



CONSENT CALENDAR

Agenda Item # 1

AGENDA REPORT SUMMARY

Meeting Date: March 17, 2020

Subject: Form-Based Code Consultant Recommendation

Prepared by: Guido F. Persicone, Planning Services Manager

Reviewed by: Jon Biggs, Community Development Director

Approved by: Chris Jordan, City Manager

Attachments:

1. Lisa Wise Consulting (LWC) and Opticos Proposal

Initiated by:

City Council Goal

Fiscal Impact:

\$300,000 is anticipated for this effort.

Environmental Review:

A planning study is statutorily exempt from environmental review per the California Environmental Quality Act (CEQA) Guidelines Section 15262

Policy Question(s) for Council Consideration:

- Will this effort result in preparation of a development code that will provide adequate and appropriate direction that can be relied on by the community to guide change in Los Altos?

Summary:

- This is a request authorizing the City Manager to enter into an agreement with Lisa Wise Consulting (LWC) and Opticos for preparation of a form-based code.

Staff Recommendation:

Authorizing the City Manager to execute an agreement with Lisa Wise Consultant (LWC) and Opticos Design Inc., in an amount not to exceed \$300,000 for development of Form-Based Code



Subject: Form Based Code Consultant Recommendation

Purpose

To prepare a form-based code to guide future development in Los Altos.

Background

On January 28, 2019 the City Council adopted a resolution directing City staff to accept Senate Bill 2 (SB 2) grant funds from the State of California. Following the conclusion of this meeting, a Request for Proposals (RFP) was sent out via the City website, to all interested parties and consulting firms in recent years.

After release of the RFP a Pre-Bid Conference call was organized by City staff. Five consulting firms participated in this pre bid meeting to ask questions and to receive clear direction from City staff regarding the information needed in the RFP submittal package. On February 21, 2020 all questions from the pre bid conference were posted to the City website:

https://bids.losaltosca.gov/sites/default/files/fileattachments/form_based_code_questions.pdf.

February 28, 2020 was the deadline to submit a proposal to Los Altos. On this date, the City received one proposal from Lisa Wise Consulting (LWC) and Opticos Design. On March 16, 2020 an interview panel was organized comprised of two city councilmembers (Mayor Pepper and Councilmember Bruins) and two staff members (Biggs and Persicone).

At the conclusion of the interview panel, a recommendation was made to forward on the proposal to the City Council for authorization for the City Manager to enter into an agreement with this consultant.

Analysis

Based on the strength of their presentation, ranking and input from the interview panel and a thorough evaluation of the submitted proposal, staff recommends that LWC and Opticos be selected as the consulting team to assist the City in its Form Based Code effort. LWS and Opticos are a multi-discipline firm with architects, designers, and planners on staff in offices that are located in the Bay Area and other cities in the State.

Overall, Lisa Wise Consultant (LWC) and Opticos are highly regarded within the urban planning community. Most recently, having won an award from the California Chapter of New Urbanism for their work on the City of Woodland Comprehensive Zoning Code Update.

Staff is recommending that the City Council provide authorization for the City Manager to negotiate and execute an agreement with Lisa Wise Consultant (LWC) and Opticos. Attached for the City Council's information is the proposal submitted by consulting group. It is expected that this will be



Subject: Form Based Code Consultant Recommendation

modified during the negotiation stage for the agreement, but it does serve to inform Council and the public of the efforts, in broad terms, to be undertaken by the consultant.

A very important component of this Form Based Code effort will be its community outreach. Staff is recommending that the final plan for the community outreach effort return to the City Council at a later date for confirmation. This will give the City Council and the community an opportunity to provide input on outreach plan, while the kickoff meeting, consultant's tour of the city and data collection can begin. Hence, why the request is for an allocation of \$300,000 so the City Manager has the discretion to increase the amount of if needed to ensure a robust community outreach policy process occurs in the next fiscal year.

Options

- 1) Authorize the City Manager to execute an agreement with Lisa Wise Consulting (LWC) and Opticos Design in an amount not to exceed \$300,000 for the Form Based Code effort

Advantages: Allows an agreement with the recommended consulting firm to be executed so that the Form Based Code effort can begin and accomplish a Goal identified by the City Council.

Disadvantages: Results in expenditure of City funds.

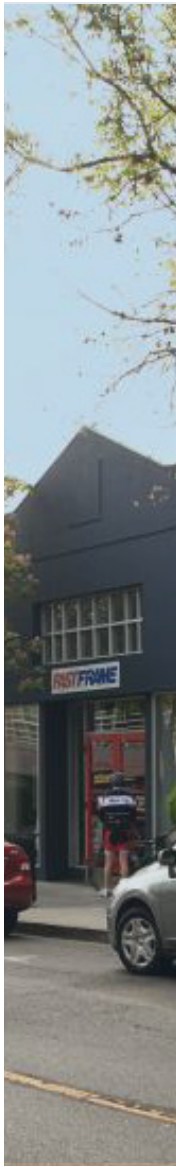
- 2) Decline authorization to execute an agreement with Lisa Wise Consulting (LWC) and Opticos Design

Advantages: Would provide an opportunity for an alternate course of action.

Disadvantages: Delays or eliminates the Form Based Code effort.

Recommendation

The staff recommends Option 1.



CITY OF LOS ALTOS, CA

FORM-BASED CODE

RESPONSE TO REQUEST FOR PROPOSAL (RFP) — SENATE BILL 2 (SB 2) — FORM-BASED CODE

FEBRUARY 28, 2020



Prepared for:

CITY OF LOS ALTOS
1 NORTH SAN ANTONIO ROAD,
LOS ALTOS, CA 94022

Prepared by:

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February 28, 2020



Guido F. Persicone, AICP
Planning Services Manager
City of Los Altos
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Los Altos, CA 94022
Tel: 650-947-2633
gpersicone@losaltosca.gov

RE: Request for Proposal (RFP) – Senate Bill 2 (SB 2)-Form Based Code

Dear Mr. Persicone,

Lisa Wise Consulting, Inc. (LWC) and project partners Opticos Design Inc. (ODI) and W-Trans are pleased to submit our proposal to prepare a new Form Based Code for the City of Los Altos (City) after careful review of the existing Zoning Code and Residential Design Guidelines, pursuant to Senate Bill 2 (SB 2).

