



City of Hesperia

Comprehensive Development Code Update

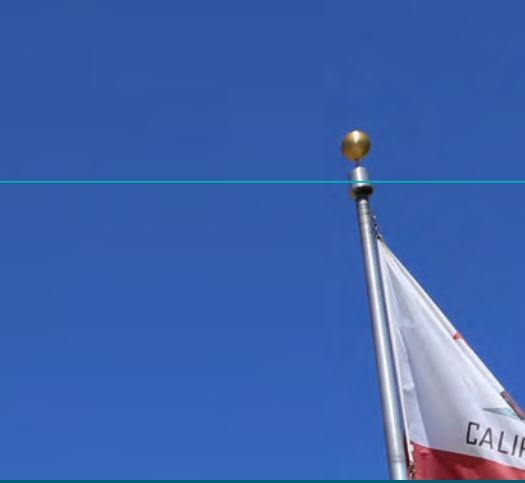
TECHNICAL PROPOSAL IN RESPONSE TO RFP 2025-26-004

CITY OF HESPERIA • FEBRUARY 3, 2026





HESPERIA CITY HALL



City of Hesperia Comprehensive Development Code Update

TECHNICAL PROPOSAL IN RESPONSE TO RFP 2025-26-004



SUBMITTED TO:

CITY OF HESPERIA

Jonathan Settle, Accountant
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Hesperia CA 92345
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SUBMITTED BY:

PLACEWORKS

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FEBRUARY 3, 2026



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1. COVER LETTER





WELCOME

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1. COVER LETTER

February 3, 2026

Jonathan Settle
Accountant (Purchasing Section)
CITY OF HESPERIA | Planning Department
9700 Seventh Avenue
Hesperia CA 92345

Subject: PlaceWorks' Technical Proposal in Response to RFP 2025-26-004 Comprehensive Development Code Update for the City of Hesperia

Dear Jonathan Settle:

PlaceWorks is pleased to submit this proposal and is excited by the opportunity to continue to assist the City of Hesperia as it begins a comprehensive update to its Development Code. Having recently worked with the City on the focused General Plan update, we understand the significance of many of the issues the Development Code update is intended to address.

As one of the West's most eminent planning, design, and environmental consulting firms, we serve both public- and private-sector clients in the fields of comprehensive planning, urban design, landscape architecture, environmental analysis and sciences, and GIS. Over our 50-year history, PlaceWorks has prepared numerous zoning and development code updates for communities throughout California. Our broad experience and technical proficiency give us a keen understanding of the complexities of translating high-level policy documents, like general plans, into enforceable development standards.

For this update, we have assembled a team of the brightest and best thinkers in planning and design, all of whom are well versed in zoning law and the many recent amendments to state and federal regulations that communities must now adhere to. We look forward to working alongside you to update your development code so that it both meets the changing statutory landscape for municipalities today and ensures new development is consistent with the goals and policies of the General Plan.

Through the General Plan update process, our team gained tremendous insight into the land use and zoning challenges the City is grappling with, as well as an appreciation for how passionately the residents and business owners care about the well-being of their community. We believe that our experience working with the City and familiarity with the High Desert make us uniquely qualified to assist Hesperia with this focused update.

PlaceWorks, Inc., a 100% employee-owned California S-Corporation headquartered in Santa Ana, California, was founded on September 5, 1975, and now employs a staff of approximately 150 people in six offices. We have five decades of experience with the public sector. Work on this project will be led by Cory Witter, the Project Manager of the 2025 General Plan Update, and performed from our corporate headquarters in Santa Ana (addresses and phone numbers below).

This Proposal, which contains no proprietary information, is submitted as a response to RFP 2025-26-004 Comprehensive Development Code Update. PlaceWorks has read and understands the RFP in its entirety,



including, without limitation, the scope and nature of the work, all appendices, attachments, exhibits, schedules, and addendum, as applicable. Per RFP instructions, our team's Cost Proposal is provided under separate cover. This proposal shall remain valid for 90 days from the date of submittal. As a Principal, Mark Teague is a duly authorized to bind the team to the contents of this submittal and to negotiate contracts on behalf of PlaceWorks. Please contact Cory Witter or Mark Teague with any questions.

Thank you for this opportunity. We look forward to your response.

Respectfully submitted,

PLACEWORKS

A handwritten signature in blue ink, appearing to read "Mark Teague".

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Principal in Charge
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A handwritten signature in blue ink, appearing to read "Cory Witter".

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2. UNDERSTANDING







2. UNDERSTANDING

What We Know and Why It Matters

The PlaceWorks team has earned a wealth of knowledge and experience by successfully completing development code updates that vary from those seeking legislative consistency to those implementing new land uses guided by a bold vision for the future. It is critical to recognize where a jurisdiction sits on this spectrum before proposing a program that achieves their goal. The following discussion describes PlaceWorks' understanding of the goals of this focused update based on our due diligence during the preparation of this proposal.

Improving Usability

For many years, PlaceWorks has championed a transition away from cumbersome, monolithic planning documents and guided clients toward more streamlined, user-friendly experiences (both print and web based). We specialize in synthesizing complex materials into a concise package that more clearly conveys the spirit and intent of the original document(s). In the context of development codes, this could entail restructuring often-repetitive permitted uses sections into a single table and/or rephrasing specific standards in a more digestible way.

Understanding that many City staff interact with the code on a daily basis, it is imperative that the updated code be structured in a way that facilitates efficient project review procedures and intuitive navigation. When staff are comfortable with the code, they are better equipped to communicate otherwise complex zoning issues to members of the community. Ultimately, a more user-friendly code is not only a practical tool, but a demonstration that the City is committed to transparency and to expanding public understanding of how local government functions.





Encouraging Entrepreneurship



Given its prime location along a major interstate highway and proximity to activity centers down the hill, Hesperia is well positioned to capture business and household growth as it leaves the valley region. The City’s Land Use Element carves out ample acreage for employment- and revenue-generating uses, so it is imperative that the standards and procedures in the existing development code be structured to support the General Plan’s vision. Through the comprehensive development code update effort, the City will have the opportunity to sit down with stakeholders in the development community and discuss how the code can be revised to reduce friction points. By making the development code clearer and more accessible, the City shows that it is open to embracing new development that positively contributes to the Hesperia community.

Safeguarding Sensitive Uses

The City has already seen an uptick in development activity over the last decade and, with the adoption of its recent focused General Plan, has established a framework that ensures new development improves the quality of life that community members already enjoy. Throughout the update process, we heard the importance of protecting neighborhoods, schools, and recreation areas from incompatible commercial and industrial development, such as pallet yards. The development code update process will allow the City to address the community’s concerns and ensure that new development is consistent with general plan goals and aligns with the City’s vision for the future.





3. APPROACH TO THE SCOPE OF WORK





welcome



3. APPROACH TO THE SCOPE OF WORK

Scope of Work

Task 1. Project Kick-off, Management, and Coordination

Task 1.1 Project Kick-off Meeting

The project kick-off meeting is a critical event in shaping a successful development code update. City staff and consultant team members must collaborate effectively if the work plan is to be completed with the desired quality and within the expected time frame and budget. The kick-off meeting allows the project team to:

- Introduce key participants.
- Refine the work program, scope of work, and schedule (confirm desired timelines for milestone deliverables).
- Identify the roles of anticipated stakeholders such as outside agencies, organizations, property owners, and individuals.
- Identify available resources and any current or related projects that must be considered.
- Refine communication protocols for the project.
- Address ongoing implementing projects or programs that could potentially affect the project.

The kick-off meeting could also include representatives from other City departments, such as Public Works, Finance, and the City Manager’s Office, among others.

Deliverable(s):

- » Preparation for and attendance at kick-off meeting
- » Summary notes

Task 1.2 Ongoing Project Management

The project schedule will define the sequence and critical path for performance of work tasks, including document submittal deadlines to the City, City staff review periods, and time frames for document revisions. This task accounts for the ongoing operational and coordination activities that are essential for keeping a project on schedule and within budget. This task assumes an 18-month schedule and includes activities such as project start-up, minutes and agendas, budget and schedule tracking, and ongoing coordination with the consultant team.

Deliverable(s):

- » Project schedule (either in Excel or MS Project)
- » Coordination with the City’s designated Project Manager
- » Subconsultant Coordination
- » Review and processing of project invoices



Task 1.3 Coordination and Meetings with City Staff

PlaceWorks will participate in twice-monthly meetings with Planning Department staff to coordinate work tasks and deliverable products among our team members and other consultants, review project progress, schedule future tasks, and discuss and identify solutions for any issues impacting the successful performance of the work program. For budgeting purposes, we assume one in-person and one virtual meeting each month over the course of the project schedule (up to 36 meetings over an 18-month schedule). These meetings are intended for communication with the core project team but can be expanded to include additional City and PlaceWorks staff, as necessary.

Deliverable(s):

- » Preparation for and attendance at up to 36 meetings (18 in-person, 18 virtual)

Task 2. Public Engagement

Task 2.1 Stakeholder Meetings

In our experience, stakeholder interviews conducted soon after project kick-off are one of the best ways for the team to quickly assess perspectives on project issues, opportunities, and challenges as well as to solicit input on the best ways to reach out and involve various members of the community, stakeholder organizations, and the city at large. This is also an opportune time to engage with focus groups who are interested in sharing their input regarding the zoning code update.

PlaceWorks will work with City staff to identify relevant stakeholders and schedule meetings with those groups. Interviews and focus groups help to pinpoint issues, opportunities, and constraints as a means to inform the update. The primary purpose is to capitalize on participants' wealth of information, history, institutional knowledge, and understanding of issues. Interviews with outside agencies are also useful for discussing the zoning code, future projects, activities for greater coordination and understanding, and how each will shape or influence the updates.

It is assumed that the meetings will be scheduled over two concurrent days (grouped for efficiency) and could be held in person or virtually with two PlaceWorks staff in attendance.

Deliverable(s):

- » Preparation for and attendance of 2 PlaceWorks staff at up to 6 stakeholder interviews
- » Meeting materials such as presentations, handouts, and summary notes (for posting on website if desired)

Task 2.2 Online Engagement

PlaceWorks will supplement traditional in-person engagement with online tools to broaden accessibility and reach a larger cross-section of Hesperia residents. Our budget assumes content creation for and preparation of one online, self-selected response survey that complements critical discussions at in-person workshops. The survey can be made available in English and Spanish if desired, and a QR code can be provided for easy access to the survey.

Deliverable(s):

- » Online survey (1)

Task 2.3 Community Meetings

In-person public meetings are expected by the public for large-scale planning efforts. PlaceWorks has extensive experience designing and conducting in-person meetings that are meaningful and productive for both City staff and the Hesperia community. We will build upon the success of the General Plan Update process to gather input and generate buy-in from a broad range of community members and enable City and consultant staff to more efficiently and personally connect with and engage many individual residents and stakeholders.

PlaceWorks recommends holding six community workshops concurrent with City Council and/or Planning Commission study sessions to maximize visibility and transparency throughout the update process. This approach was very well received during the General Plan Update because community members were able to share their feedback directly with the City's decisionmakers and, in turn, could hear decisionmakers' insights and considerations.

The workshops would be held at key points of the planning process to introduce the project and receive community feedback on zoning concerns as well as feedback on the Public Review Draft Development Code. For each community meeting, PlaceWorks will prepare draft and final materials, including a meeting agenda, sign-in sheet, presentation, open house boards and/or workshop activity, comment cards, and handouts as needed. PlaceWorks will also facilitate the workshop sessions with support from City staff, as necessary.

During the Kick-off Meeting (Task 1.1), the outreach scope and schedule can be refined further to better align with staff's understanding of the community's expectations. For purposes of budgeting, PlaceWorks plans to facilitate a total of six meetings/workshops.

PlaceWorks recommends structuring the sessions as follows:

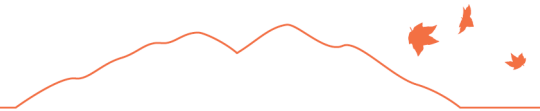
- 1 meeting to review residential uses
- 1 meeting to review commercial uses
- 1 meeting to review industrial uses
- 1 meeting to review permit processing, definitions, and additional minor revisions
- 1 floating meeting to review topics requiring additional discussion
- 1 meeting to present the draft Development Code

Additional study sessions may be added to the scope and reflected in any necessary budget augments at the request of City staff.

PlaceWorks will prepare necessary materials for the Planning Commission and City Council, including ordinances, presentations, and attachments as needed. This scope assumes that the City will distribute the notices and publish as required by law.

Deliverable(s):

- » Preparation for and attendance at up to 6 community workshops and summary notes
- » Meeting materials such as presentations, handouts, and other related materials



Task 2.4 Public Engagement Summaries

PlaceWorks will prepare concise engagement summaries following each community workshop and at the conclusion of each online engagement activity. The summaries will provide a bullet point list of key themes and issues that we heard from the community and decisionmakers and describe how the feedback will inform the Development Code update.

Deliverable(s):

- » Engagement summaries (7)

Task 3. Development Code Update

Based on direction from City staff, PlaceWorks will prepare Development Code amendments as identified in the subtasks below.

Task 3.1 Existing Code Review and Best Practice Research

PlaceWorks will review and assess the current Development Code (Title 16 and Title 17) against the adopted General Plan, adopted specific plans, and applicable State laws. We will also review staff-identified Development Code concerns or issues that should be addressed as part of the update. Following the assessment of background data, PlaceWorks will conduct a review of best practices to help guide subsequent Development Code update tasks.

Deliverable(s):

- » Memorandum summarizing Key Findings

Task 3.2 Administrative Review Draft Development Code Amendments

PlaceWorks will prepare the Administrative Review Draft Development Code Amendments for internal review and comment by City staff. The Administrative Draft will demonstrate consistency with the General Plan Update, the 2021-2029 Housing Element, and applicable State laws and will incorporate best practice findings from Task 3.1.

PlaceWorks will also prepare graphics and/or illustrations to be included in the Development Code to better clarify requirements such as height and setbacks.

Based on our experience working alongside staff on the General Plan Update, we anticipate that the Development Code Updates will address, but not necessarily be limited to:

- Reorganization and reformat of Title 16 as needed to ensure that the Development Code is user friendly for the public and staff.
- A comprehensive review of the definitions.
- Examination of the required findings for entitlement applications to determine if additional findings need to be made.
- Addressing nonconforming uses and structures.
- Review of the allowed uses in commercial and industrial zones to better differentiate uses across the three commercial zones and two industrial zones.
- Review of commercial and industrial design materials and configuration.

- Review of the allowed-use table to determine if any changes should be made to the required approval process.
- Additional development regulations for industrial developments that contain outdoor storage.
- Review of animal regulations against best practices.
- Review and update of allowed uses within the agricultural and rural residential zoning to bring uses more current and include standards where needed.
- Review of landscape ordinance.
- Modification of the wireless facilities section of the Code to be consistent with federal and State law, addition of regulations for the ongoing maintenance of wireless facilities, and clarification of location requirements.
- Review and revisions to ensure that development standards are clear and easy for the public to understand.
- Ensure compliance with new State laws and Housing Element programs.
- Additional new regulations for short-term vacation rentals to limit large gatherings on residential properties.
- Additional new requirements for electric vehicle charging consistent with State law.
- Additional new regulations for solar facilities located on commercial properties.
- Prepare edits to the Sign Code focusing on design requirements, including materials, architectural features, etc.

PlaceWorks will also review the allowed uses and development standards in the Main Street and Freeway Corridor Specific Plan and determine, in coordination with staff, if there is a need to distinguish them more clearly from the Development Code.

Before preparing the Administrative Review Draft, PlaceWorks will consult with City staff to determine the appropriate file format(s) and preferred tracking procedures to ensure ease of internal use and review. It is assumed that the City will provide a single, consolidated set of comments following the review.

Task 3.3 Public Review Draft Development Code Amendments

Following receipt of consolidated City staff comments, PlaceWorks will prepare a Public Review Draft Development Code that is suitable to be published on the City's website and presented during the workshops and to the Planning Commission and City Council.

Task 3.4 Revised Draft Development Code Amendments

PlaceWorks will provide the Revised Draft Development Code Amendments to City staff for consideration for adoption. The Revised Draft Development Code Amendments will address any typos or errors and will incorporate a summary of edits and responses to comments on the Public Draft from staff, Planning Commission, City Council, and the public.

