0	\$ 110.00	\$ 2,640.00
2.2	Identify neighborhood defining features; historic architectural context and typologies; potential arch. conflicts, w/ focus on Carlson Park Neighborhood	Senior Planner	16.0	\$ 110.00	\$ 1,760.00
		Principal Planner	16.0	\$ 125.00	\$ 2,000.00
2.3	Context review: field visits to other residential neighborhoods in City	Senior Planner	16.0	\$ 110.00	\$ 1,760.00
		Principal Planner	8.0	\$ 125.00	\$ 1,000.00
2.4	Conduct up to 3 public workshops and conduct walking tour in study neighborhood(s)	Principal Planner	32.0	\$ 125.00	\$ 4,000.00
		Project Manager	24.0	\$ 140.00	\$ 3,360.00
2.5	Prepare interim report summarizing key features, design/research findings and recommendations	Senior Planner	32.0	\$ 110.00	\$ 3,520.00
		Principal Planner	24.0	\$ 125.00	\$ 3,000.00
		Clerical Staff	12.0	\$ 65.00	\$ 780.00
Other Direct Expenses (mileage, phone, mailing, printing, etc.)					\$ 500.00
Subtotal Task 2					\$ 24,320.00
Phase 2 Survey and Analysis					
3.1	Review/Analyze other 9 study neighborhoods, identify character-defining features and patterns	Senior Planner	32.0	\$ 110.00	\$ 3,520.00
		Principal Planner	24.0	\$ 125.00	\$ 3,000.00
3.2	Identify neighborhood defining features, historic architectural context and typologies; potential architectural conflicts	Senior Planner	24.0	\$ 110.00	\$ 2,640.00
		Principal Planner	16.0	\$ 125.00	\$ 2,000.00
3.3	Prepare draft design recommendations and zoning standards for City review	Principal Planner	36.0	\$ 125.00	\$ 4,500.00
		Project Manager	16.0	\$ 140.00	\$ 2,240.00
3.4	Meet w/City staff to review products	Principal Planner	6.0	\$ 125.00	\$ 750.00
		Project Manager	6.0	\$ 140.00	\$ 840.00
3.5	Revise draft standards; prepare information package for public meetings	Senior Planner	36.0	\$ 110.00	\$ 3,960.00
		Graphic Artist	24.0	\$ 85.00	\$ 2,040.00
		Clerical Staff	12.0	\$ 65.00	\$ 780.00
Other Direct Expenses (mileage, phone, mailing, printing, etc.)					\$ 250.00
Subtotal Task 3					\$ 26,520.00
Community Engagement					
4.1	Use innovative techniques to promote public participation and awareness (e.g. online surveys, direct mail surveys, CSPAN, and social media)	Senior Planner	36.0	\$ 110.00	\$ 3,960.00
4.2	Conduct up to 8 neighborhood meetings/workshops to solicit input on draft design guidelines and zoning standards	Principal Planner	36.0	\$ 125.00	\$ 4,500.00
		Project Manager	36.0	\$ 140.00	\$ 5,040.00
4.3	Summarize results of public comments and recommendations	Senior Planner	36.0	\$ 110.00	\$ 3,960.00
Other Direct Expenses (mileage, phone, mailing, printing, etc.)					\$ 850.00
Subtotal Task 4					\$ 18,310.00

<i>Identify and Prioritize Options</i>					
5.1	Prepare Draft Report on Zoning Code, Overlay Zone and/or Design Guidelines recommendations	Senior Planner	36.0	\$ 110.00	\$ 3,960.00
		Principal Planner	24.0	\$ 125.00	\$ 3,000.00
		Clerical Staff	18.0	\$ 65.00	\$ 1,040.00
5.2	Meet w/City Staff to discuss results and policy options	Principal Planner	6.0	\$ 125.00	\$ 750.00
		Project Manager	6.0	\$ 140.00	\$ 840.00
	Other Direct Expenses (mileage, phone, mailing, printing, etc.)				\$ 100.00
	Subtotal Task 5				\$ 9,690.00
<i>Draft Implementing Documents</i>					
6.1	Prepare Draft Overlay Zone, as applicable	Senior Planner	24.0	\$ 110.00	\$ 2,640.00
		Principal Planner	32.0	\$ 125.00	\$ 4,000.00
		Clerical Staff	8.0	\$ 65.00	\$ 520.00
6.2	Prepare Draft Design Guidelines, as applicable	Senior Planner	24.0	\$ 110.00	\$ 2,640.00
		Principal Planner	32.0	\$ 125.00	\$ 4,000.00
		Clerical Staff	8.0	\$ 65.00	\$ 520.00
6.3	Prepare Draft Zoning Code amendments, as applicable	Senior Planner	24.0	\$ 110.00	\$ 2,640.00
		Principal Planner	32.0	\$ 125.00	\$ 4,000.00
		Clerical Staff	8.0	\$ 65.00	\$ 520.00
6.4	Prepare Draft Graphics	Graphic Artist	48.0	\$ 85.00	\$ 4,080.00
		Principal Planner	16.0	\$ 125.00	\$ 2,000.00
6.5	General Plan Consistency Review; recommend GP amendments as appropriate	Principal Planner	24.0	\$ 125.00	\$ 3,000.00
6.6	Meet w/ City Staff to review draft products	Principal Planner	6.0	\$ 125.00	\$ 750.00
		Project Manager	6.0	\$ 140.00	\$ 840.00
	Other Direct Expenses (mileage, phone, mailing, printing, etc.)				\$ 525.00
	Subtotal Task 6				\$ 32,675.00
<i>Presentations to Planning Commission and City Council</i>					
7.1	Presentation to Planning Commission (up to two meetings)	Principal Planner	24.0	\$ 125.00	\$ 3,000.00
		Project Manager	24.0	\$ 140.00	\$ 3,360.00
7.2	Presentation to City Council (up to two meetings)	Principal Planner	24.0	\$ 125.00	\$ 3,000.00
		Project Manager	24.0	\$ 140.00	\$ 3,360.00
	Other Direct Expenses (mileage, phone, mailing, printing, etc.)				\$ 100.00
	Subtotal Task 7				\$ 12,820.00
<i>Prepare Final Products</i>					
8.1	Prepare final Zoning Code amendment	Senior Planner	16.0	\$ 110.00	\$ 1,760.00
		Principal Planner	12.0	\$ 125.00	\$ 1,500.00
		Project Manager	8.0	\$ 140.00	\$ 1,120.00
8.2	Prepare final Overlay Zone; zoning code and map amendments	Senior Planner	16.0	\$ 110.00	\$ 1,760.00
		Principal Planner	12.0	\$ 125.00	\$ 1,500.00
		Project Manager	8.0	\$ 140.00	\$ 1,120.00
8.3	Prepare Final Graphics	Graphic Artist	24.0	\$ 85.00	\$ 2,040.00
		Principal Planner	12.0	\$ 125.00	\$ 1,500.00
		Project Manager	6.0	\$ 140.00	\$ 840.00
8.4	Prepare final R1 Zone Architectural Guidelines	Senior Planner	16.0	\$ 110.00	\$ 1,760.00
		Principal Planner	8.0	\$ 125.00	\$ 1,000.00
		Project Manager	6.0	\$ 140.00	\$ 840.00
8.5	Submit Final Products to City	Clerical Staff	24.0	\$ 65.00	\$ 1,560.00
	Other Direct Expenses (mileage, phone, mailing, printing, etc.)				\$ 725.00
	Subtotal Task 8				\$ 19,025.00
	PROJECT TOTALS				\$ 158,370.00