We are very excited at the opportunity to work with the City on this project as our firms specialize in creating objective design and development standards and zoning codes that consider form and performance as well as the more traditional approaches. As the President of LWC and Project Director, I am also the former treasurer and chair of the Form Based Code Institute (FBCI) and our Director, Roger Eastman and I are certified instructors for the FBCI 3-course curriculum.

Adding to our team's qualifications and preparedness, LWC and ODI have collaborated on dozens of form based and hybrid code updates including Benicia, Livermore, Hayward, Richmond, Flagstaff AZ, and Austin TX. Additionally, LWC and ODI are leading the creation of Objective Design and Development Standards for 10 jurisdictions in Marin County, the first such collaborative SB2 project in the State. Our team also includes California transportation planning and engineering consultants, W-Trans. Led by Principal, Brian Canepa, W-Trans has a strong resume in in California balancing the technical needs and functionality of traffic with communities' vision of more pedestrian and bicycle-oriented streets and sustainable transportation systems.

We will bring our collective skills and collaborative experience to Los Altos project which will facilitate us working quickly and efficiently and delivering the project on time and within budget.



LWC will lead the project, assuming responsibility of communication with the City and among the consultant team as well as ultimately meeting all milestones and budget obligations. LWC will also lead the production of draft and final documents as well as presentations with the community and City decision-makers



ODI, national leader in community design, will lead the technical design analysis testing of development types on key sites. Opticos will also produce diagrams and illustrations that visualize the findings from the technical analysis.



W-Trans will support the team by assessing key transportation elements such as parking standards and existing traffic data to gauge actual on-site demand. W-Trans will also conduct research and advise the team on design guidelines, the City's Complete Streets Master Plan; and City standards regarding transportation demand management (TDM) measures as they are designed to reduce vehicle trips and greenhouse gas emissions in coincide with the City's vision for the future.

Our commitment, experience and specialized knowledge will assure thorough research and technical analysis, substantive community engagement, effective collaboration with City staff, and ultimately a clear, concise objective standards and Zoning Code that will stand the test of time.

As the CEO and founder of LWC, I will work closely with Monica and the team and assume ultimately responsible for the quality, timeliness and adherence to budget for all aspects of the project.

We appreciate the opportunity to participate in the bidding process and look forward to discussing our proposal with you in more detail. We have read, understand and are able to conform with all of the tenets of the Professional Services Agreement (Enclosure B of the RFP) and Insurance requirements (Exhibit B) of the January 28 RFP.

Sincerely,

Lisa Wise, AICP
President, CEO
(805) 595-1345
lisa@lisawiseconsulting.com

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01 PROJECT APPROACH

PROJECT UNDERSTANDING

The City of Los Altos is home to a little over 30,000 residents and was incorporated in 1952. The City is bounded to the north and east by Stanford, Los Altos Hills, Mountain View and Cupertino and to the south and west by some of the most beautiful open space in the Bay Area.

While situated in the heart of Silicon Valley, Los Altos prides its small-town atmosphere and community-focused lifestyle. Los Altos is characterized by a semi-rural character, vibrant Downtown commercial area and wooded, quiet, low density residential neighborhoods. Los Altos is also known for the quality of its open space, scenic resources and recreational opportunities.

Los Altos Vision for the Future, per the Los Altos General Plan 2002-2020 (General Plan), provides a starting point for the Code update and prioritizes a circulation system that serves the community while slowing and reducing traffic and making the city more pedestrians and bicycle friendly. Fiscal and economic stability are also key priorities for the City as are providing a diversity of housing options and a mix of uses for workers and residents. Also telling for the code update and residential design guideline team, is the optional Community Design and Historic Resources Element which prioritizes urban form and character and preservation and enhancement of Palo Alto's most desirable qualities: village atmosphere, mature landscaping, attractive gateways, pedestrian friendly streets, a mix of uses, physical design that accommodates community gatherings as well as protecting and preserving historic buildings and their surroundings.

The consulting team will call on the General Plan and work closely with city staff and the community to revisit and refresh the most important elements of Los Altos' vision for the future and look to recent legislation to inform the code and residential design guideline update process. Three key pieces of legislation are SB35, SB330 and the Housing Affordability Act:

- **SB35** is intended to expedite and facilitate the construction of affordable housing by providing streamlined approval for qualified housing developments. Eligible projects providing affordable units for low income levels are those that meet a range of criteria, including but not limited to: urban infill projects, projects with at least two residential units, projects that have a general plan and/or zoning designations that allows residential or mixed-use with at least 2/3 of the square footage as residential use; projects that are consistent with all objective general plan, zoning subdivision, and design review standards in effect at the time the application is submitted.



PER THE SB35 STATEWIDE DETERMINATION SUMMARY, THE CITY OF LOS ALTOS IS SUBJECT TO THE STREAMLINED MINISTERIAL APPROVAL PROCESS FOR PROPOSED DEVELOPMENTS WITH AT LEAST 10% AFFORDABILITY.



- **SB330** is intended to limit a city’s ability to down-zone or change a general plan designation to result in less intensive land use. It applies to all housing developments, including mixed-use projects with 2/3 or more of the square footage dedicated to residential use. The law prohibits a city from reducing the permitted intensity to below that which was allowed on January 1, 2018 (e.g., reduced density or FAR, increased lot size, increased setbacks, etc.), and prohibits cities from imposing or enforcing non-objective standards established after January 1, 2020.
- **The Housing Accountability Act** states that if a proposed housing development project complies with applicable objective general plan, zoning, subdivision standards and design review standards, a local jurisdiction may only deny the project if the project would have a specific, adverse impact on public health and safety unless the project is disapproved or approved as conditioned to be at a lower density.