Task 3.5 Final Development Code Amendments

Following Planning Commission recommendation and City Council adoption hearings, PlaceWorks will prepare the Final Development Code with all revisions in PDF or other preferred format. We assume that the City will be responsible for updating the Development Code website (e.g., Municode).

Deliverable(s):

- » Administrative Review Draft Development Code Amendments
- » Public Review Draft Development Code Amendments
- » Revised Draft Development Code Amendments
- » Final Development Code Amendments

Task 3.6 Zoning Map Update

PlaceWorks will prepare updated Citywide zoning map(s) and overlay district maps, if necessary, to implement the updated Development Code. Mapping products will be provided in both graphic and GIS-compatible formats.

Deliverable(s):

- » Draft and Final zoning maps
- » Updated GIS data (map package)

Task 4. Environmental Review

Task 4.1 Addendum

PlaceWorks will prepare an addendum to the General Plan EIR, herein referred to as the “GP EIR,” to evaluate the Development Code update. This approach to prepare an EIR Addendum is based on the presumption that the proposed Development Code update will be within the scope of and consistent with the General Plan and would therefore not create any new or greater impacts than those identified in the GP EIR. PlaceWorks recommends an addendum rather than a tiered mitigated negative declaration because an addendum is a more legally defensible CEQA document.

The Administrative Draft Addendum will be prepared following a format discussed during the kick-off meeting. Our default format for an Addendum follows the findings in section 15162 of the CEQA Guidelines without a lengthy initial study. If an initial study is requested, we will need to increase the budget and scope accordingly. The analysis will be qualitative, meaning that no technical studies will be necessary. A contract modification would be required for any new modeling or major quantitative analysis. One administrative draft will be provided for review.

Using one set of consolidated comments from the City on the administrative Draft Addendum, PlaceWorks will prepare the Final Addendum for use in the Staff Report. This task assumes that comments received on the Screencheck Draft Addendum will be minimal and require minor textual edits or revision. This scope of work also assumes that the Final Addendum will not be circulated for public review; therefore, a response to comments process and budget is not required. However, we are available to prepare responses to comments and addendum revisions, if requested, for an additional cost.

Deliverable(s):

- » Administrative Draft Addendum (Word and PDF)
- » Final Addendum (PDF)

Task 4.2 Notice of Determination

PlaceWorks will prepare a Notice of Determination (NOD) for submittal to the County Clerk. If requested, PlaceWorks will submit the NOD to the Governor's Office of Land Use and Climate Innovation's State Clearinghouse. Our scope assumes that City staff will submit the NOD to the County Clerk and pay all applicable filing fees at the time of posting. The budget does not include payment of any filing fees.

Deliverable(s):

- » Notice of Determination (PDF as state form)

Task 5. Adoption Hearings

Task 5.1 Planning Commission

PlaceWorks will attend one session with the Planning Commission to present the draft Development Code for consideration and action. PlaceWorks will prepare and conduct a PowerPoint presentation and answer questions from the commissioners and public. A digital copy of the PowerPoint presentation will be provided in a format suitable for printing and for posting on the City's website. PlaceWorks can also help prepare staff report content.

Deliverable(s):

- » In-person presentations at one session
- » Presentation suitable for printing/posting on the internet
- » Content for staff reports, as necessary

Task 5.2 City Council

PlaceWorks will attend one session with the City Council to present the draft for consideration and action. PlaceWorks will prepare and conduct a PowerPoint presentation and answer questions from the council members and public. A digital copy of the PowerPoint presentation will be provided in a format suitable for printing and for posting on the City's website. PlaceWorks can also help prepare staff report content.

Deliverable(s):

- » In-person presentations at one session
- » Presentation suitable for printing/posting on the internet
- » Content for staff reports, as necessary



Proposed Schedule

PlaceWorks proposes the following schedule to prepare an update to the Hesperia Development Code.

Proposed Schedule

Task	Date Due
2026	
Project Kick-off	February
Administrative Draft Development Code	February–June
City Staff Review	July–August
Public Review Draft Development Code	September–October
City Staff Review	November–December
2027	
Planning Commission and City Council Adoption Hearings	January/February
Final Development Code	March



4. EXPERIENCE





4. EXPERIENCE

PlaceWorks

PlaceWorks is one of California’s most eminent planning, design, and environmental consulting firms serving communities. We serve both public- and private-sector clients in the fields of comprehensive planning, urban design, landscape architecture, environmental analysis, economics, and GIS. We celebrated our 50th anniversary in business last year, and we currently employ a staff of approximately 145 people in six office locations statewide. We have provided similar services since our firm’s inception.

Our broad experience and technical proficiency give us a keen understanding of the complexities of public policies, project designs, environmental compliance, and legal requirements. Our services include, but are not limited to, the following:

Community Planning

- Housing Research and Analysis
- Zoning and Form-Based Code
- Comprehensive Planning, including General Plans, Specific Plans
- Community Outreach and Engagement
- Climate Adaptation & Resiliency
- Environmental Justice Planning
- Infill Planning and Design
- Corridor Planning
- TOD Planning
- Geographic Information Systems
- Creative Media

Economics

- Economic and Market Analysis
- Economic Development Planning
- Site Selection and Development
- Feasibility Studies
- Transfer of Development Rights

Design

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

Environmental Services

- CEQA/NEPA Documentation
- Tiered Environmental Review:
 - Addendums
 - Supplemental or Subsequent EIRs and MNDs
 - Project Consistency Reviews
- Third-Party Review
- Technical Studies:
 - Air Quality and GHG
 - Energy
 - Noise, Vibration, and Acoustics
 - Hydrology, Water Quality & Supply
 - Health Risk Assessments
 - Title 5 Risk Studies
 - Wildfire and Safety
 - Visual Impact Analyses
- Regulatory Compliance
- Scoping Meeting Preparation and Facilitation
- Community Engagement

Landscape Architecture

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

Company Information

Type: A California Corporation, 100% Employee Owned

Founded: September 1975

Office Locations

Santa Ana (headquarters)

Los Angeles

Ontario

San Luis Obispo

Berkeley

Sacramento

Primary/Day-to-Day Contact

Project Manager

Cory Witter

Senior Associate

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Website

<https://placeworks.com>





Relevant Experience

Planning



San Bernardino TOD Overlay Zone

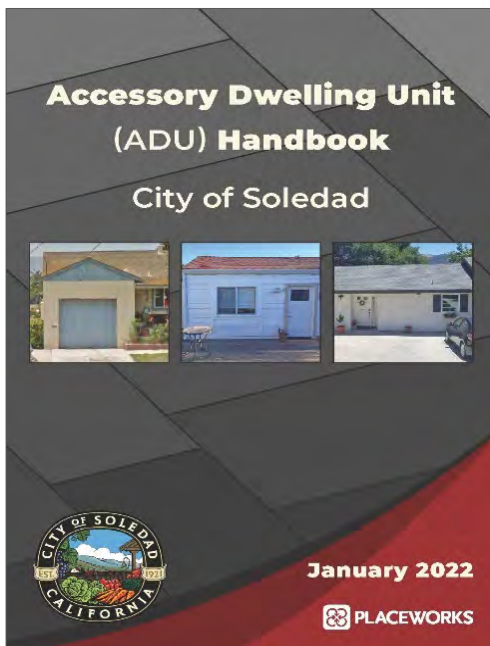
Zoning and Form-Based Code. PlaceWorks has prepared zoning and form-based code updates and overlays for communities throughout California. These codes are highly customized to each community, and we work closely with clients to identify the approach that will most effectively achieve the jurisdiction’s and community’s objectives. We incorporate best practices and innovative tools from all approaches to zoning, including form-based codes, conventional zoning codes, and performance zoning. Examples include the Crafton Hills College Village Overlay Zone, the Fontana Downtown Overlay District, and the San Bernardino TOD Overlay Zone.



City of Barstow General Plan Update & EIR

Housing Services and In-Depth Experience with Recent Housing Legislation and HCD. PlaceWorks staff have developed strong and effective working relationships with the California Department of Housing and Community Development (HCD) reviewers. Reaching a consensus with HCD is a negotiation process, and we are committed to representing our clients’ best interests in this process. We strive to understand updates to state law and HCD goals and to serve as a liaison between HCD staff and the communities with which we work. By maintaining close contact with HCD and representing the needs of our clients, we have never failed to obtain certification for any of the housing elements we have prepared. PlaceWorks staff have prepared hundreds of housing elements, including more than 50 adopted housing elements in the 6th cycle alone. Of course, our housing element expertise extends to the many recent State law changes, including accessory dwelling units, sites for lower income households that have been included in more than two housing element land inventories, analysis of local efforts to address nongovernmental constraints, and new analysis requirements for underutilized or vacant sites. We work directly with HCD on the interpretation of new housing laws, and we provide housing law guidance to the various jurisdictions we work for.

Accessory Dwelling Units (ADUs). The PlaceWorks Housing Team has extensive experience implementing housing elements. One example is our work for the City of Soledad, which included updating the zoning ordinance and developing an Accessory Dwelling Unit (ADU) handbook. The work was funded by a Senate Bill 2 Planning Grant. Soledad is a small agricultural city in Monterey County, located near Pinnacles National Park. The team’s work on the update included updating the zoning code in a variety of areas to be consistent with state housing legislation and providing an ADU handbook for the city. The team also facilitated the adoption of the zoning amendments through the city’s public hearing process and prepared the applicable CEQA analysis pertaining to the required amendments.



“I want to build out a smaller ADU inside my house (A Junior ADU)”

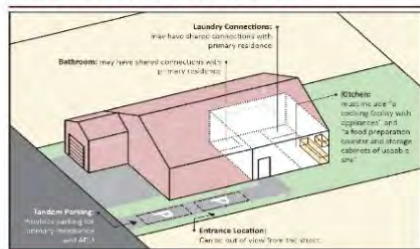
- Check requirements in Section 17.38.270(D), then follow the steps on page 14.
- For Junior ADUs, you may expand up to 150 square feet beyond the house and must provide exterior access.



“I have an existing multifamily apartment complex, and I want to expand. How do I add ADUs on my property?”

- Determine how many ADUs you are allowed to provide on your property. At least one is allowed, up to a maximum of 25% of the total principal units that are entitled depending on the specifics of the multifamily structures on the property.
- Determine if existing setbacks allow enough room for ADUs.
- Determine if any existing portions for the multifamily building can be used for ADUs (See Section 17.38.270(C)(1)(b) for more details).
- Follow steps on page 14.

EXAMPLE JUNIOR ADU



Zoning	Allowed on all lots zoned for single-family or multifamily residences.
Number of Junior ADUs Allowed	1
Maximum Size	500 square feet
Maximum Height	N/A
Side Setbacks	N/A
Rear Setbacks	N/A
Entrances	Exterior entry since required
Kitchen	Full kitchen is not required
Parking Requirements	N/A
Owner-Occupancy	Owner must reside on property either in the Junior ADU or other living space of the primary unit.

Urban Design. Some communities need updates to standards for new kinds of housing, like small lot single family, which reach a wider segment of the marketplace. PlaceWorks helps envision opportunity areas in communities and has helped develop different urban design concepts that respond to community needs and are market feasible. This is particularly important when communities are resistant to change and require powerful visuals to convey the right messages. We help inform and engage community members on density, housing products, the change in retail, urban form, and the importance of rethinking streets. Embedded in all our urban planning and design work is placemaking. We have crafted objective design standards and model ordinances and assisted cities across the state to adopt them into their zoning codes. Our broad experience and technical proficiency have given us a keen understanding of the complexities of public policy, project design, and legal requirements. Our design work includes WRCOG Objective Design Standards Toolkit, WRCOG SB 9 Toolkit, and San Bernardino (City) Downtown Specific Plan.



SENATE BILL 9 (SB 9) OVERVIEW

WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS

TWO-UNIT DEVELOPMENTS

Using SB 9 without a lot split, this alternative allows development of up to 4 units per lot including any existing units.

NO LOT SPLIT SCENARIO
EXISTING SINGLE-FAMILY HOUSE & 1 NEW SB 9 UNIT

LOT SPLIT SCENARIO (CORNER LOT)
EXISTING SINGLE-FAMILY HOUSE & 1 NEW SB 9 UNIT

URBAN LOT SPLITS

Using SB 9 with a lot split, this alternative allows development of 4 units total per lot, including any existing units.

LOT SPLIT SCENARIO (LOT WITH ALLEY ACCESS)
EXISTING SINGLE-FAMILY HOUSE & 1 NEW SB 9 UNIT + 2 ADUS

LOT SPLIT SCENARIO (CORNER LOT)
EXISTING SINGLE-FAMILY HOUSE & 2 NEW SB 9 UNITS (ASAPERS) + 1 ADU

PERMIT PROCESS

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graph TD
    A[Submit Application for Urban Lot Split] --> B[Confirm project is eligible for SB 9]
    C[Submit Application for Two-Unit Development] --> B
    B --> D[Submit application for subdivision]
    B --> E[Planning Division to verify completeness of application]
    D --> F[Application Approval/Denial]
    E --> F
    F --> G[Plan Check Building/ Engineering Department Approvals]
    