Furthermore, SB2, the Building Jobs and Homes Act, provides funding and technical assistance to all California local governments in preparing, adopting, and implementing plans and process improvements that streamline approvals for housing at all income levels and that accelerate housing production—housing which will be regulated by a host of new legislative acts including those described above.

This funding is an opportunity for the City of Los Altos to develop objective standards for residential development that are prescriptive enough to lead to predictable results, flexible enough to allow the diversity of design the community desires, and supportive the community’s shared vision for the City’s downtown, neighborhoods, corridors, nodes and open spaces. Many communities are finding that this combination of goals is best met through a form-based code. An approach that uses physical form rather than separation of uses as the primary organizing principle for the code, a form-based code is particularly useful in fostering predictable and high-quality built results and a complementary public realm.

DEVELOPING A FORM-BASED CODE FOR LOS ALTOS

Our consulting team, led by LWC, will approach the project with a complete assessment of all existing standards and guidance for design and development, including:

- Existing Code, specifically, particularly the design controls section, other sections that include subjective standards, and the related basic development standards.
- Single-Family Residential Guidelines
- Multi-Family Design Review, particularly the subjective criteria. This includes terms such as “architectural integrity”, “appropriate relationship with other structures,” “human scale,” “immediate area,” “generous and inviting,” “signage that is designed to complement the building architecture,” and “substantial.”
- Existing documents related to Downtown Design, including the Downtown Vision Plan, particularly the Built Environment section and its guidance for ground floor design, building scale, height, setbacks, and placemaking; the Downtown Design Guidelines; and the Downtown Plan

In close collaboration with the City, our consulting team will re-work existing standards and guidelines into an objective and form-based approach, applying performance standards and incentive-based standards as appropriate. Based on early discussions with Staff and working sessions with decision-makers, the consulting team will determine which subjective criteria merit objective standards and which zones warrant a form-based approach. The appropriate mix of permitted and conditionally permitted uses and use categories for each zone will also be determined and updated to reflect contemporary uses and trends.

WORKING WITH THE COMMUNITY

The consulting team will work through revisions to the Code through site testing and discussion with the community and City decision-makers. The consulting team will facilitate work sessions where we “roll up our sleeves”, test out options, identify advantages and drawbacks, discuss flexibility vs. predictability, ultimately modifying and re-working standards along with the community. The consulting team will also lead discussions on which existing subjective criteria may continue to apply to discretionary review and therefore, remain subjective.

Ultimately, the consulting team will create user-friendly and graphic-oriented form-based code sections and supporting documents, including but not limited to web-accessible handouts and forms that can be provided to customers at the Planning Division counter, as well as checklists, and design guidelines. The consulting team will incorporate graphics and figures that clearly articulate and illustrate the main design concepts for ease-of-use and legibility.



LWC conducting workshops and charrette at Las Vegas and Hayward to involve the community in the process

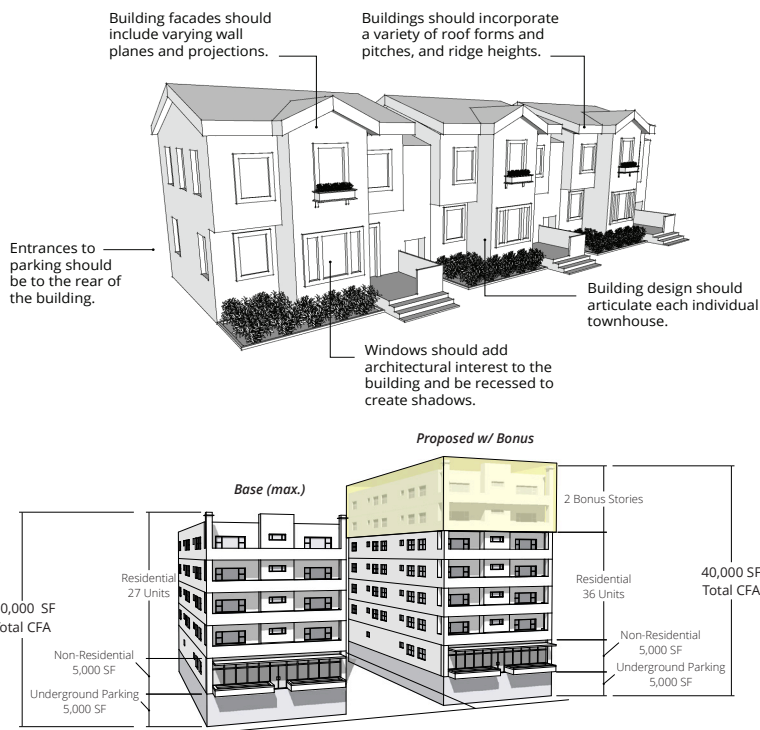
LOOKING AHEAD

Most critically, the consulting team will take a broader and forward-looking approach that acknowledges the trends in recent State legislation in terms of objectivity, and takes an approach that recognizes the vision of the Los Altos community with an emphasis on “buildability” and implementation. Final products will also ensure that the zoning can be easily amended upon adoption of a future planning documents.

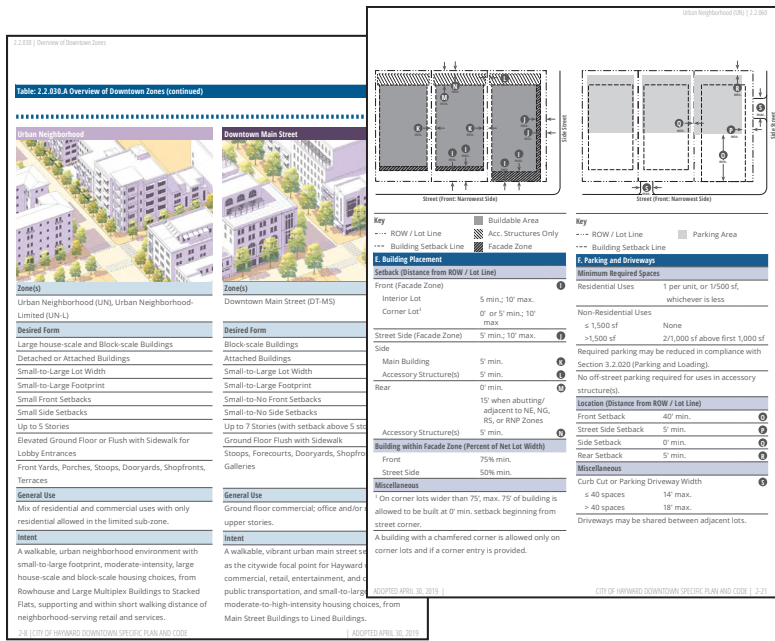
STANDARDS AND REVIEW CRITERIA

Zoning is the heart of any city’s development management program. Zoning regulations and review criteria should be clear and logically organized in order to effectively implement the community character and quality goals of the City. Zoning establishes the rules that can help preserve and enhance the City’s existing character by ensuring that new development is compatible in scale and character with existing uses.

Given the current single-family residential building pattern and recent and ongoing development pressure, extra attention needs to be given to the development standards and ensuring the criteria by which permits are reviewed are clear and intentional. Understanding the current site, building mass and bulk patterns in the residential neighborhoods will establish a strong base for stakeholder input and the development of approaches toward minimizing perceived scale of future development while accommodating today’s household needs.



LWC’s codes employ graphics and diagrams to enhance clarity and effectiveness.



Pages from Hayward Downtown Specific Plan and Code describing regulations with illustrations.

FORM-BASED CODES

LWC is committed to providing highly customized and creative planning programs based on the unique issues and challenges facing each individual community.

Our approach is grounded in extensive coordination with city staff, civic leaders and the community, as well as in thorough, objective research and best practice analysis. Each LWC code update project is unique, and reflects the needs, desires, character, and economic realities of the specific community as well as best practices from industry, academia and similar cities around the country. However, each effort reflects our philosophy that zoning and development regulations should:

- 

Viability. Foster economically, legally and politically feasible development which supports city goals for housing and employment growth, commercial centers and business districts.
- 

Quality. Enable a standard of long-lasting, valuable and attractive design that positively affects the public realm and reflects the values of the community.
- 

Contextual Sensitivity. Respond to the geographic setting, social framework and community character of neighborhoods, corridors and districts.
- 

Predictability. Offer a high degree surety in desired development outcomes for the city, neighbors, businesses, and the development community.
- 

Flexibility. Provide opportunities to accommodate reasonable adjustments in standards to secure better outcomes and community "fit."
- 

Equity. Ensure that the benefits and burdens of development are shared across the community, expand opportunities for affordable housing and affordable commercial space, and support a diversity of businesses.
- 

Clarity. Prioritize concise and succinct language, easy-to-understand graphs, charts and tables and where possible, use photos, icons and drawings to augment descriptions.

We write codes with an understanding of the different perspectives of users. We believe that code users should not have to hunt for or piece together best practices; rather, they should easily arrive at design excellence and feasibility. When drafting regulations, we test various approaches to assure we are not creating unintended consequences. We also write with clarity, ensuring that the regulations are understandable to all interested persons and that it's easy to understand rules and procedures.

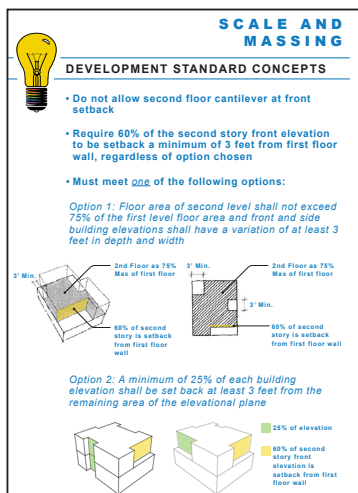
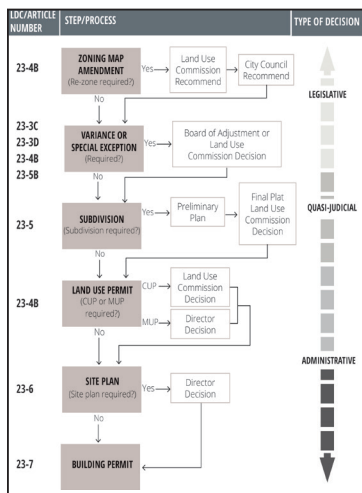
A HYBRID CODE

Because development regulation is a local process, tailored to the unique needs, circumstances, and aspirations of each municipality, various codes approaches have developed over the years as communities independently addressed planning and zoning issues. Despite these variations, many zoning codes incorporate some combination of use-based, form-based, incentive-based, and performance-based regulations.

As part of the update, the City may consider adopting a hybrid approach to land use and development regulation. Additional urban form-based standards may help implement certain General Plan goals, particularly related to mixed-use, transit-oriented, and infill development. Additional performance-based standards can help address potential incompatibilities between uses and development and incentive zoning can encourage development that implements General Plan goals. LWC is adept at developing hybrid strategies, where traditional and form-based systems are complementary and result in ease of use and understanding and desired development outcomes.

Our work has been featured in the American Planning Association magazine ("Going Hybrid," February 2012) which highlights LWC's work on the Flagstaff hybrid zoning code as a model approach.