```

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



Highland Base Line Corridor Study (including 3D fly-through. We also prepared Highland Sign Ordinance illustrations and graphics.

Environmental Services

PlaceWorks has over five decades of experience in environmental planning, with a long-term perspective and technical expertise in shaping responses to the dynamic state and federal regulatory environment. We have managed a wide range of project sizes and types, and our reputation is built on our consistent production of effective and defensible environmental documents.

Good environmental analysis doesn't just tally up impacts but finds opportunities to address and solve serious environmental concerns. We use our expertise to formulate workable plans and programs while remaining objective to ensure environmental documentation withstands legal scrutiny.

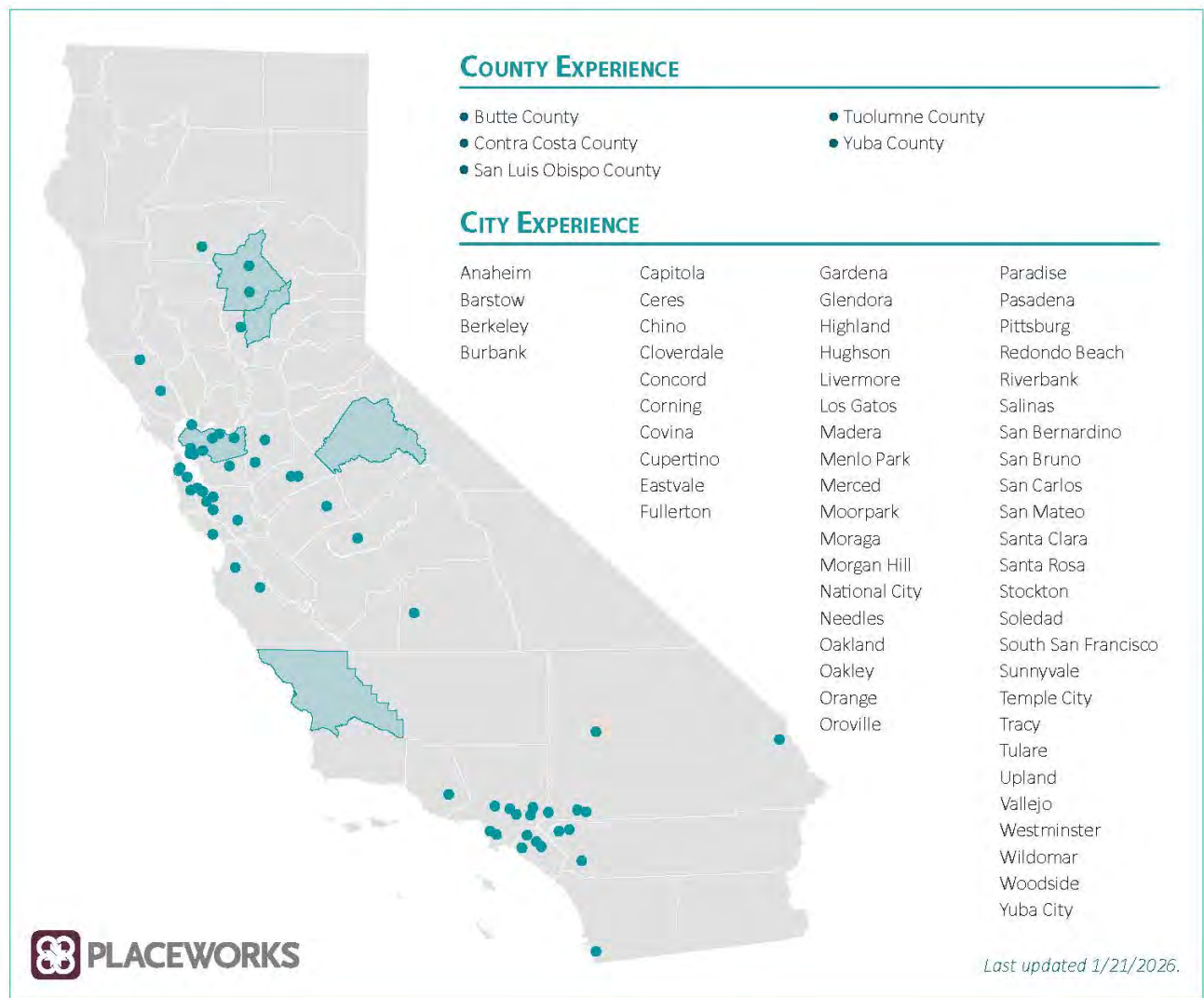
Environmental Strategists. We view ourselves as a client's environmental strategist, and because CEQA is California's broadest environmental law and a rapidly changing landscape, it is critical to have a deep understanding of the process and legal requirements. We continually monitor case law, legislative proposals, and regulatory guidance, integrating this information to provide the highest level of legal integrity. Our senior staff adds value to our services with decades of CEQA and NEPA experience. We translate this expertise into a variety of publications—including our "A Practical Guide to the California Environmental Quality Act"—to make the procedural and substantive requirements of CEQA accessible to decision makers and the public.



The Right Level of Analysis. PlaceWorks understands each project is unique—in both its physical and political context—and we have the experience and skills to identify when projects may be subject to CEQA and/or NEPA. We know the right questions to ask to move

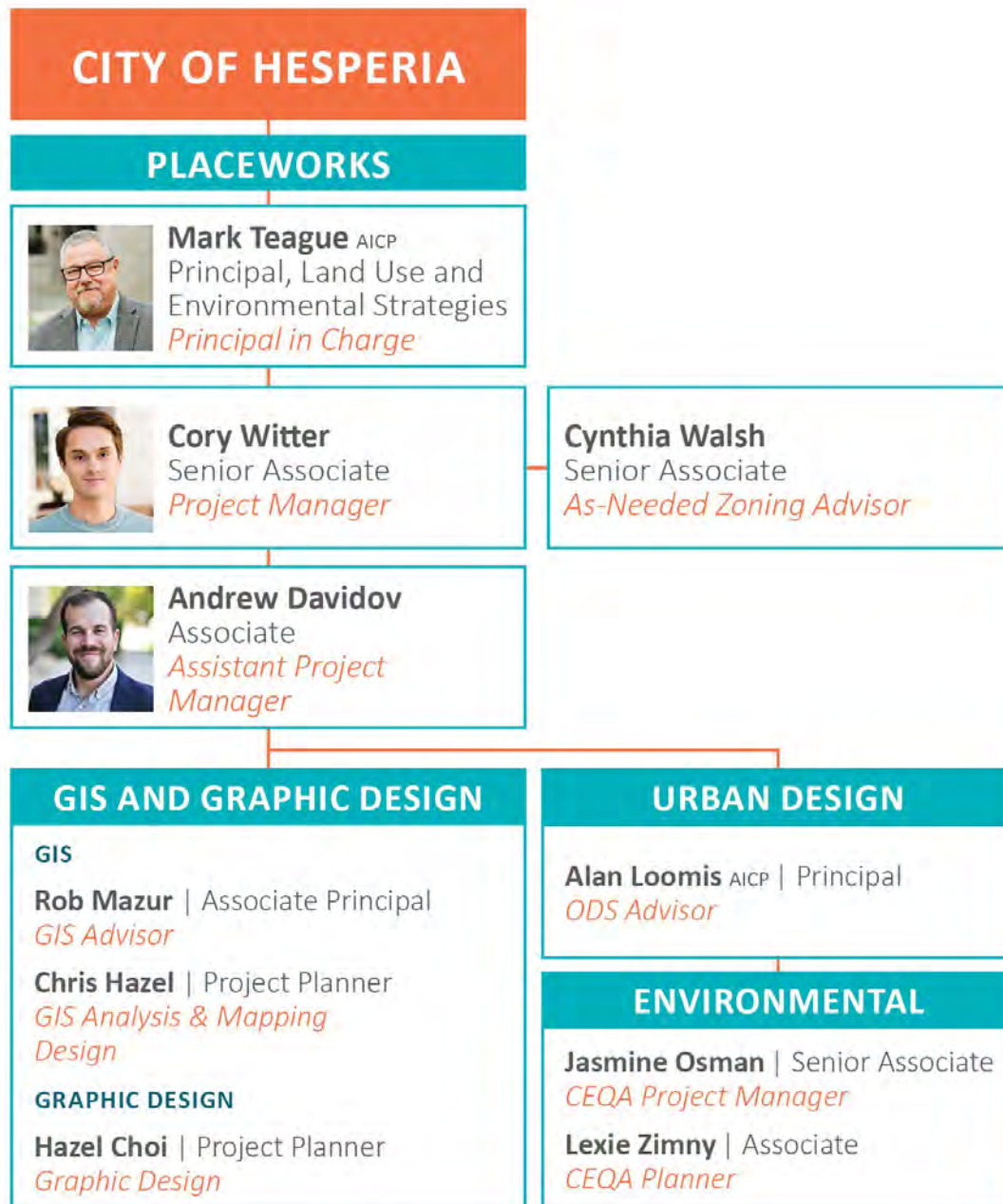
toward the right CEQA, NEPA, or joint CEQA/NEPA documentation and process. Our first course of action is always to determine whether any categorical exclusions (NEPA) or categorical exemptions (CEQA) apply to the project. Taking advantage of exclusions and exemptions helps us to optimize efficiencies and reduce redundancies while ensuring legal defensibility for our documents. If no exclusions or exemptions apply, the next step is to determine whether an individual or joint CEQA/NEPA document is required. If a joint document, we have the experience to scope our work for technical studies/analyses that provide the required analysis under both CEQA and NEPA without overkill or redundancy.

PlaceWorks Zoning Code Experience



Team Organization

Below is an organizational chart demonstrating the project team members for this effort, followed by brief biographies. Resumes for all staff may be found after the biographies.





Brief Biographies

MARK TEAGUE AICP | Principal, Land Use & Environmental Strategies
Principal in Charge



In over 35 years of public- and private-sector experience, **Mark Teague** has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. Mark is often able to offer a unique

approach to meeting a critical goal of a project. His experience as a planning director, staff liaison, and ability to see the whole of the project, ensures that every document meets the need of the client. He has served as on-call extension of staff for numerous cities in California including Wildomar, Beaumont, and Eastvale. His Zoning experience includes a comprehensive update of the City of Temple City's Zoning Code, updates and zoning services for the City of Wildomar, and zoning advisory services for Envision Contra Costa 2040 General Plan Update, Climate Action Plan, Zoning Code, and EIR project.



Zone R-3 | Single/Multiple Family, Duplexes

Description
This zone is designed to accommodate single and multiple family dwellings such as apartments, condominiums, townhomes, and duplexes. These dwellings are typically constructed of masonry or concrete and are built on lots that are typically larger than those in other zones. The purpose of this zone is to provide a variety of housing options, including single and two-family dwellings, in a multi-family development setting.

Table 3-1. Site Development Regulations

	KEY	MIN.	MAX.
Lot Area			
Minimum		1,000 sq. ft.	5,000 sq. ft.
Lot Width			
Minimum		20 ft.	30 ft.
Maximum		100 ft.	100 ft.

Table 3-2. Density Requirements

	MIN.	MAX.
Lot Area Per Dwelling Unit		
Minimum	1,000 sq. ft.	5,000 sq. ft.
Maximum	1,000 sq. ft.	5,000 sq. ft.

Table 3-3. Setbacks

	KEY	MIN.	MAX.
Front Setbacks			
Minimum		5 ft.	10 ft.
Side Setbacks			
Minimum		5 ft.	10 ft.
Maximum		10 ft.	10 ft.
Rear Setbacks			
Minimum		5 ft.	10 ft.
Maximum		10 ft.	10 ft.

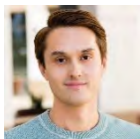
Figure 3-1. Building Placement and Setbacks

Figure 3-2. Parking Required per Dwelling Unit

1. Minimum: 1.5 spaces per dwelling unit.
2. Maximum: 2.0 spaces per dwelling unit.

City of Temple City Comprehensive Zoning Code Update, led by Mark Teague AICP

CORY WITTER | Senior Associate
Project Manager



Cory Witter's background in public health and community-based participatory research adds to his unique perspective on the planning world. His wide project experience so far has just intensified his passion for long-range planning, economic development, and community engagement. He views planning dilemmas as an intersection of the social and physical environments and chooses to search upstream for solutions rather than downstream—



to fix the causes of problems instead of just their effects. Cory's recent experience includes serving as project manager for the Hesperia General Plan Update and assistant project manager on the Barstow General Plan Update. He also assisted with multiple 6th-cycle housing elements in San Bernardino and Riverside Counties. He is

FUTURE READY FOUNTAIN VALLEY 2045 General Plan and Zoning Code Update

2.1 SITE PLANNING

2.1.1 DESIGN PRINCIPLES

1. The design principles for site planning should be based on the following:
 - a. The design should be based on the principles of sustainability, including the use of green building practices, water conservation, and energy efficiency.
 - b. The design should be based on the principles of community design, including the use of walkable streets, public spaces, and community facilities.
 - c. The design should be based on the principles of economic development, including the use of mixed-use development and job creation.
 - d. The design should be based on the principles of social equity, including the use of affordable housing and community services.
2. The design principles for site planning should be based on the following:
 - a. The design should be based on the principles of sustainability, including the use of green building practices, water conservation, and energy efficiency.
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 - c. The design should be based on the principles of economic development, including the use of mixed-use development and job creation.
 - d. The design should be based on the principles of social equity, including the use of affordable housing and community services.

2.1.2 DESIGN PRINCIPLES

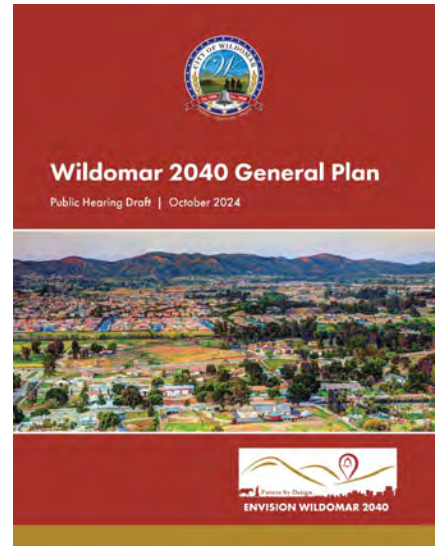
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 - d. The design should be based on the principles of social equity, including the use of affordable housing and community services.

currently working with multiple jurisdictions to evaluate and adopt inclusionary housing ordinances.

CYNTHIA WALSH | Senior Associate
As-Needed Zoning Advisor



Cynthia Walsh has almost 20 years of experience working on long-range planning documents, specializing in policy writing for housing element updates, housing element annual reports, and housing element implementation. She also has experience with comprehensive Zoning Code and General Plan updates. Some of her work includes Housing Elements for Riverside County, Wildomar, Eastvale, La Habra Heights, California City, Imperial County, and many other cities and counties. Other recent work includes Title 17 Development Code Comprehensive Update for the City of Wildomar; and housing element zoning implementation for Stockton, Benicia, Dixon, Solano County, Gonzales, and Lafayette. She is currently assisting with Comprehensive Zoning Code updates for Yuba City and the Town of Paradise, zoning text amendments to comply with State law for the City of Gridley, and Housing Element updates for the City of South Lake Tahoe and the newly incorporated city of Mountain House.



ANDREW DAVIDOV | Associate
Assistant Project Manager



Andrew Davidov will provide zoning planning support. Andrew specializes in every step of comprehensive zoning code updates. His areas of expertise include designing and implementing community engagement plans, analyzing land use regulations, and crafting precise code language. Andrew interprets existing land uses and standards, aligns them with government regulations, and develops new policies and standards for zoning code updates. His projects have included writing comprehensive zoning code updates, form-based codes, and objective design standards in compliance with California law. Andrew helped write targeted zoning code amendments align with community goals and California law, create a form-based code for a Highway 111 Specific Plan for La Quinta and drafted code amendments based on projected housing and transportation needs for Park City, Utah. He also has supported overhauling and writing new objective design standards for Glendora, Millbrae, and Piedmont. He is currently serving as the Assistant Project Manager for the Contra Costa County and San Mateo comprehensive zoning code updates.



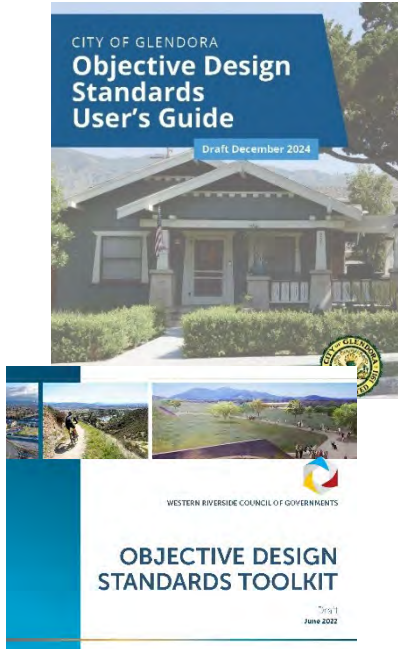


ALAN LOOMIS AICP | Principal, Urban Design
Advisor, Objective Design Standards



Alan Loomis will serve as the ODS Advisor for this effort. Alan Loomis is an award-winning urban designer, planner and educator. As Principal of Urban Design in PlaceWorks’ downtown LA office, Alan is responsible for

leading our regional urban design practice while playing a role in projects throughout California. A 15-year veteran of City Hall, Alan has directed a wide range of urban design-based policy projects leading multi-disciplinary teams through an equally wide range of public outreach programs. As City Urban Designer for Santa Monica Alan was the City’s lead for Promenade 3.0, a comprehensive redesign proposal of the iconic Third Street Promenade. Before Santa Monica, Alan led the urban design program for the City of Glendale for 12 years. Starting in 2005 as the City’s first on-staff urban designer, and later as deputy director of the Community Development Department, he built an award-winning planning team that managed design review, historic preservation, citywide planning, and mobility programs. Alan has led and developed objective design standards for numerous jurisdictions, including the cities of Hesperia, Murrieta, Temecula Glendora, Wildomar, and Anaheim.



ROB MAZUR | Associate Principal
GIS Advisor



Rob Mazur will serve as GIS lead for this effort. Rob has extensive experience creating maps and datasets for a range of planning projects. He specializes in all facets of geodatabase development, data management, web GIS, and spatial and tabular analyses for improved decision-making, information retrieval, and cartography. His experience in a wide variety of planning projects, coupled with his expertise in GIS and field data collection, make him a key asset to any team. Rob excels at qualitative and quantitative spatial analysis, including buildout calculations, walkability, community health modeling, cartography, web application development, and land use scenario modeling. He works directly with clients and staff to develop effective, efficient, and informative GIS processes. Relevant project experience includes leading GIS services for general plan updates for the Cities of Barstow, Hesperia, and Wildomar.



CHRIS HAZEL | Project Planner
GIS Analysis & Mapping Design



Chris Hazel will conduct GIS analysis and mapping design for this effort. Chris has a decade of experience in housing and community development, ranging through the industry of building and social sciences. His concentration is on affordable and fair housing, and he advocates for creating community equity. He has worked in the public sector upholding housing standards, in the academic sector performing research and compiling housing educational archives, and in the private sector creating technical tools and reports to support housing planning policy. Chris practices polytechnical community building, incorporating GIS spatial analysis with outreach, quantitative research, graphic storytelling, design, and fabrication. Relevant projects in Chris's portfolio include GIS and mapping analysis for the Hesperia Transit Access Spatial Analysis project, the Lake County Housing Action and Implementation Plan, the TCAC Housing Development Tool, and statewide 7th Cycle Rural Housing Element program planning and affordably furthering fair housing (AFFH) maps.

HAZEL CHOI | Project Planner
Graphic Design



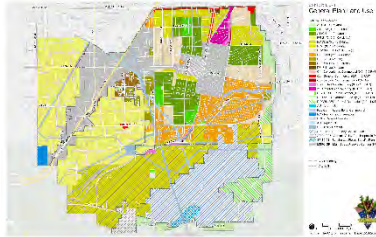
Hazel Choi will provide graphic design support. Hazel has experience in comprehensive and long-range planning, with a specific focus on policy development for housing element updates. She has been contributing to updating housing elements to achieve certification for various local jurisdictions throughout California.

Hazel also has expertise in preparing and updating zoning code amendments to ensure compliance with the recent state law changes for various local jurisdictions. She is committed to supporting cities and counties in successfully implementing their programs, helping them achieve their goals while meeting state requirements. Hazel has actively participated in numerous community outreach and surveys, dedicating her time to creating a range of visual materials that enhance the community's understanding of various projects.

JASMINE OSMAN | Senior Associate
CEQA Project Manager



Jasmine Osman will serve as Project Manager for the environmental component of this effort. Jasmine's particular interests in the planning profession include law, social equity, and the environment. At PlaceWorks, she assists both the planning and environmental teams on a wide



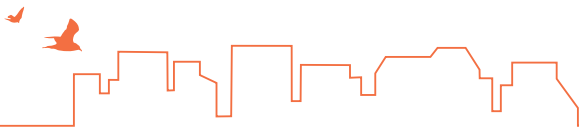
City of Hesperia General Plan Land Use Map

range of projects for public- and private-sector clients—from industrial and residential developments to school facilities, parks and public works projects, specific plans, and general plan updates. With over eight years of CEQA experience and a CEQA Practice certificate from the UC San Diego Extension, Jasmine mostly assists the environmental team with managing projects and preparing CEQA analyses and documentation. As a senior project manager, she is skilled at coordinating efforts between clients, subconsultants, and the internal PlaceWorks team while ensuring projects are delivered on time, within budget, and of a high quality. Her organizational skills and attention to detail have proven beneficial for all. Jasmine’s experience includes working on general plan and housing element updates for the cities of Hesperia, Barstow, Wildomar, and Corona.

LEXIE ZIMNY | Associate
CEQA Planner



Lexie Zimny will provide environmental planning support. Lexie is a sharp and focused environmental planner whose passion in planning stems from a desire to help clients make well-informed and inclusive decisions about communities, and whose alacrity in learning new skills and processes makes her a highly versatile team member. She is adept at finding creative and accessible ways to communicate complex information. Lexie’s responsibilities include research, writing, and coordination with team members, clients, and subconsultants for projects of all types. Her experience includes environmental analysis for more than a dozen general plan projects statewide and a wide variety of other project types including school facilities, annexation, parks, solar energy, and staff services projects. Lexie has provided air quality, GHG, and energy technical services on numerous projects for the cities of Hesperia, Riverside, and Wildomar.



MARK TEAGUE AICP

Principal Advisor, Land Use and Environmental Strategies

In over 35 years of public- and private-sector experience, Mark has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. Mark is often able to offer a unique approach to meeting a critical goal of a project. His experience as a planning director, staff liaison, and ability to see the whole of the project, ensures that every document meets the need of the client. He has served as on-call extension of staff for numerous cities throughout northern and southern California including Anderson, Mount Shasta, Wildomar and Eastvale.

Mark is also an excellent public speaker and regularly presents at the League of California Cities Planning Commissioner's Academy on topics such as design guidelines, CEQA compliance, and how to read an EIR. He also teaches planning to staff with a focus on how new legal decisions affect daily activity. Because of his public outreach skills, Mark has helped with projects ranging from Walmart to water-bottling plants and conducted town hall meetings about development services department efficiencies and increases in utility fees.

With a great deal of experience in smaller communities, Mark has experience using available resources to meet the clients needs. Small agencies have the same issues to resolve as larger agencies, what they lack is resources. Using previously prepared studies, data collected for several projects and from different sources as a resource to complete tasks. By talking with the community about an issue, Mark is often able to arrive at solutions using information the agency has already paid for. He is known for recommending solutions that are less expensive and in tune with the community.

HIGHLIGHTS OF EXPERIENCE

- SB 2 and LEAP/REAP Technical Assistance | Statewide CA
- River Crossing Market Place Specific Plan EIR | Redding CA
- Redding General Plan Circulation and Noise Element and EIR | Redding CA
- Addendum to Northeast Quadrant Specific Plan EIR | Dixon CA
- Loomis General Plan Housing and Land Use Element Update | Loomis CA
- Colfax General Plan and Housing Element Update | Colfax CA
- Yuba City General Plan Update | Yuba City CA
- Elk Grove Kammerer Road Annexation Area | Elk Grove CA
- Davis Core Area Plan and EIR | Davis CA

EDUCATION

- BA, Political Science, California State University, Stanislaus

CERTIFICATIONS

- American Institute of Certified Planners #019631

AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals

Team member since 2016



MARK TEAGUE

Principal Advisor

mteague@placeworks.com

- Envision Contra Costa 2040 General Plan Update, Climate Action Plan, Zoning Code Update, and EIR | Contra Costa County CA
- Greentree Mixed-Use Development Project | Vacaville CA
- Lincoln Housing Element Update Environmental | Lincoln CA
- Lodi General Plan EIR | Lodi CA
- Barstow General Plan EIR and General Consulting Services | Barstow CA
- Rancho Cucamonga General Plan Update and EIR | Rancho Cucamonga CA
- On-Call Environmental Services | Beaumont CA
- City Planner | Weed CA
- Temple City General Plan Update EIR | Temple City CA
- Temple City Development Code Update | Temple City CA
- North School Reconstruction EIR | Hermosa Beach CA
- John Killen/Fox Luggage Warehouse Project IS/MND | Industry CA
- Residential Care Facility Specific Plan IS/EIR | Solana Beach CA

SPEAKING ENGAGEMENTS

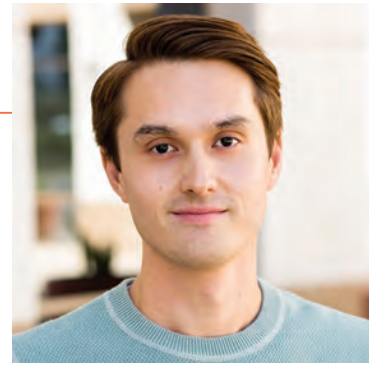
- CEQA Basics | 2024 League of California Cities Planning Commissioners Academy | Long Beach, CA
- Planning Commissioners Training | 2024 Inland Empire APA Riverside
- Perfect Mitigation Measures | 2024 California Association of Environmental Planners Anaheim
- Policy Implications of Planning | 2024 New Councilmembers and Mayors Academy Monterey

ACTIVITIES

- Engineering, Environment Planning Internship Chareete (EEPIC) Lead for PlaceWorks

AWARDS

- Envision Wildomar 2040 | 2025 Daniel Burnham Award of Merit for a Comprehensive Plan, California APA, Inland Empire Section



CORY WITTER

Senior Associate

Cory's background in public health and community-based participatory research adds to his unique perspective on the planning world. His wide project experience so far has just intensified his passion for long-range planning, economic development, and community engagement. He views planning dilemmas as an intersection of the social and physical environments and chooses to search upstream for solutions rather than downstream—to fix the causes of problems instead of just their effects. To add to his experience and abilities with comprehensive planning projects, especially general plans, Cory is venturing further into the field of land use economics. He is interested in economic growth and development—particularly in how all the pieces fit together so that cities can make land use decisions with lasting social and economic benefits.

Cory's recent experience includes serving as project manager for the Barstow General Plan Update and assistant project manager on the Fountain Valley General Plan Update. He also assisted with multiple 6th-cycle housing elements in San Bernardino and Riverside Counties. He is currently working with multiple jurisdictions to evaluate and adopt inclusionary housing ordinances.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning

- Dana Point General Plan Update | Dana Point CA
- Hesperia Focused General Plan Update | Hesperia CA
- Barstow General Plan Update and EIR | Barstow CA
- Needles Land Use and Circulation Element Update | Needles CA
- San Bernardino Countywide Plan and EIR | County of San Bernardino CA
- Corona General Plan Update and EIR | Corona CA
- Colton General Plan Safety Element and Local Hazard Mitigation Plan | Colton CA
- Fountain Valley General Plan Update | Fountain Valley CA
- Redondo Beach Focused General Plan Update and EIR | Redondo Beach CA
- Santa Ana General Plan Update and EIR | Santa Ana CA
- Dana Point Housing and Safety Elements Update | Dana Point CA
- Anaheim General Plan Update | Anaheim CA

Economic Plans

- Inclusionary Housing Fee Study | Calimesa CA
- WRCOG SED Analysis: Socioeconomic Data Allocation, Comparison, and Distribution | Western Riverside County CA
- Missing Middle Housing Analysis | Elk Grove CA
- Western Riverside Council of Governments' "EXPERIENCE" Feasibility Study | Riverside County CA
- Western Riverside Council of Governments SCAG RTP/SCS Data Review | Riverside County CA
- Development Impact Fee Study for Midtown Long Beach | Long Beach CA
- Community Profile and Environmental Scan | Torrance CA

EDUCATION

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

AFFILIATIONS

- American Planning Association

Team member since 2017



CORY WITTER

Senior Associate

cwitter@placeworks.com

Other Projects

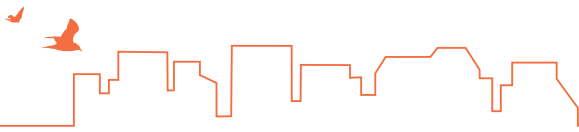
- Marina del Rey for All Comprehensive Plan | Los Angeles County CA
- Southeast Long Beach Specific Plan and EIR | Long Beach CA
- The El Camino Plan (Corridor Plan) | Atascadero CA
- Centennial (Tejon Ranch) Specific Plan | Lebec CA
- Caltrans Sustainable Communities Grant Assistance | Glendale CA
- OCTA's Orange County Active Transportation Plan | Orange County CA
- Irwindale Nonmotorized Active Transportation Plan | Irwindale CA
- Caltrans Cycle 4 Active Transportation Program Grant Assistance | Long Beach CA
- Laguna Beach Hazards Mitigation Plan | Laguna Beach CA

AWARDS

- Needles Land Use and Transportation Elements | 2023 Comprehensive Plan Award of Excellence, APACA-IE
- Excellence in Research, Program in Public Health, UC Irvine, 2017
- Academic Excellence, Department of Planning, Policy & Design, UC Irvine, 2018
- Service Award, Department of Planning, Policy & Design, UC Irvine, 2018

LEADERSHIP AND COMMUNITY

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



CYNTHIA WALSH

Senior Associate II

Cynthia Walsh has almost 20 years’ experience working on long-range planning documents, specializing in policy writing for housing element updates, housing element annual reports, and Housing Element implementation. She prepared housing elements during the 4th through 7th cycles and has worked closely with staff at the California Department of Housing and Community Development to achieve certification for her clients. She also has experience with comprehensive zoning code and General Plan updates.

Cynthia also has experience with preparation of analyses of impediments to fair housing choice documents, consolidated plans, and action plans. She is experienced with State and federal grant programs, and she is well versed in federal (Davis-Bacon) and state labor standards compliance.

HIGHLIGHTS OF EXPERIENCE

7th Cycle Housing Elements

- City of Tehama
- Tehama County
- Modoc County
- Loyalton

6th Cycle Housing Elements

- Solano County Multijurisdictional Housing Element
- Fresno County Multijurisdictional Housing Element
- Orinda
- Alameda
- Daly City
- Cupertino
- Loomis
- Lincoln
- Rocklin
- Rancho Cordova
- Placer County
- El Dorado County
- Colfax
- Auburn
- Wildomar
- Imperial County
- Eastvale
- Calaveras County
- Elk Grove
- Willits
- Mendocino County
- Santa Rosa
- Windsor
- San Joaquin County
- Weed
- Town of Fort Jones
- California City
- 5th Cycle Housing Elements
- Imperial County
- Butte County
- Riverside County
- Auburn,
- Calimesa,
- Eastvale,
- Holtville,
- Marysville,
- Ontario,
- Temecula,
- West Sacramento,
- Wildomar,
- Willits
- Trinidad

EDUCATION

- BA, Urban Studies and Planning San Francisco State University
- Section 3 HUD Training
- Davis-Bacon Labor “Prevailing Wage Law” Course

Team member since 2018



CYNTHIA WALSH

Senior Associate

cwalsh@placeworks.com

4th Cycle Housing Elements

- Riverside County
- Alameda,
- Fortuna,
- Oxnard,
- Rancho Cordova
- Willits
- Solano County
- Arcata,
- Biggs,
- Chico,
- Cloverdale,
- Crescent City,
- Dixon,
- Eastvale,
- Hughson,
- Imperial,
- Ione,
- Los Altos,
- Montague,
- Monterey,