LWC's hybrid approach is more recently showcased in the April 2019 Western Planner Journal (Downtown Las Vegas Form-Based Code: A Nevada First) where the adoption of form-based overlays in key Districts in Downtown Las Vegas are applied within very traditional (Euclidean) code framework.



LWC's codes employ graphics and diagrams to enhance clarity and effectiveness.

A USER-FRIENDLY CODE

In addition to integrating the appropriate regulatory approaches into the code structure, LWC's focus will be to make the code easier to use and understand for all code users. Code users should be able to find, with a minimum of reading, and interpretation, the rules and procedures. Important features the Zoning Code will integrate the following:

- Logical organization. Reflect a clear, well labelled sequence
- Clear language and readability. Focus on brevity, complementary images, icons, photos, charts, graphs and avoid ambiguity, and jargon. Redundancies and duplication should be eliminated.
- Consistent expression. Express provisions in uniform way. For example, when the same finding is required for several different types of permits, the code should use the same wording to avoid confusion or uncertainty.
- Navigation tools. Apply clear titles, cross-references, headers, footers, and a detailed table of contents and section lists

PAGE HEADER Zoning Ordinance District Regulations

PROMINENT HEADINGS 19.08.050 District Standards

CONSISTENT NUMBERING Title 19.08.050A: Building Placement

Setback Distance	Front A	Corner Side B	Interior Side C	Rear D
Primary Building	10 ft	10 ft	0 ft	10 ft
Accessory	20 ft	20 ft	--	15 ft

TABLES

CROSS-REFERENCES

WHITE SPACE

GRAPHICS

PAGE NUMBER 18

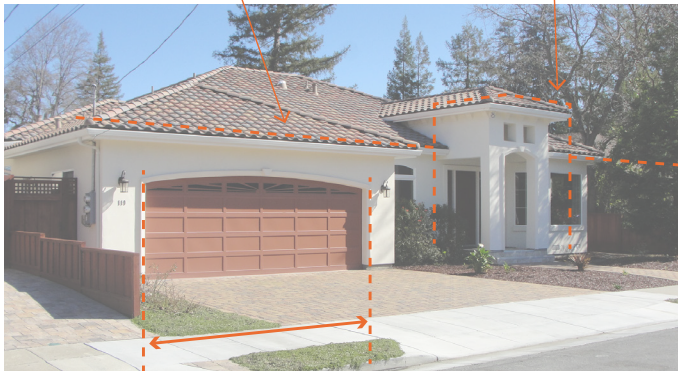
19.08.060 Development Regulations

A. **Parking Area Landscaped Setback.** A landscaped setback at least 10 feet wide shall be provided between the parking area and the adjacent right-of-way. A minimum of one fifteen-gallon tree and two five-gallon shrubs shall be provided for every 40 feet of the street frontage.

Figure 19.08.060.1: Parking Area Landscaped Setback

Garage as primary facade feature

Entry feature out-of-scale with building



Facade features reflect story height

Garage recessed and de-emphasized



DESIGN GUIDELINES

A successful design guidelines document facilitates understanding of community design expectations, encourages creativity, facilitates interpretation of zoning requirements, and leads new development to be more harmonious with existing neighborhood values and character.

In general, the design guidelines provide design direction to complement and support development standards. They will be graphic-oriented and provide a key means for applicants to understand how to successfully integrate new development into a neighborhood through compatible mass, bulk, intensity, setbacks, use of materials, color, character and other factors and criteria that emerge through the outreach process. Examples and diagrams will be incorporated into the design guidelines which illustrate approaches that inspire and encourage applicants to address community standards for design compatibility.

The scale and prominence of entry features and garages also influence the perceived bulk and mass of a building.

02 PROJECT TEAM

FIRM PROFILES

LISA WISE CONSULTING, INC. (LWC)

LWC specializes in updating, modernizing and streamlining zoning codes aimed at promoting pedestrian and transit-oriented neighborhoods, revitalizing built environments, and facilitating sustainable, well-designed places to live, work, and recreate. LWC is distinguished by consistent commitment to client service and the development and application of innovative solutions. The LWC team addresses each engagement with a deep understanding of zoning principles and best practices, strong project management, professional writing skills, and intuitive community outreach capabilities. LWC was founded in 2006, incorporated in 2008 and has grown to a staff of 17 with offices in Los Angeles, San Francisco, and San Luis Obispo, California.



LWC core competencies include:

- Zoning Ordinances, Development Codes, and Form-Based Codes
- Long-Range Planning, Specific Plans, TOD Plans, and Corridor Plans
- Housing Elements and Affordable Housing Policy
- Public Engagement and Community Consensus Modeling
- Economic and Market Analyses and Strategies

LWC has completed code updates and technical planning projects in over 100 jurisdictions in California, Arizona, Nevada, North Dakota, Texas, Ohio, Hawaii, Oklahoma, Maine, Iowa, and Massachusetts. Our resume includes 60 comprehensive code updates, diagnoses, and regulatory compliance assessments; 16 sign code updates; and over 130 long range planning, housing, economic, and finance projects on time and to our client's satisfaction. LWC is a certified Disadvantaged Business Enterprise in the State of California (UPC Firm Number 40054).

OPTICOS DESIGN

Opticos is a team of urban designers, architects, and strategists that partners with clients who want to lead the way in providing vibrant, diverse, walkable urban places. Because we approach each project with innovation and creative problem solving in mind, we function just as much as a think tank as a consulting firm.

To us, architecture and planning must play a role in defining more sustainable, equitable, healthy, compact patterns of development that improve the quality of life for everyone. This starts with revitalizing existing urban places, but also must include the transformation of suburban places into more urban ones and the creation of thoughtful, new walkable urban communities. Professionally, we're one of the first B Corporations and a founding California Benefit Corporation, a revolutionary new kind of business dedicated to a triple bottom line. Our award-winning work at the architecture, neighborhood, and city-wide scales follows the principles inherent in the Charter of the New Urbanism. This work includes a Gold Nugget-winning and LEED-ND Phase 1-Certified Hercules Waterfront District, CNU Charter Award-winning Seaside Beachfront and Town Square Plan and L'Enfant Award-winning master planning work in Gabon, Africa.



WHITLOCK & WEINBERGER TRANSPORTATION, INC. (W-TRANS)



W-Trans provides traffic engineering and transportation planning services that emphasize mobility within available resources and help transform streets to serve all potential users. We are particularly skilled in retrofitting streets and roads to make walking, bicycling and transit use safer and more convenient while also appropriately managing vehicle traffic.

Our staff have applied their skills to a variety of projects ranging from traffic operation analyses, traffic collision reduction programs, transportation facilities design including traffic signal and roundabout design to downtown revitalization, streetscape planning efforts and complete street projects. We take a holistic approach to traffic engineering, realizing that solutions cannot be developed in a vacuum or strictly follow the standards of the past. Traffic analysis and design must be sensitive to the context of the surrounding land use and community goals to be successful. W-Trans service areas include:

- Complete Streets
- Traffic Impacts
- Pedestrian Safety and Design
- Bicycle Facilities
- Safe Routes to School
- Traffic Engineering Design
- Roundabouts
- Traffic Operations
- Municipal Staff Services
- Traffic Safety
- Traffic Calming
- Parking
- Transit

W-Trans was established in 1995 by Dalene Whitlock and Steve Weinberger. W-Trans opened its Oakland office in 2011 with Mark Spencer as the Branch Manager. In 2014, a San Jose office was added. W-Trans is an employee-owned company, with 19 employees currently having ownership.

W-Trans is certified as a woman-owned business (DBE) by the California Department of Transportation. A copy of our certification can be provided upon request.

ORGANIZATIONAL CHART



Lisa Wise, AICP
President, CEO, LWC
Principal-In-Charge



Roger Eastman, AICP
Director, LWC
Project Manager, Form-Based Codes, Development Codes



Monica Szydlik, AICP
Senior Associate, LWC
Project Manager, Design Guidelines, Zoning



Alex Chapman
Associate, LWC
Design Guidelines, Planning, Zoning



Meha Patel
Associate, LWC
Design Guidelines, Planning, Zoning



Tony Perez
Director, Opticos
Form-Based Codes



Brian Canepa
Principal, W-Trans
Transportation Demand Management and Parking



Stefan Pellegrini, RA, AICP, LEED AP
Principal, Opticos
Urban Design



Martin Galindez
Senior Designer, Opticos
Urban Design

KEY PERSONNEL



LISA WISE | AICP | PRESIDENT/CEO | LWC

As a certified planner, Lisa has over 30 years of professional experience in zoning codes, economic development strategies, financial analysis and managing complex engagements. Her resume includes projects in California, Western Region and throughout the U.S. Lisa has been directly responsible for 34 code updates, 35 economic projects, 23 master and specific plans, and 20 housing policy engagements. Lisa is considered a national expert in the field of zoning, housing and code reform, served as the Chair of the Form-Based Code Institute (organization dedicated to reforming zoning and making cities more resilient), and recently received the CNU Paul Crawford award for Excellence in Planning. Lisa is also adjunct faculty of Cal Poly, San Luis Obispo, where she teaches classes on urban planning and real estate finance.



ROGER E. EASTMAN | AICP | DIRECTOR | LWC

At LWC, Roger is responsible for the accuracy and completeness of all development code projects with a focus on effective streamlining of processes, compliance with law, consistency across jurisdictional land use policy, translating policy direction into clear and implementable development standards, and client satisfaction. Roger's responsibilities also include communicating directly with project managers and civic leadership, as well as coordinating among consultant team members to assure the execution of tasks on time and within budget. As an experienced public speaker and graduate of the International Association of Public Participation (IAP2) Roger is also responsible for providing leadership on civic engagement strategies and meeting facilitation. Roger holds a Bachelor of Science in Town and Regional Planning from the University of the Witwatersrand, Johannesburg (South Africa) and graduated from the Southwest Leadership Program for State and Local Government in 2004.



MONICA SZYDLIK | AICP | SENIOR ASSOCIATE | LWC

Monica has over fourteen years of experience leading design work on specific plans, transit-oriented development plans, streetscape design, design guidelines, development regulations and zoning codes. Monica holds a Master's in Architecture from the University of Michigan, College of Architecture and Urban Planning. Her work on codes and plans has involved management of multi-disciplinary teams, design of community outreach events, and coordination of presentations and deliverables. Monica integrates various graphic tools into her work including 3-D modeling, diagramming, and photo-simulations.

ALEX CHAPMAN | ASSOCIATE | LWC

Alex specializes in long-range planning and urban design and supports the team in document production, policy and code review and summary and graphic design. He works closely with LWC Project Managers to investigate and summarize existing conditions, conduct data analysis, mapping, design and preparation of community outreach and visual survey material.



MEHA PATEL | ASSOCIATE | LWC

Meha focuses on development standards and zoning code updates, planning-related research, design of informative and attractive graphics, design guidelines and preparation of preliminary drafts and reports. She brings strong technical expertise in graphic design and modeling software (Adobe Creative Suite and SketchUp). Meha holds a Bachelor of Science degree in City and Regional Planning and a minor in Sustainable Environments from California Polytechnic State University, San Luis Obispo.



TONY PEREZ | DIRECTOR | OPTICOS DESIGN

With 30 years of experience—12 as a public sector planner and the past 18 as a consulting professional writing Form-Based Codes—Tony is an expert at working with communities to establish and translate policy direction into clear and implementable development standards. His experience in the public and private sectors gives him sharp focus and broad perspective to ensure that the standards articulated will implement policies and deliver expected visions. Tony is also adept at integrating each Form-Based Code with the community's existing regulations and procedures.