- Plymouth,
- Rancho Cordova,
- Sand City,
- Tulelake,
- Vallejo,
- Wildomar,
- Willits,
- Willows,
- Yountville
- Kern County
- Morro Bay

Housing Element Update Assistance

- King City
- Gonzales
- Westmorland
- La Habra Heights
- Westlake Village

Zoning Ordinance Amendments

- Comprehensive Update to the Wildomar Development Code, Wildomar, CA

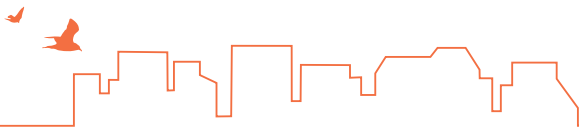
Additional Projects

- Analysis of Impediments (AI) to Fair Housing Choice | Contra Costa Consortium; cities of Fairfield, Hanford, Lodi, Monterey, Rancho Cordova, Rocklin CA
- Consolidated Plans and Action Plans | Contra Costa Consortium; cities of Lancaster, Monterey, Redwood City, Santa Monica CA; State of Arizona; State of Nevada
- Housing Condition Surveys | Imperial County; cities of Grass Valley, Fairfield, Fort Bragg, Vallejo CA
- Income Surveys for Unincorporated Areas of Calexico, Holtville, Heber | Imperial County CA
- Redevelopment Blight Assessment | Plymouth CA
- Kern Council of Governments Regional Housing Needs Plan and Data Report | Kern County CA

PRIOR EXPERIENCE

Housing Elements

- 2008–2013 Housing Elements, Riverside County; cities of Alameda, Fortuna, Oxnard, Rancho Cordova, Willits CA
- 2009–2014 Housing Elements, Solano County; cities of Arcata, Biggs, Chico, Cloverdale, Crescent City, Dixon, Eastvale, Hughson, Imperial, Ione, Los Altos, Montague, Monterey, Plymouth, Rancho Cordova, Sand City, Tulelake, Vallejo, Wildomar, Willits, Willows, and Yountville CA
- 2013–2021 Housing Elements, Imperial County; Butte County; Riverside County; cities of Auburn, Calimesa, Eastvale, Holtville, Marysville, Ontario, Roseville, Temecula, West Sacramento, Wildomar, Willits CA



ANDREW DAVIDOV

Associate

Andrew is a multiskilled associate on PlaceWorks' Community Planning team whose background in nonprofit program management and community engagement informs his policy, research, and analytical skills by centering local communities in the planning field. His direct service experience with housing, food, and legal services informs policy and planning solutions to communities' identified needs through zoning code updates, housing implementation, and economic development and market analysis projects.

Andrew works on projects throughout California, focusing primarily on policy planning, land use analysis, zoning code updates, and economic development. His responsibilities include research and writing for general and specific plan updates, updating zoning codes through comprehensive revisions and targeted amendments, analyzing housing policies, providing technical assistance, and facilitating community engagement. He brings four years of technical experience analyzing the land use needs of communities and developing policies and regulations to achieve community goals and objectives.

Andrew specializes in every step of comprehensive zoning code updates. His areas of expertise include designing and implementing community engagement plans, analyzing land use regulations, and crafting precise code language. Andrew interprets existing land uses and standards, aligns them with government regulations, and develops new policies and standards for zoning code updates. His projects have included writing comprehensive zoning code updates, form-based codes, and objective design standards in compliance with California law. His project experience spans California, Utah, and the Kingdom of Saudi Arabia. Andrew helped write targeted zoning code amendments align with community goals and California law, create a form-based code for a Highway 111 Specific Plan for La Quinta and drafted code amendments based on projected housing and transportation needs for Park City, Utah. He also has supported overhauling and writing new objective design standards for Glendora, Millbrae, and Piedmont.

HIGHLIGHTS OF EXPERIENCE

Zoning Code Updates

- Glendora Objective Design Standards | Glendora CA
- La Habra Heights Zoning Code Amendments | La Habra Heights CA
- Norwalk Density Bonus Ordinance | Norwalk CA
- Fresno County Zoning Code Amendments | Fresno County CA
- Coalinga Zoning Code Amendments | Coalinga CA

EDUCATION

- Master of Urban Planning, Environmental Planning & Analysis Concentration, University of Southern California
- Master of Public Administration, University of Southern California
- BA, English, Rhetoric, and Global Cultures, State University of New York at Binghamton

AFFILIATIONS

- American Planning Association
- American Society of Adaptation Professionals

Team member since 2024



ANDREW DAVIDOV

Associate

adavidov@placeworks.com

- Contra Costa County Comprehensive Zoning Code Update | Contra Costa County CA
- Firebaugh Zoning Code Amendments | Firebaugh CA
- Fort Jones Zoning Code Amendments | Fort Jones CA
- Gonzales Zoning Code Amendments | Gonzales CA
- Huron Zoning Code Amendments | Huron CA
- King City Zoning Code Amendments | King City CA
- Pittsburg Comprehensive Zoning Code Update | Pittsburg CA
- Salinas Comprehensive Zoning Code Update | Salinas CA
- San Mateo Comprehensive Zoning Code Update | San Mateo CA
- San Mateo High Density Zoning Districts Implementation | San Mateo CA
- Santa Rosa Zoning Code Amendments | Santa Rosa CA
- Selma Zoning Code Amendments | Selma CA
- Tuolumne County Small Lot Subdivision Ordinance | Tuolumne County CA
- Westmorland Zoning Code Amendments | Westmorland CA
- Yountville Zoning Code Amendments | Yountville CA

General Plans Updates

- Inglewood General Plan Update | Inglewood CA
- Barstow General Plan Update and EIR | Barstow CA
- San Bernardino General Plan Update and EIR | San Bernardino CA

Housing Technical Assistance

- Ventura Council of Governments Prohousing Designation Program Application | Ventura County CA
- Western Riverside Council of Governments Prohousing Designation Program Application | Riverside County CA
- HCD Guide to Exemptions from the Standard Surplus Land Act Process | Statewide CA
- HCD Prohousing Designation Calculator Assessments | Statewide CA

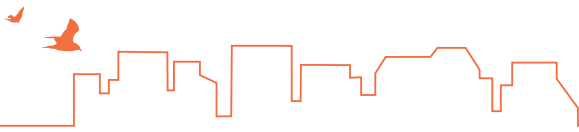
PRIOR EXPERIENCE

Zoning Code Updates and Design Standards

- Objective Design Standards | Portola Valley CA
- Objective Residential Design Standards and Zoning Code Amendments | Millbrae CA
- Highway 111 Specific Plan Form-Based Code | La Quinta CA
- Industrial Zone Standards | Norco CA
- Zoning Code Updates | Beaumont, Indio, Seal Beach, Rancho Cucamonga, Palmdale, Portola Valley, South San Francisco, Woodland, Napa, St. Helena CA
- Citywide Parking Standards | Belmont CA
- Mixed-Use and Multifamily Objective Design Standards | Piedmont CA
- Mixed-Use District Regulations and Objective Design Standards | Saratoga CA
- Monterey Corridor Form-Based Code | Morgan Hill CA

Housing Element Updates and Housing Implementation

- 6th Cycle Housing Element Updates | Beaumont, Coachella, Seal Beach, Los Altos, Novato, Piedmont, Pleasanton, Richmond, Santa Maria, Tehachapi, and the County of Alameda CA
- Inclusionary Housing Ordinance Feasibility Testing | Cypress CA
- SB 9 & ADU Ordinances | Long Beach CA



ALAN LOOMIS AICP

Principal, Urban Design

Alan Loomis is an award-winning urban designer, planner and educator. As Principal of Urban Design in PlaceWorks' downtown LA office, Alan is responsible for leading our regional urban design practice while playing a role in projects throughout California.

A 15-year veteran of City Hall, Alan has directed a wide range of urban design-based policy projects leading multi-disciplinary teams through an equally wide range of public outreach programs. As City Urban Designer for Santa Monica Alan was the City's lead for Promenade 3.0, a comprehensive redesign proposal of the iconic Third Street Promenade. Before Santa Monica, Alan led the urban design program for the City of Glendale for 12 years. Starting in 2005 as the City's first on-staff urban designer, and later as deputy director of the Community Development Department, he built an award-winning planning team that managed design review, historic preservation, citywide planning, and mobility programs.

Alan is a frequent speaker and tour guide on Los Angeles history and urbanism. He has participated in ULI TAP panels, sat on juries for APA Awards and the City of Los Angeles "LA Lights the Way" design competition, and served on interview panels to select new planners, urban designers and architects for the cities of Los Angeles, Pasadena, Santa Monica, and Santa Ana, among others. From 2014 to 2020 he also served on the Pasadena Design Commission.

HIGHLIGHTS OF EXPERIENCE

- Glendora Station Area Plan | Glendora CA
- Downtown Shoreline Specific Plan and EIR | Long Beach CA
- Artesia Downtown Specific Plan and EIR | Artesia CA
- Glendora Meda Avenue Plaza Urban Design | Glendora CA
- San Bernardino Downtown Specific Plan, as part of the City's General Plan Update | San Bernardino CA
- Hesperia General Plan Update Objective Design Standards | Hesperia CA
- Los Alamitos Town Center Strategic Plan | Los Alamitos CA
- Temecula Old Town Parklets | Temecula CA
- Objective Design Standards for:
 - » Western Riverside Council of Governments
 - » Orange County Council of Governments
 - » Anaheim CA » Temecula CA » Murrieta CA
 - » Glendora CA » Menifee CA » Norco CA
- On-Call Design Services for:
 - » Rancho Cucamonga (Urban Design)
 - » Santa Clarita (Urban Design and Architecture)
 - » Wildomar (Architecture)
- Community Design for:
 - » The Ontario Plan | Ontario CA
 - » Eastvale 2040 General Plan Update | Eastvale CA
 - » Fountain Valley 2040 General Plan Update | Fountain Valley CA

EDUCATION

- MA, Architecture, Southern California Institute of Architecture
- BA, Religious Studies / Theology, University of Detroit, Mercy

AFFILIATIONS

- American Planning Association
- Los Angeles Forum for Architecture and Urban Design

LEADERSHIP & COMMUNITY

- Facilities and Technology Committee, Mayfield Junior School, Pasadena CA, 2024-present
- Board of Advisors, Woodbury University School of Architecture, 2019–2023
- Juror, "LA Lights the Way" Design Competition | City of Los Angeles, 2020
- Juror, APA California Awards, 2020
- Member, Pasadena Design Review Commission, 2014–2020
- Member, Glendale Arts Master Plan Task Force, 2017–2018
- Member, Pasadena Civic Center Task Force, 2017–2018
- Commission Chair, Pasadena Design Review Commission, 2016–2017

Team member since 2020





ALAN LOOMIS
Principal, Urban Design
aloomis@placeworks.com

PRIOR EXPERIENCE

- Promenade 3.0, Vision Plan | Santa Monica CA
- South Glendale Community Plan, Comprehensive General Plan Policies and Design Guidelines | Glendale CA
- North Glendale Community Plan, Comprehensive General Plan Policies and Design Guidelines | Glendale CA
- Glendale Downtown Mobility Study, Comprehensive Transit, Parking, and Transportation Plan | Glendale CA
- Glendale Downtown Specific Plan, Urban Design Plan, Guidelines, and Zoning Standards | Glendale CA
- Downtown Newhall Specific Plan, Transit-Oriented District | Santa Clarita CA

PUBLICATIONS

- “The Americana at Brand,” in SAH Archipedia, University of Virginia Press, 2018
- “Panel: Dingbat as an Urban Typology,” in *Dingbat 2.0: The Iconic Los Angeles Apartment as Projection of a Metropolis*, Doppelhouse Press, 2016
- “Glendale’s Downtown Specific Plan,” in *Planning Los Angeles*, Planners Press, 2012
- “Streetscapes,” Form & Landscape, online “Pacific Standard Time” exhibit at pstp.edison.com, May 2013
- “The Once and Future Mall,” *Forum Annual 2004*, LA Forum for Architecture & Urban Design, 2004
- “Down by the River,” *arcCA 4.03*, Winter 2003/04

SPEAKING ENGAGEMENTS

- “Crafting Residential Objective Development Standards” panel | AP-OC and Planning Directors’ Association of Orange County, Tustin CA, March 16, 2023
- “Al Fresco 2.0: Long-Term Solutions” online panel | ULI-LA, October 18, 2022
- “Objective Design: A New Oxymoron?” panel | APA-OC, May 2021
- Podcast: “Human City,” December 17, 2020
- Radio: “Promenade 3.0” appearance on DnA: Design and Architecture, KCRW 89.9 fm, September 3, 2019
- Podcast: “Architect Next Up: Arroyo Seco Weekend,” June 24, 2017
- “City of Gardens” panel | 2016 APA-CA Conference, Pasadena CA
- “Beyond the Freeway” panel | 2016 APA-CA Conference, Pasadena CA
- “Laboratory for Modernity, Los Angeles, 1940-1990” | Pacific Standard Time Presents, Pasadena CA, 2013
- “New Urbanism and the Comprehensive Plan” panel | 2008 APA National Conference, Las Vegas NV
- “Creating Form-Based Comprehensive Plans” panel | 2008 16th Congress for New Urbanism, Austin TX
- “Implementing Form-Based Codes” panel | 2007 15th Congress for New Urbanism, Philadelphia PA
- Radio: “A park on top of a freeway?” appearance on *Take Two*, KPCC 89.3 fm, March 15, 2016
- Podcast: “Curating the City: Urban Designer Alan Loomis on Architect Sessions One-to-One #12,” February 22, 2016
- Video: “UNIQLO LA: Urban Designer Alan Loomis” interview | UNIQLO, July 7, 2014

AWARDS

- 2018 LA Conservancy Preservation Award | Glendale Central Library Renovation
- 2016 ASLA Southern California Merit Award | Space 134 Vision Plan (Fwy Cap Park)
- 2015 Implementation Award of Excellence, Large Jurisdiction | APA CA | Glendale Downtown Specific Plan / Mobility Study