STEFAN PELLEGRINI | AICP, LEED AP | PRINCIPAL | OPTICOS DESIGN

Before joining Opticos in 2002, Stefan worked at Urban Design Associates in Pittsburgh, Pennsylvania, where he was a senior designer and project manager for over 50 urban design and architecture projects, including groundbreaking plans that redesigned public housing into mixed-income communities through the HOPE VI program in five states and new housing developments in North Carolina and Alabama. Adept at analyzing a place and drawing his ideas on paper, with a passion for traditional architecture, Stefan meticulously considers every aspect and angle of a project to create beautiful places and spaces that thrive.





MARTIN GALINDEZ | SENIOR DESIGNER | OPTICOS DESIGN

Since joining Opticos, Martin has been a key contributor, urban designer, and code writer for several projects including the South District Form-Based Code in Iowa City, the Downtown Davis Form-Based Code, the West Kaua'i Form-Based Code, and the Downtown Hayward Specific Plan and Form-Based Code. Prior to joining Opticos, Martin developed his design approach at Pratt Institute and UC Berkeley. At Cal, he applied concepts of place identity and community engagement to his thesis project, in which he proposed a binational walkable community at the border of Ciudad Juarez, Chihuahua, Mexico and El Paso, Texas. His design presented a "car-light" border crossing, with a new light rail link and pedestrian bridge between sister downtowns and just one auto throughway.



BRIAN CANEPA | PRINCIPAL | W-TRANS

Brian brings years of experience in developing countless parking and TDM plans for a wide range of clients including public, private, and non-profit entities as well as many academic campuses. His efforts have produced quantifiable traffic reductions and implementable shared parking and TDM plans. He has a distinct ability to engage key stakeholders and community members and effectively communicate complex technical material in straightforward terms to highlight inherent trade-offs and potential outcomes. He gained his Master's in Planning from Virginia Tech while working for the Transportation Research Board and then moved back to the Bay Area in 2006 where he rose to Principal and Director of Operations at Nelson\Nygaard Consulting. Brian joined W-Trans as a Principal in 2019 with an interest in helping local California communities tackle challenging parking and traffic issues.

03 QUALIFICATIONS



CITY OF WOODLAND Comprehensive Zoning Code Update

STATUS:
In Progress

TIMEFRAME:
August 2019 - September 2020

BUDGET:
\$358,610

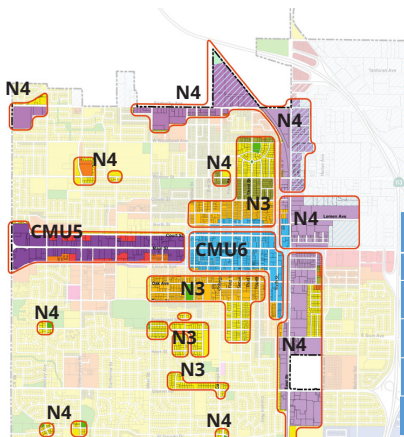
REFERENCE:
Steve Coyle
Director of Community Development
300 First Street
Woodland, CA 95695
(530) 661-5820
Stephen.Coyle@CityofWoodland.org

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

LWC worked closely with the City to apply a combination of form-based and Euclidean approaches to support high-quality and walkable complete neighborhoods, corridors and nodes throughout the City. The Code ensures sensitivity to the city's historic districts and neighborhoods, its vibrant downtown, diversity of industrial uses, and vibrant corridors. In response to recent State legislation, a key emphasis for the Comprehensive Code is to craft objective standards for residential development that will support the City's needs while leading to context-sensitive and visually appealing development.

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

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



Zone	N3 Neighborhood	N4 Neighborhood Mixed Use	CMU5 Corridor Mixed Use	CMU6 Corridor Mixed Use
Building Height	3 max. 1 min.	3 max. 1 min.	5 max. 1 min.	5 max. 1 min.
Setbacks	20' min. 30' max.	5' min. 25' max.	0' min., 80% at BTL	0' min., 100% at BTL
Allowed Uses	Residential, Health Care, Child Care	Residential, Commercial, Service	Residential, Commercial, Service	Residential, Commercial, Service
Frontage Types	Porch & Stoop	Porch, Stoop, & Forecourt	Stoops, Shopfront, & Galleries	Stoops, Dooryards, Forecourts, Shopfronts, & Galleries
Building Types	Detached House	Duplex	Cottage Court	Multiplex: Small

City of Woodland 2019 Comprehensive Zoning Code Update, Created_082919



CITY OF REDWOOD CITY

Citywide Single-Family Residential Design Guidelines

STATUS:

In Progress

TIMEFRAME:

June 2019 - Summer 2020

BUDGET:

\$146,146

REFERENCE:

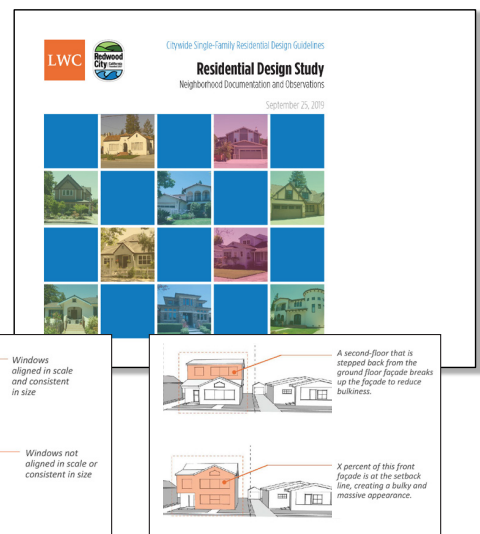
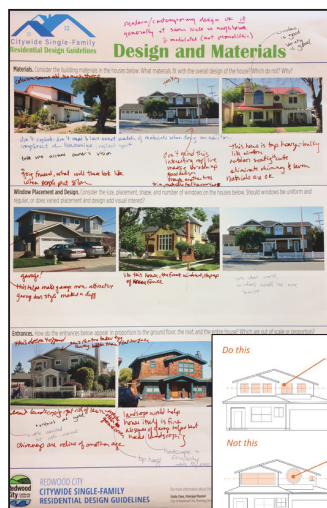
William Chui
Associate Planner
City of Redwood City
1017 Middlefield Road
Redwood City, CA 94063
(650) 780-5916
wchui@redwoodcity.org