ROBERT MAZUR

Associate Principal, Director of GIS

Rob has extensive experience creating maps and datasets for a range of planning projects. He specializes in all facets of geodatabase development, data management, web GIS, and spatial and tabular analyses for improved decision-making, information retrieval, and cartography. His experience in a wide variety of planning projects, coupled with his expertise in GIS and field data collection, make him a key asset to any team. Rob excels at quantitative and spatial analysis, including buildout calculations, walkability, community health modeling, cartography, and land use scenario modeling. He works directly with clients and staff to develop effective, efficient, and informative GIS processes.

Rob is well versed in advanced and current planning practices in both the public and private sector, and has an excellent understanding of the relationship between data management and its importance in achieving service delivery standards for the work of community development and public works departments. Rob has brought his GIS skills to a number of general plan updates throughout California, and has managed a variety of mapping projects in Los Angeles County, the Bay Area, and beyond.

HIGHLIGHTS OF EXPERIENCE

- SB 2 Grant Application Assistance | Statewide CA
- Los Angeles County SD5 Trails | Los Angeles CA
- Los Angeles County Sustainable Parks Master Plan | Los Angeles CA
- Los Angeles Comprehensive Countywide Park Needs Assessment | Los Angeles CA
- Santa Ana River Parkway and Open Space Plan | Santa Ana CA
- Vallejo Integrated Revitalization Program and Comprehensive General Plan Update | Vallejo CA
- First 5 CA, Montclair WeCare | Montclair CA
- San Carlos GIS | San Carlos CA
- San Mateo General Plan Update | San Mateo CA
- Contra Costa Transportation Authority On-Call Planning | Contra Costa County CA
- Contra Costa County General Plan Update | Contra Costa County CA
- Hollister General Plan Update | Hollister CA
- Elk Grove Disaster Preparedness Project | Elk Grove CA
- Morgan Hill 2035 General Plan | Morgan Hill CA
- Menlo Park Housing Element EA | Menlo Park CA
- Upland General Plan Update and EIR | Upland CA
- Downtown Livermore Facilitation Services | Livermore CA
- Vacaville General Plan Update, Climate Action Plan, and EIR | Vacaville CA
- Stockton General Plan Update | Stockton CA
- Palo Alto Comprehensive Plan Update | Palo Alto CA
- Butte County General Plan Update and EIR | Butte County CA
- Healthy High Desert | San Bernardino CA

EDUCATION

- BA, Geography, Edinboro University, Edinboro, PA

CERTIFICATIONS

- GIS Professional

AFFILIATIONS

- Bay Area Automated Mapping Association

Team member since 2011



ROBERT MAZUR

GIS Director

rmazur@placeworks.com

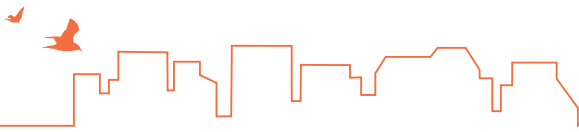
- Santa Cruz TOD | Santa Cruz CA
- Tulare TOD Plan & General Plan Amendment | Tulare CA
- Walnut Creek BART Transit Village Plan EIR | Walnut Creek CA

PRIOR EXPERIENCE

- FEMA Digital Flood Insurance Rate Map Production | FEMA Region IX
- Sidewalk Inventory Project | Oakland CA
- Sidewalk Inventory Project Seminar | Oakland CA
- Worldwide Defense Mapping for the National Imagery Mapping Association
- Curb Ramp Inventory | Oakland CA
- True Green Land Care | San Jose CA

SPEAKING ENGAGEMENTS

- “Los Angeles County Trails Assessment”, 2015 Greater and Greener Conference, San Francisco CA
- “Oakland Citywide Sidewalk Condition/ADA Inventory”, 2006 ESRI International User Conference, San Diego CA



CHRIS HAZEL

Project Planner

Chris is a Project Planner and GIS Analyst with PlaceWorks, with a decade of experience in community development. He specializes in housing, comprehensive planning, and data analysis. His experience includes leading housing and community research in the academic sector, managing housing programs in the public sector, and performing policy and data analysis in the private sector. Chris has acted as the lead analyst to design parcel-based geospatial data analyses supporting projects for housing development policy, equitable open space access, and land use planning.

Recently, Chris has supported multiple projects by developing land use scenario buildout models to measure projected housing unit and job growth for general plan updates. He supports the development of informed research and policy as well as the application of ideas through data analysis and tool development. Chris is skilled at understanding complex data, developing methodologies, and disseminating technical information.

HIGHLIGHTS OF EXPERIENCE

Housing

- Housing Action and Implementation Plan, TCAC Housing Development Tool | Lake County CA
- 7th Cycle Rural Housing Element, Program Planning and AFFH Maps | Statewide CA
- SB2 Reporting, Close Out Spending Data Analysis | Statewide CA
- Tuolumne County Housing Element, AFFH Maps | Tuolumne County CA
- Benicia Housing Element, AFFH Maps | Benicia CA
- Soledad Housing Element, AFFH Maps | Soledad CA
- Fresno COG Multi-Jurisdiction Housing Element, AFFH Maps | Fresno County CA
- Stockton Housing Element and Safety Element, Tribal Consultation Map | Stockton CA

Mapping and Spatial Analysis

- California State Parks Off-Highway Motor Vehicle Site Analysis | Statewide CA
- Multi-Jurisdictional Safety Element and Vulnerability Assessment | San Mateo County CA
- GIS Services, Multiple Tool Development | Weed CA
- Santa Rosa General Plan Update, Land Use and Safety Element Maps | Santa Rosa CA
- Lake County General Plan and Safety Element Mapping | Lake County CA
- El Cerrito General Plan, Safety Element Hazard Posters | El Cerrito CA
- Hesperia Transit Access Spatial Analysis | Hesperia CA

EDUCATION

- MS, Urban and Regional Planning, San Jose State University
- BS, Architectural Studies, University of Illinois

AFFILIATIONS

- American Planning Association

Team member since 2023



CHRIS HAZEL

Project Planner

chazel@placeworks.com

- ArcGIS Urban Modelling | Solano County CA
- WRCOG APR Tracking Tool | Riverside CA
- Campus Plan Update, Meteorological Maps | University of California
- Fresno, California Natural Diversity Database Map | Judicial Council of California
- Colfax General Plan, Land Use Maps | City of Colfax
- AFFH Data Viewer, Structure Age Maps | CA HCD
- Pickleball Court Feasibility Study | Orange County
- Organic Waste Management Database, Area Maps | Marin County Waste Management

Land Use and Data Analysis

- Placer County General Plan, Vacancy and Underutilized Areas Analysis | Placer County CA
- Hollister General Plan Update Land Use Buildout Modelling | Hollister CA
- Lodi General Plan, Land Use Buildout | Lodi CA
- Rio Vista General Plan, Land Use Buildout | Solano County CA
- Lafayette Safety Element, Maps and Data Analysis | Lafayette CA

AWARDS

- 2023, San Jose Rotary Club, Rotary Challenge Award- Excellent Planning Report
- 2018, Illinois Jaycee of the Year

PUBLICATIONS

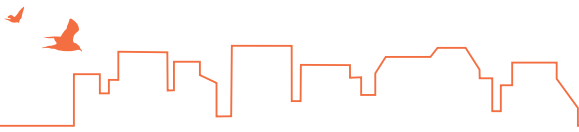
- Misplaced Trust: Evaluating the Equity of Community Land Trusts in High Opportunity Areas, Planning Report

ACTIVITIES

- Housing Data Infrastructure Workshop, TechEquity & the SJSU Institute for Metropolitan Studies, 2023

LEADERSHIP & COMMUNITY

- Champaign-Urbana Junior Chamber, President, 2019
- Department of Engineering Solar Decathlon, Docent, 2017



HAZEL CHOI

Project Planner

Hazel has experience in comprehensive and long-range planning, with a specific focus on policy development for housing element updates. She has been contributing to updating housing elements to achieve certification for various local jurisdictions throughout California.

Hazel also has expertise in preparing and updating zoning code amendments to ensure compliance with the recent state law changes for various local jurisdictions. She is committed to supporting cities and counties in successfully implementing their programs, helping them achieve their goals while meeting state requirements. Hazel has actively participated in numerous community outreach and surveys, dedicating her time to creating a range of visual materials that enhance the community's understanding of various projects.

HIGHLIGHTS OF EXPERIENCE

Housing Elements

- Westmorland Housing Element 2021-2029 | Westmorland CA
- Loyalton Housing Element 2024-2029 | Loyalton CA
- Modoc Coutny Housing Element 2024-2029 | Modoc Coutny CA
- San Joaquin County Housing Element 2023-2031 | San Joaquin County CA
- Daly City Housing Element 2023-2031 | Daly City CA
- Cupertino Housing Element 2023-2031 | Cupertino CA
- Gonzales Housing Element 2023-2031 | Gonzales CA
- Fort Jones Housing Element 2023-2031 | Fort Jones CA
- Tehama Housing Element 2024-2029 | Tehama CA
- Tehama County Housing Element 2024-2029 | Tehama County CA
- Red Bluff Housing Element 2024-2029 | Red Bluff CA
- California City Housing Element 2023-2031 | California City CA

Zoning/Development Code Amendments

- San Bernardino Subdivision Code | San Bernardino CA
- Santa Rosa Housing Element Implementation | Santa Rosa CA
- Coalinga Housing Element Implementation | Coalinga CA
- Huron Housing Element Implementation | Huron CA
- Sanger Housing Element Implementation | Sanger CA
- Westmorland Housing Element Implementation | Westmorland CA

AWARDS

- 2021 APA CA Northern Section, Award of Excellence: Alum Rock Avenue Community Assessment
- 2021 Maggie Walsh Leadership Legacy, WTS SF Bay Area Chapter
- 2020 CA Northern Section Scholarship, California Planning Foundation

EDUCATION

- MA, Urban Planning, San Jose State University
- BA, International Business, Dongduk Women's University

AFFILIATIONS

- American Planning Association
- Women in Transportation

Team member since 2024



HAZEL CHOI

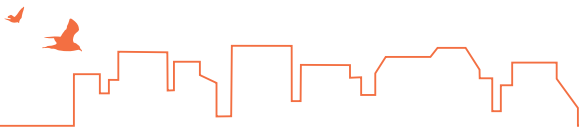
Project Planner

hchoi@placeworks.com

- 2020 Louie Barozzi Scholarship, San Jose State University

PROFESSIONAL ACTIVITIES

- Mentorship Program, WTS, 2023
- Research Fellow, Green 2.0, 2022
- APA Northern California Section News, Associate Editor, 2021



JASMINE OSMAN

Senior Associate

Jasmine's particular interests in the planning profession include law, social equity, and the environment. At PlaceWorks, she assists both the planning and environmental teams on a wide range of projects for public- and private-sector clients—from industrial and residential developments to school facilities, parks and public works projects, specific plans, and general plan updates. With over eight years of CEQA experience and a CEQA Practice certificate from the UC San Diego Extension, Jasmine mostly assists the environmental team with managing projects and preparing CEQA analyses and documentation. As a senior project manager, she is skilled at coordinating efforts between clients, subconsultants, and the internal PlaceWorks team while ensuring projects are delivered on time, within budget, and of a high quality. Her organizational skills and attention to detail have proven beneficial for all.

When Jasmine assists the community planning team, her understanding of the principles of sustainability is augmented by her experience with the nuts and bolts of sustainable practices and low-impact development. She researched hydromodification, urban runoff alternatives, and water stewardship in San Diego canyons; assisted with the sustainable design for a park in Tijuana, Mexico; and prepared a crime and safety action plan for the neighborhood of Del Cerro as part of her master's program capstone project. She has participated in community outreach events where she presented plan and design options; prepared materials with SketchUp, ArcGIS, and other programs; and fielded questions from the public about everything from recycling to hazardous waste to incentive programs.

HIGHLIGHTS OF EXPERIENCE

General Plan and Housing Element Updates

- City of Hesperia Focused General Plan Update EIR Addendum | Hesperia CA
- City of Wildomar Proposed General Plan EIR | Wildomar CA
- City of Barstow General Plan Update EIR | Barstow CA
- City of Corona General Plan Update EIR | Corona CA
- City of Fountain Valley General Plan Update EIR | Fountain Valley CA
- City of Santa Ana General Plan Update EIR | Santa Ana CA
- City of Rancho Cucamonga General Plan Update EIR | Rancho Cucamonga CA

Specific, Area, and Master Plans

- Bluffs at Hidden Springs Specific Plan | Wildomar CA
- Westminster Mall Specific Plan EIR | Westminster CA
- Ontario Ranch Business Park Specific Plan EIR | Ontario CA
- Freeway Corridor Specific Plan Subsequent EIR | Yucaipa CA

EDUCATION

- Master of City Planning, San Diego State University
- BA, Sustainability, minor in Geography, San Diego State University

CERTIFICATIONS

- CEQA Practice Certificate, University of California San Diego Extension
- CASH School Facilities Leadership Academy

AFFILIATIONS

- American Planning Association (APA)
- Association of Environmental Professionals (AEP)
- Coalition for Adequate School Housing (CASH)
- California Association of School Business Officials (CASBO)
- Small School Districts' Association (SSDA)

Team member since 2018



JASMINE OSMAN

Senior Associate

josman@placeworks.com

Planning

- Wildomar General Plan Update | Wildomar CA
- Fairview Development Center Specific Plan | Costa Mesa CA
- Palomar Street Widening Project NEPA Environmental Report | Wildomar CA
- Zoning Code Update | Temple City CA
- Carrol Canyon Master Plan | San Diego CA
- South Otay Mesa | San Diego CA

Other Projects

- Brea Mall Redevelopment Project | Brea CA
- Inland Valley Medical Center Project EIR | Wildomar CA
- Chiquito Battery Energy Storage Facility Project Initial Study | Wildomar CA
- 20-Acre Passive Park Initial Study | Wildomar CA
- Euclid and Heil Residential Project Addendum | Fountain Valley CA
- Greenbriar Residential Development Project | Brea CA
- Largo Concrete Manufacturing Project | Wildomar CA

Environmental

School/Community College Projects

- Santa Ana College Turf Replacement Project, Rancho Santiago CCD | Santa Ana CA
- Del Mar HS Rebuild Project, Del Mar Union SD | San Diego CA
- Early Childhood Education Center and District Office Project, Lemon Grove SD | San Diego County CA
- Pacific Highlands Ranch K-6 No. 2, Del Mar Union SD | San Diego CA
- Solana Vista ES Reconstruction, Solana Beach SD | Solana Beach CA
- Mission Hills HS Sitewide Athletic Improvements Project, San Marcos USD | San Marcos CA
- School Modernization and Reconstruction, Cardiff SD | Encinitas CA
- Paul Ecke Central ES Rebuild Project, Encinitas Union SD | Encinitas CA
- North School Reconstruction, Hermosa Beach City SD | Hermosa Beach CA

AWARDS

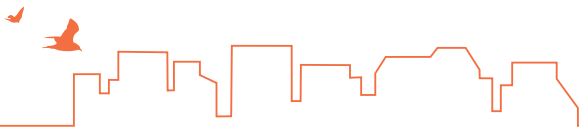
- Envision Wildomar 2040 | 2025 Daniel Burnham Award of Merit for a Comprehensive Plan, California APA, Inland Empire Section
- Brea Mall Mixed Use Project EIR | 2024 Environmental Analysis Document Award of Merit, AEP California

SPEAKING ENGAGEMENTS

- “Housing and Enrollment Trends,” CASH Fall Conference, October 2024, Newport Beach CA
- “CEQA: Navigating Complex Projects and Emerging Trends in Schools,” CASH Annual Conference, February 2025, Palm Springs, CA
- “Talk to My Lawyer: A Planner’s Guide to Enhancing Legal Defensibility in CEQA Documents,” 2025 AEP CA State Conference, April 2025, Oxnard, CA
- “Site Analysis – Environmental Review,” Guest Lecturer for UCSD’s USP 175 Class, May 2025, La Jolla, CA

LEADERSHIP & COMMUNITY

- Board Member, AEP San Diego Chapter
- Coalition for Adequate School Housing (CASH) School Facilities Leadership Academy, 2025



LEXIE ZIMNY

Associate

Lexie is a sharp and focused environmental planner whose passion in planning stems from a desire to help clients make well-informed and inclusive decisions about communities, and whose alacrity in learning new skills and processes makes her a highly versatile team member. She is adept at finding creative and accessible ways to communicate complex information. Lexie's responsibilities include research, writing, and coordination with team members, clients, and subconsultants for projects of all types. She particularly excels at comprehensive planning projects, and her experience includes environmental analysis for more than a dozen general plan projects statewide and a wide variety of other project types including school facilities, annexation, parks, solar energy, and staff services projects.

In addition to her work producing CEQA compliance documents, Lexie is also a specialist supporting PlaceWorks' Technical Services group with Air Quality/GHG, Energy, noise monitoring, and hydrology/water quality & utilities analyses for CEQA/NEPA documentation. Finally, Lexie is experienced with a variety of software and modeling programs, including, ArcGIS, SketchUp, AutoCAD, and the Adobe Creative Suite, and she continually advances her skills in these programs.

HIGHLIGHTS OF EXPERIENCE

General CEQA Environmental Services

- Contra Costa County General Plan Update EIR | Contra Costa County CA
- City of Redding General Plan Update EIR | Redding CA
- Downtown Davis Specific Plan EIR | Davis CA
- City of Benicia Housing Element Update EIR | Benicia CA
- Downtown San Bernardino Specific Plan EIR | San Bernardino CA
- The Greentree Project EIR | Vacaville CA
- Butte County General Plan Update EIR | Butte County CA
- Colfax General Plan Update EIR | Colfax CA
- Wildomar Crossroads Mixed Use Project IS/MND | Wildomar CA
- Mills Crossing Project EIR | City of Rancho Cordova CA
- Walnut Business Park SEIR | Walnut CA
- Wine Country Specific Plan SEIR | Yucaipa CA
- Irwindale Gateway Specific Plan EIR | Irwindale CA
- Ontario Regional Sports Complex EIR | Ontario CA
- City of Rio Vista Housing Element Update Exemption | Rio Vista CA
- City of Suisun City Housing Element Update Exemption | Suisun City CA

EDUCATION

- BS, Environmental Policy Analysis and Planning & Sustainable Environmental Design, University of California, Davis

Team member since 2022



LEXIE ZIMNY

Associate

lzimny@placeworks.com

- Solano County Housing Element Update Addendum | Solano County CA
- City of Santa Rosa Housing Element Update Addendum | Santa Rosa CA
- City of Emeryville Housing Element Update Addendum | Emeryville CA

Air Quality, GHG, and Energy CEQA Technical Services

- Greenbriar Lane Residential Project EIR | Brea CA
- Hesperia General Plan Update Addendum | Hesperia CA
- Placer County General Plan Update, Existing Conditions Report | Placer County CA
- 27-Acre Park IS/MND | Wildomar CA
- Mark Twain School Expansion Project IS/MND | Garden Grove USD
- Santa Fe ES Improvement Project IS/MND | Porterville USD
- Hope ES Gymnasium/Classroom Building Project IS/MND and Internal Source Review | Hope Elementary School District
- Eastside ES Addendum | Riverside USD
- East Union HS Improvement Project Categorical Exemption | Manteca USD
- Manteca HS Improvement Project Categorical Exemption | Manteca USD
- Nicholas ES Replacement Project | Sacramento City USD
- Oak Ridge ES Rebuild Project | Sacramento City USD

Noise Monitoring Services

- Bundy Canyon Road Widening Noise Review Project | Wildomar CA
- Corona City Park Project IS/MND | Corona CA
- Yucca Valley Athletic Facility IS/MND | Yucca Valley
- Warren Road Residential Development Noise Technical Memorandum | Hemet CA
- City of Redding General Plan Update EIR | Redding CA
- Additional Noise Monitoring in Response for McCarthy Residential Acoustic Restaurant Fan Noise Acoustical Study Memorandum | San Rafael CA
- La Sierra HS Track and Field Project EIR | Alvord USD
- Atwell TK-8 Project Addendum | Beaumont USD
- Sycamore Academy School Expansion IS/MND | Wildomar CA
- Paakuma Sports Lighting Project IS/MND | San Bernardino City USD

Hydrology & Water Quality and Utilities & Service Systems CEQA Technical Services

- Grant Elementary School Campus Master Plan | Santa Monica–Malibu USD
- Artesia Downtown Specific Plan EIR | Artesia CA
- Gale Avenue Roadway Realignment IS/MND | City of Industry CA
- Newport Beach Landfill Gas to Energy Project IS/MND | Newport Beach CA
- Walnut Business Park SEIR | Walnut CA
- Spruce & Red Oak Mixed Use Project CE | Rancho Cucamonga CA
- Redondo Beach General Plan Update EIR | Redondo Beach CA
- Lodi General Plan Update SEIR & Water Supply and Demand Technical Memorandum | Lodi CA

Comprehensive Planning

- Yuba City General Plan Update, Safety Element | Yuba City CA
- Eastvale 2040 General Plan Update, No-Net Loss Housing Analysis | Eastvale CA

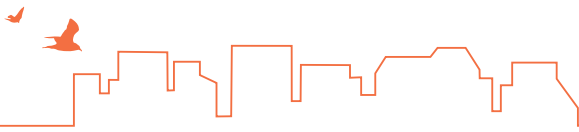
Demonstrated Project Experience

PlaceWorks has extensive experience working on hundreds of general plans and is highly skilled in drafting and updating zoning code ordinances.

Select List of Zoning Projects

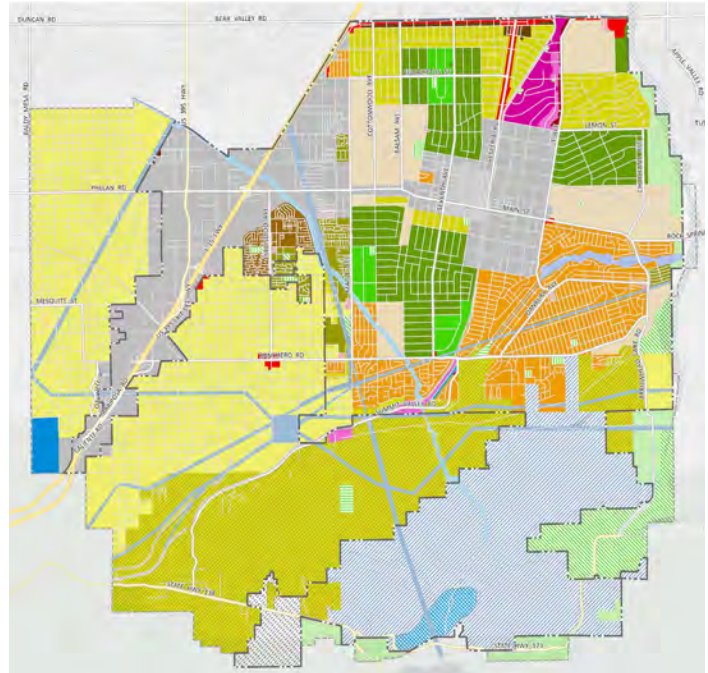
- Needles 2019 Mid-Cycle Housing Element and ADU Ordinance Update
- Riverside Missing Middle Housing Prototypes for Joint Use
- Fountain Valley General Plan and Zoning Code Update
- Anaheim General Plan and Comprehensive Zoning Code Update
- Glendora Station Area Plan and Zoning
- Rancho Cucamonga General Plan Update
- Temple City 2050 General Plan and Comprehensive Online Zoning Code Update
- Objective Design Standards (ODS) for the cities of Wildomar, Murrieta, Tustin, Glendora, and Anaheim
- ODS Toolkits for Western Riverside COG and Orange County COG
- Pittsburg General Plan Update and Comprehensive Zoning Code Update
- Orange TDR Feasibility Analysis
- Menlo Park Zoning Ordinance Amendments Environmental Assessment
- ConnectMenlo General Plan Update and M-2 Area Zoning Update
- Soledad SB 2 Zoning Ordinance Updates

See the following pages for detailed description of featured projects.



HESPERIA GENERAL PLAN UPDATE AND CEQA

A Surprise Expansion in Scope



The Hesperia General Plan Update was intended to be a largely administrative exercise to implement 6th-cycle housing element programs and address recent legislative changes to safety and environmental justice requirements. After close coordination with staff, multiple public meetings, and in-depth discussion with the planning commission, it became clear that the scope of the project would need to include topics and issues not identified at the outset of the process.

In addition to accomplishing the stated objectives, the project team worked diligently to improve land use compatibility in key growth areas, identify opportunities to improve safety for all roadway users, and codify economic development goals, all without negatively impacting the overall schedule and budget. Ultimately, the process culminated in a plan that brings the city into compliance with state law and that improved upon the guidance in the 2010 general plan to ensure that the community reaps the benefit of future growth and development. CEQA compliance was met by an addendum on the previous general plan EIR.

Location

Hesperia, California

Size

72.78 square miles; 100,633 population

Client

City of Hesperia

Date Completed

October 2025

Services Provided

General Plan Update, Housing Element Implementation, Objective Design Standards, Environmental Impact Report



NEEDLES LAND USE AND TRANSPORTATION

To Improve the Quality of Life in the Community



For the first time in nearly 40 years, the City of Needles updated its long-range planning documents—the land use and transportation elements—to take a comprehensive look at ways to improve the quality of life for the community. This effort established a new vision and policy framework to improve the places and spaces in Needles, make it safer and more enjoyable to move in and around town, and attract and leverage new investments by current and potential residents and businesses. Key objectives:

- **Innovative Mix of Land Uses.** To live, shop, gather and socialize, be entertained, and do business.
- **Local Economic Benefits.** New investment, more jobs, and increased city revenue.
- **Better Alternatives to Driving.** Expanded access for walking, biking, and transit.
- **Enhanced Health.** More physical activity and better air quality.

PlaceWorks also helped revise the city’s Zoning code to refine and clarify the purpose and details of land uses to be consistent with the general plan. Explicit density and intensity standards give flexibility to development and ensure compatibility with surrounding neighborhoods.

Location

Needles, California

Size

31.08 square miles; 4,857 population

Client

City of Needles

Date Completed

March 2023

Services Provided

Land Use Planning, Buildout Analysis, ADU Ordinance Update, Residential Zoning Standards

Awards

2023 Comprehensive Plan Award of Excellence, APA-IE



BARSTOW GENERAL PLAN UPDATE AND EIR

Building on the Past to Secure the Future



After decades of stalled attempts at growth and economic development, the City of Barstow attracted interest from the BNSF Railroad to build a 4,500-acre integrated rail facility that will be powered by clean energy and facilitate direct transfer of containers to and from the ports along the Alameda Corridor and the BNSF mainline. With the potential to double the number of jobs and housing units in the city over the next 10 to 20 years, BSNF's facility presented huge implications for the city's land use, transportation, and public service systems as well as the quality of life for existing and future residents and businesses.

The city brought on PlaceWorks to overhaul its general plan and key parts of its zoning code as well as to provide CEQA analysis to appropriately plan for not only BNSF's facility but also current and future development interest from residential and nonresidential developers. A major strategy proposed by PlaceWorks and embraced by the city was to address current and prevent future environmental justice and land use compatibility problems by replanning the western part of Barstow for industrial and supportive uses and focusing residential and other conventional development in the eastern portion of the city.

PlaceWorks also assisted with corresponding updates to the zoning code, prepared language for two new zones, and made revisions to ensure consistency with state law.

Location

Barstow, California

Size

41.3 square miles; 25,400 population

Client

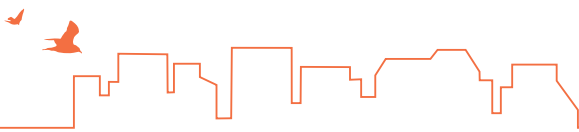
City of Barstow

Date Completed

December 2025

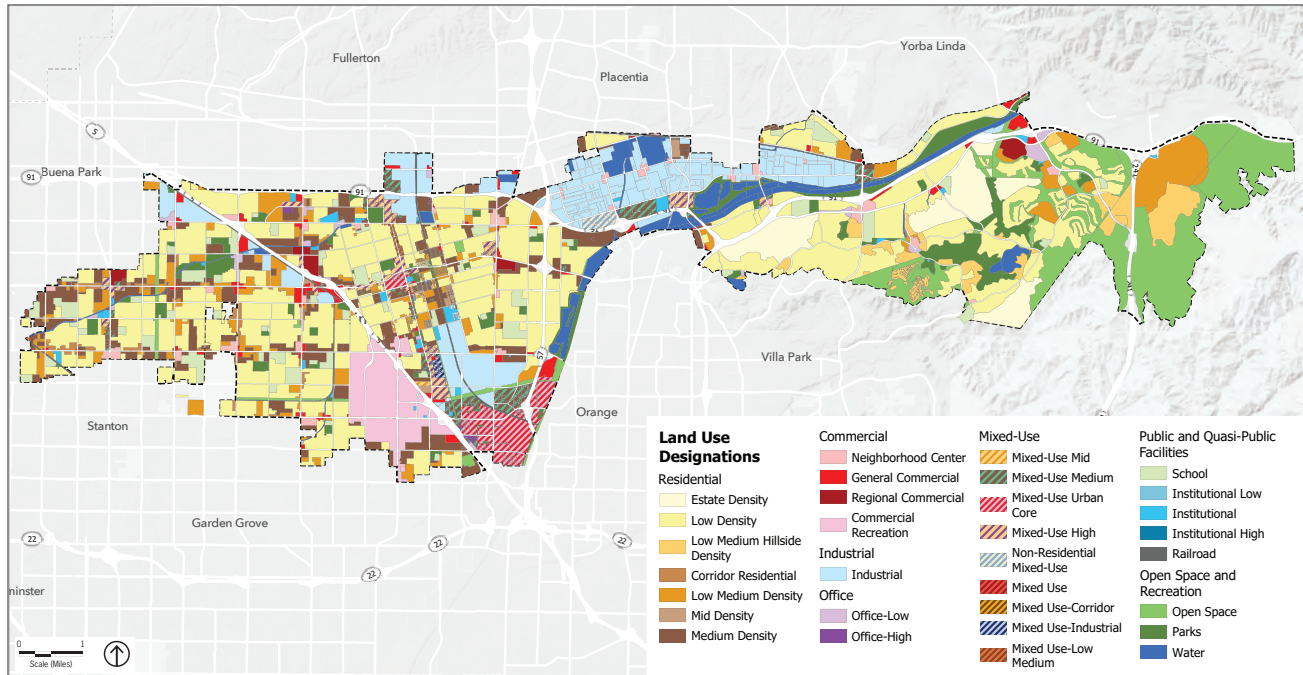
Services Provided

Zoning Code Revisions, Land Use Planning, GIS Data Analysis and Mapping, Outreach, Policy, Implementation, CEQA, Environmental Technical Studies



ANAHEIM GENERAL PLAN UPDATE

Planning for the Future



As part of the City of Anaheim’s General Plan Update process, PlaceWorks updated the city’s zoning code to be consistent with recent changes in state law and 2022 housing element implementation. Implementation actions included rezoning properties throughout the city to accommodate an additional 17,000 housing units. Capacity for new units was accommodated with application of a mixed-use designation and increased base density. Other zoning code updates included development standards for accessory dwelling units, junior accessory dwelling units, and single room occupancy units and density bonus requirements and incentives. A new section was added to the code for objective design standards.

The PlaceWorks team worked closely with the city to customize the design standards to give property owners and developers more certainty about city expectations. Design standards address frontage types, building separation, and height. These standards bolstered the general plan’s community design element. Related modifications were also made to the city’s application review and approval process. The zoning code update and supporting EIR were adopted in 2025.

Location

Anaheim, California

Size

34,000 acres; 100,633 population

Client

City of Anaheim

Date Completed

May 2025

Services Provided

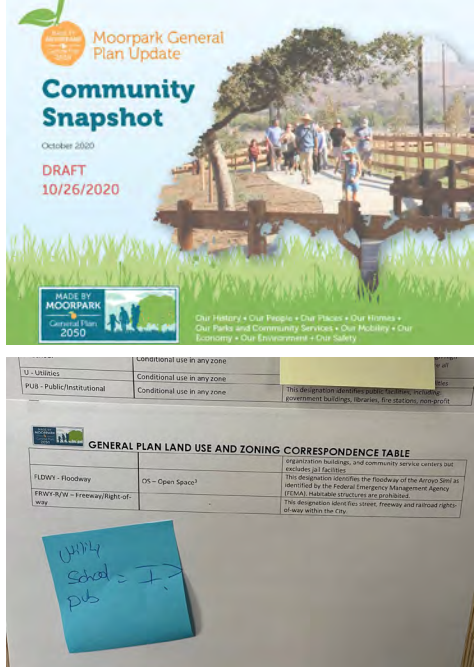
Zoning Code Updates for Housing Element Implementation, Preparation of Citywide Buildout Projections, Objective Design Standards, General Plan Land Use Element Amendment, EIR





MOORPARK GENERAL PLAN, ZONING & EIR

A Vision and Roadmap for the Future



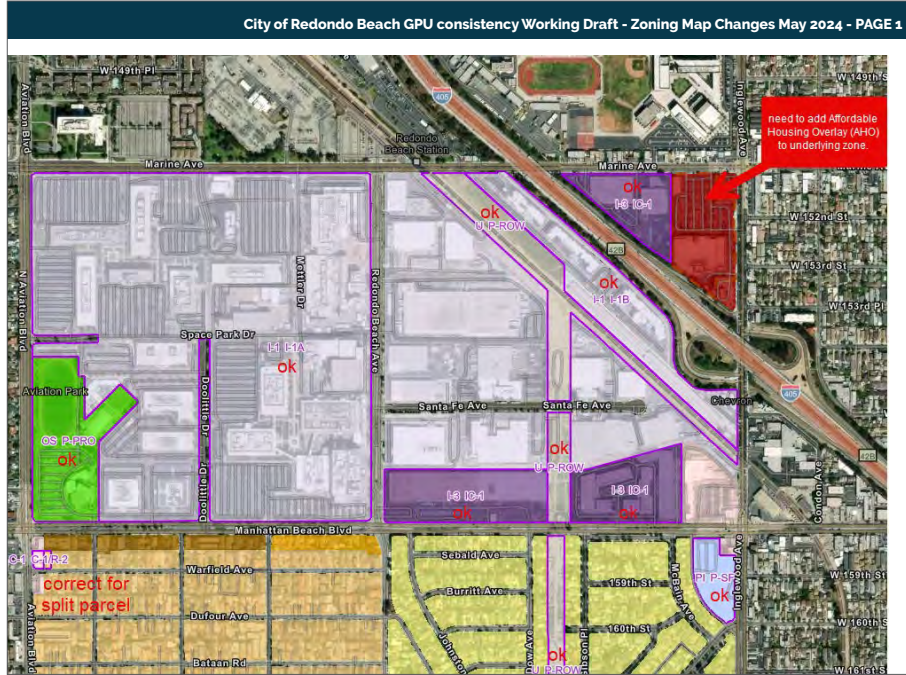
The City of Moorpark selected PlaceWorks to lead a comprehensive update of the general plan, including the first comprehensive update to its zoning code in more than 30 years. The Zoning Code was updated to ensure that it aligns with the current aspirations and values of the community, the Moorpark General Plan 2050, and current state law and regulations. The most significant changes included the consolidation of numerous residential zones and the establishment of new zones, including three mixed-use and one new industrial zone, and their associated development standards. The Code update also implemented several programs outlined in the Housing Element related to housing development, permit processing, and inclusionary housing.

- Location**
Moorpark, California
- Size**
12.6 square miles; 34,000 people
- Client**
City of Moorpark
- Date Completed**
May 2023
- Services Provided**
General Plan, Visioning, Community Outreach and Engagement, Urban Design, Economic Analysis, GIS, Community Profile, Housing Element Update, Recreation and Open Space Element, Zoning Code Updates, Environmental Impact Report, Vulnerability Assessment
- Awards**
2024 Comprehensive Plan Award of Excellence, APACA-Central Section
2024 Outstanding Environmental Resource Document Award of Merit and 2024 Planning Document Award of Merit, AEP California



REDONDO BEACH GENERAL PLAN UPDATE & EIR

Zoning and Subdivision Ordinance



PlaceWorks is preparing the City of Redondo Beach’s limited General Plan Update. As a part of this process, our team prepared detailed amendments to the City of Redondo Beach Zoning Ordinance and Subdivision Ordinance to support implementation of the city’s certified housing element and proposed general plan update. The work included drafting ordinance text, updating zoning and subdivision standards and procedures, coordinating general plan consistency, and implementing key State housing laws, including:

- SB 166: no net loss
- AB 1397: by-right approval and replacement housing
- SB 330 and related Housing Crisis Act amendments (SB 8 and AB 1218)
- State Density Bonus Law
- SB 2 and SB 745: transitional and supportive housing
- AB 2162: supportive housing streamlining
- AB 139: emergency shelters
- AB 101: low barrier navigation centers
- Employee Housing Act
- Fair Housing–related reasonable accommodation requirements

Location

Redondo Beach, California

Size

6.21 square miles; 66,748 population

Client

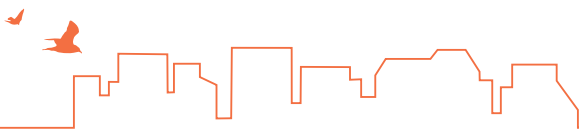
City of Redondo Beach

Date Completed

In Progress

Services Provided

Zoning and Subdivision Ordinance, Land Use Planning, CEQA Review, AQ/GHG, Noise, and Traffic Technical Studies, Public Engagement



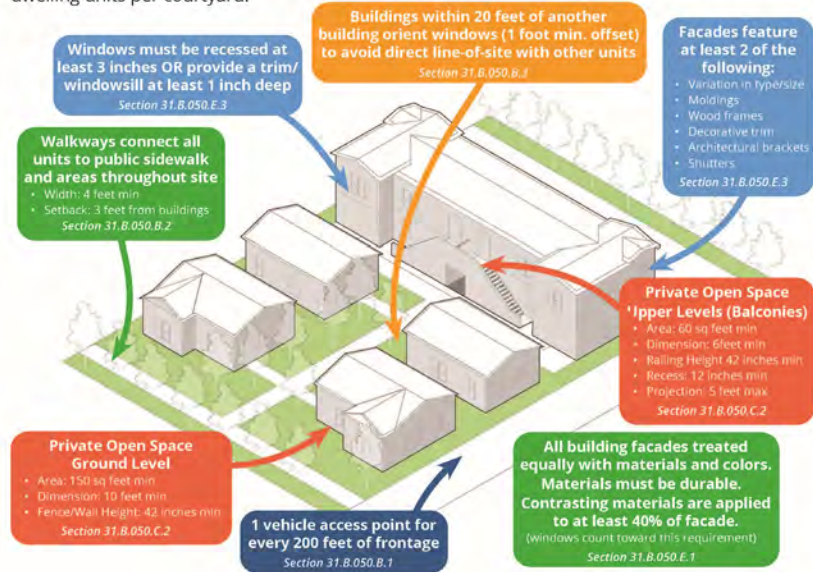
GLENDORA OBJECTIVE DESIGN STANDARDS

Shaping Glendora with Streamlined Design and Community Vision



Bungalow Court

Bungalow courts typically consist of 4 to 8 attached or detached residential dwelling units arranged on two or three sides of a yard or garden. These types do not exceed more than 10 dwelling units per courtyard.



PlaceWorks developed a comprehensive and uniform set of objective design standards that covers all development types in the city of Glendora except hillside residential neighborhoods. To ensure consistency and create a more streamlined framework, we integrated the objective design standards into the city’s zoning code. This process involved reviewing the existing subjective design standards, incorporating them into the new objective framework, and eliminating all subjective criteria across the zoning code and two specific plans.

Throughout this process, we have worked closely with the city to develop the design standards in tandem with the Glendora Station Area Plan rezoning, ensuring that the new design standards align with the area’s goals and vision.

Glendora’s objective design standards are fully integrated into the City’s municipal code as a unique chapter within the Zoning Text. To ensure consistency with other aspects of the Zoning Code, PlaceWorks also extensively edited the General Regulations section of the code, which covers topics such as fences, walls, parking lots, loading, lighting, among others. Additionally, PlaceWorks reviewed and deleted duplicative design standards found in two specific plans, referring all design regulations across all zoning districts to the Zoning Code, including the new Objective Design Standards.

Location

Glendora, California

Size

19.66 square miles; 52,548 population

Client

City of Glendora

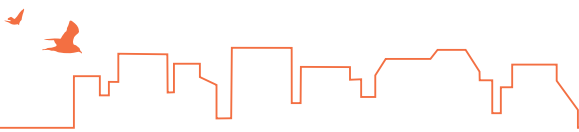
Date Completed

Adopted November 2025

Services Provided

Objective Design Standards, Zoning Code Updates, Community Outreach





TEMPLE CITY 2050 MID-CENTURY PLAN & EIR

and Las Tunas/Rosemead Specific Plan and Zoning Code Update



The Temple City 2050 Mid-Century Plan was the first all-inclusive update of the city's general plan in over 25 years. PlaceWorks updated all supplemental policies, including the Las Tunas/Rosemead Specific Plan and zoning code, and prepared an environmental impact report. As part of these updates, PlaceWorks analyzed the city's demographic trends, unique cultural context, development, and built environment to identify new and updated goals and policies that allow the city to position itself to be fiscally sustainable and competitive on a local and regional level.

The goal of sustainability is essential to any general plan approach and was included in each element of the Mid-Century Plan, directly influenced by the EIR. This achieved two things: it kept the plan manageable, and it addressed sustainable practice within the framework of similar policies (i.e., land use, mobility, health, climate change, conservation, economic development).

Following adoption of the General Plan, the PlaceWorks team worked with staff to update the zoning code. The existing code had a mix of design suggestions and difficult to find requirements. The new code streamlined allowable uses, created a single table-structure for design requirements, and included a new mixed-use provision aligned with the General Plan. Draft sections of the new code were reviewed with the Planning Commission and public during monthly meetings, with modifications going into the document real-time. The code was also available on the internet for the public to review.

Project Type

Climate Action Planning

Location

Temple City, California

Size

35,000 Population; 4 square miles

Client

City of Temple City

Date Completed

2017

Services Provided

Outreach, Land Use Planning, Zoning Code Update, Economic Analysis, Design and Landscape Architecture, Policy Development, Historic Resources, Environmental Review, Website Design

Awards

2018 Comprehensive Planning Award: Small Jurisdiction Award of Merit, California APA, Los Angeles Section





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5. REFERENCES





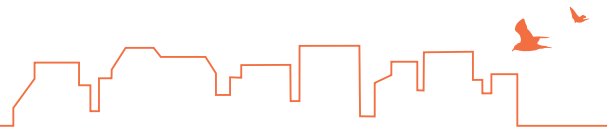
5. REFERENCES

References for PlaceWorks are provided below and more can be provided upon request. We encourage the City to contact each and every one of these references to gain an idea of our history of work. More detailed descriptions are provided in the previous section for all of the following projects, plus others.

Project Names, Dates, Amounts	Client Contact	Description, Remedies, Relevant Staff
<p>Hesperia General Plan Update and EIR Dates: January 2024 – October 2025 Contract Amount: \$902,991</p> 	<p>Mr. Ryan Leonard Principal Planner CITY OF HESPERIA 9700 Seventh Ave Hesperia CA 92345 760.947.1651 rleonard@cityofhesperia.us</p>	<p>PlaceWorks worked diligently to improve land use compatibility in key growth areas, identify opportunities to improve safety for all roadway users, and enhance community resiliency, all without negatively impacting the overall schedule and budget. Services provided include General Plan Update, Objective Design Standards, Housing Element Implementation, EIR Addendum.</p> <p>Remedies: Drafted goals, policies, and standards that satisfy legislative mandates while still allowing the City to develop in accordance with its vision for the future.</p> <p>Relevant Staff: Mark Teague, Cory Witter, Rob Mazur</p>
<p>Needles General Plan Land Use and Transportation Elements Dates: May 2020 – March 2023 Contract Amount: \$125,000</p> 	<p>Mr. Patrick Martinez City Manager CITY OF NEEDLES 817 Third St Needles CA 92363 760.326.2115 x2113 pmartinez@cityofneedles.com</p>	<p>Our team established a new vision and policy framework to improve the places and spaces in Needles. Key objectives included innovative mix of land uses, local economic benefits, better alternatives to driving, and enhanced health.</p> <p>Remedies: Drafted land use and economic development policies and programs that encourage desirable growth in the Downtown area while preserving the city's historic charm.</p> <p>Relevant Staff: Cory Witter</p>
<p>Barstow General Plan Update and EIR Dates: January 2023 – In Progress Contract Amount: \$2,563,940</p> 	<p>Ms. Genesis Crank Planning & Community Development Administrator CITY OF BARSTOW 220 E Mountain View St, #A Barstow CA 92311 760.255.5161 gcrank@barstowca.org</p>	<p>The City brought on PlaceWorks to overhaul its general plan and key parts of its zoning code as well as to provide CEQA analysis to appropriately plan for not only BNSF's facility but also current and future development interest from residential and nonresidential developers.</p> <p>Remedies: Navigated a complex process that balanced the need for economic growth with the duty to safeguard existing and future residents from potential hazards introduced by said growth.</p> <p>Relevant Staff: Mark Teague, Cory Witter, Leo DiPierro</p>

5. References

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6. ADDENDA



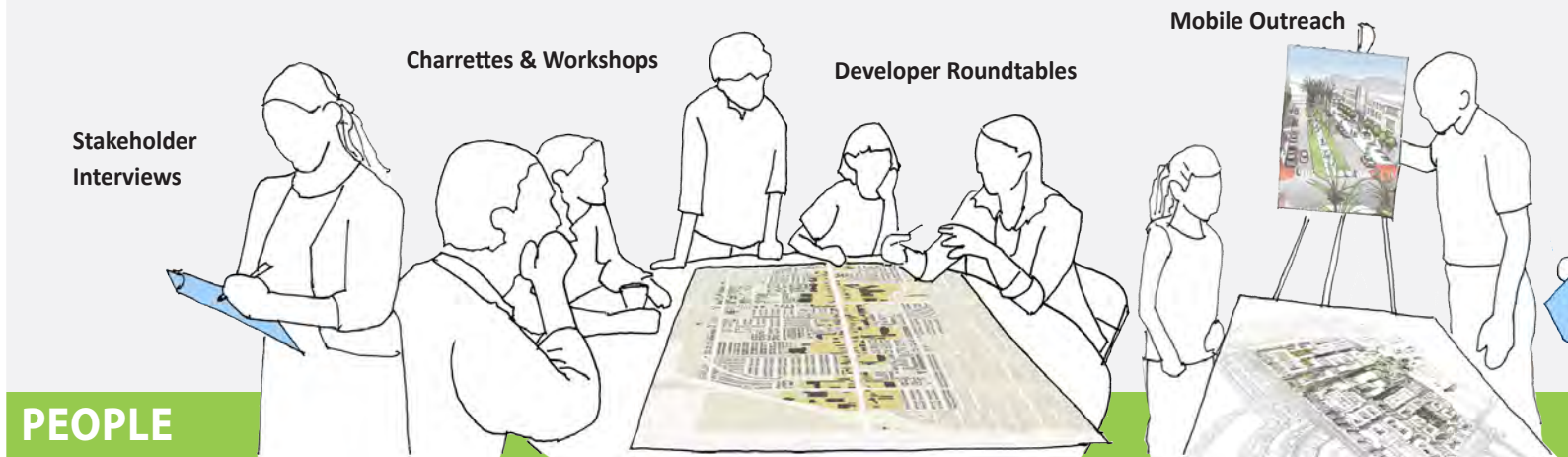




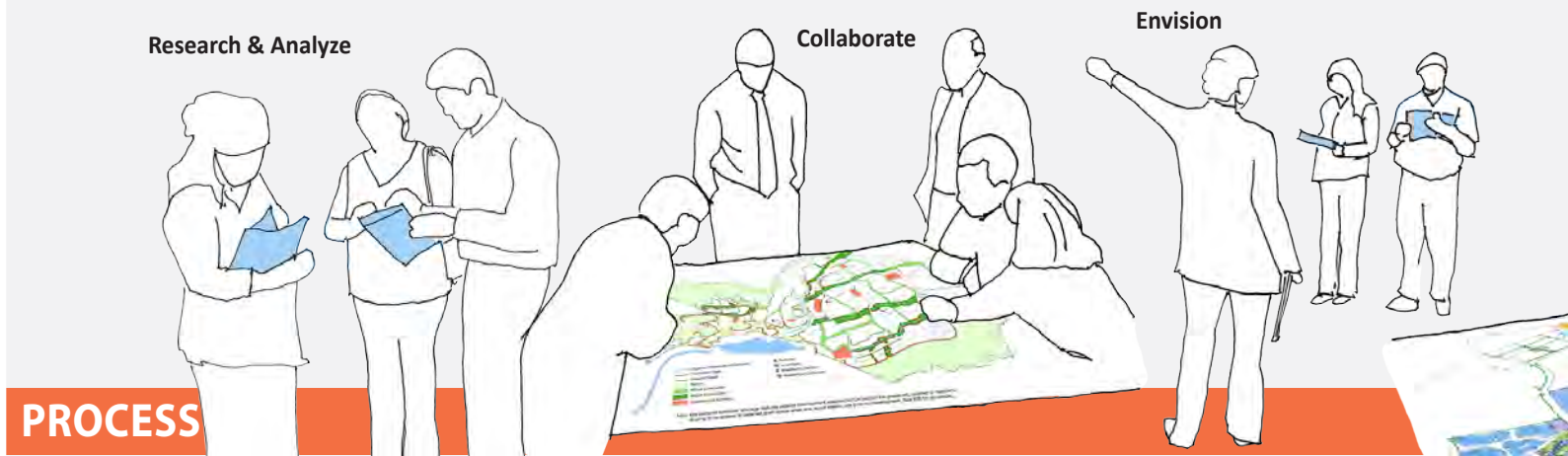
6. ADDENDA

No addenda were issued for this RFP.

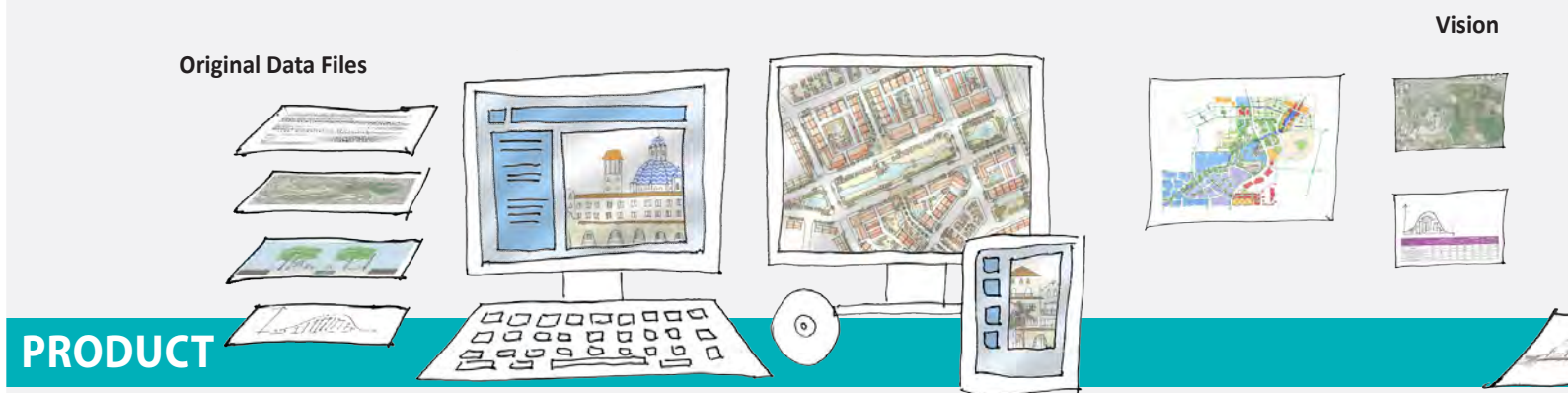
PLACEWORKS TEAM PROCESS



PEOPLE



PROCESS



PRODUCT

PEOPLE

The PlaceWorks Team believes in collaboration and community engagement every step of the way—from the assessment of current conditions and needs, to exploration of opportunities for the future, to confirmation of preferred visions, development plans, and implementation strategies and codes.

The PlaceWorks Team works through multiple methods to include as many people as possible.

Local Stakeholders



Websites, Social Media



Open Houses & Public Hearings



Document



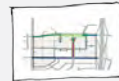
Review & Strategize



Present



- Plans
- Maps/Diagrams
- Graphics/Illustrations
- Tables/Charts
- Performance Evaluations



The Plan

Environmental Clearance Document



PROCESS

The PlaceWorks Team is effective at completing projects on time and under budget.

We establish clear procedures and protocols to ensure that the work and the program address objectives and expected outcomes and coordinates with concurrent client initiatives.

PRODUCT

The PlaceWorks Team is dedicated to providing clients with reliable and effective products. This means that for deliverable work products we will provide the Client with electronic files for publications.



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Additional Locations

Los Angeles | Inland Empire | San Luis Obispo | Berkeley | Sacramento