LWC was hired by the City of Redwood City to create the City's first Residential Design Guidelines. The Citywide Single-Family Residential Design Guidelines project was initiated in 2019 to address concerns regarding design, massing, scale, and proportions of single-family homes in relation to neighborhood context. The project applies to all single-family projects that propose a second-story addition or modifications to a second story; new single-family two-story structures; single-family projects that exceed 3,000 square feet or an FAR of 45 percent (whichever is greater); or any additions to single-family homes on lots with an average slope of 15 percent or more.

LWC has worked closely with City staff to initiate extensive outreach to determine the community's preferences, priorities, and concerns

about single-family residential design. The community outreach process includes a project website, FAQ sheet, project postcards, initial information gathering sessions with key stakeholders, Pinterest page, interactive Walk-shops for specific to each Redwood City neighborhood, two online surveys, an Open House, two Community Workshops, and a table at a community Farmers' Market. LWC also prepared a Residential Design Study to document observations about existing patterns of residential design throughout the City.

In addition to Design Guidelines, LWC will produce recommendations for Code amendments; specifically, to development standards for single-family residential development and recommended procedural changes for project noticing and approval.



City of Redwood City, Rea022720



CITY OF MORGAN HILL

Monterey Corridor Market and Land Use Capacity Study

STATUS:

Adopted February 2019

TIMEFRAME:

2017 - 2019

BUDGET:

\$54,500

REFERENCE:

Leslie Little
 Assistant City Manager for
 Community Department
 City of Morgan Hill
 17575 Peak Avenue
 Morgan Hill, CA 95037
 (408) 776-7384
 leslie.little@morganhill.ca.us

LWC was hired by the City of Morgan Hill to complete a Market and Land Use Capacity Study for the Monterey Corridor (Project). The Project was conducted in phases, focusing on three segments of the Monterey Corridor (Study Area).

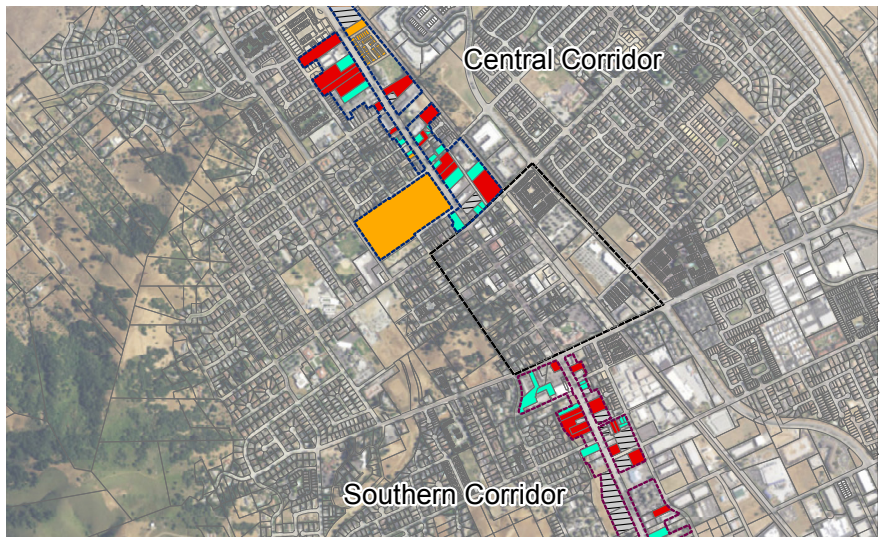
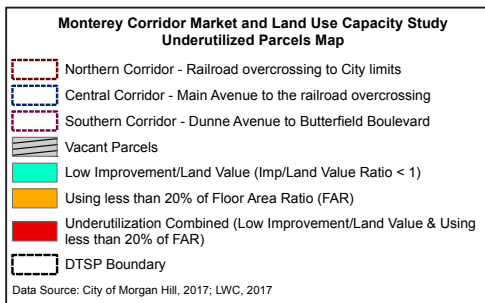
The vision for Morgan Hill's downtown core has largely been realized and attracted investment in new businesses, public spaces, streetscape improvements, and compact, mixed-use development. The Project targets 3 segments outside the downtown core where development has not occurred in a cohesive manner, there has been little new investment, and existing land uses do not favor new development.

In the first phase, LWC completed a comprehensive market and land use inventory and capacity analysis, based on an assessment of citywide demographic, economic, and

development trends; an evaluation of existing and future commercial uses and likelihood of locating in the Study Areas. Phase 1 included an analysis of the commercial space necessary to support market demand in the Study Areas.

In Phase 2, LWC prepared implementation alternatives aimed at greater density, mixed-use and synergies among the downtown core and study areas. Final recommendations include development standards aimed at commercial and retail uses, and higher density residential development.

As a result of the direction set in the Project, the City adopted two Monterey Road "Block-Level" master plans in February of 2019, and the Project continues to inform the implementation of form-based code standards. In March 2020, the City hired LWC to develop a form-based code funded by the SB-2 program.



Morgan Hill Monterey Corridor Market and Land Use Study Rev. 022720

Strategic Zoning Ordinance Amendment

San Carlos, CA

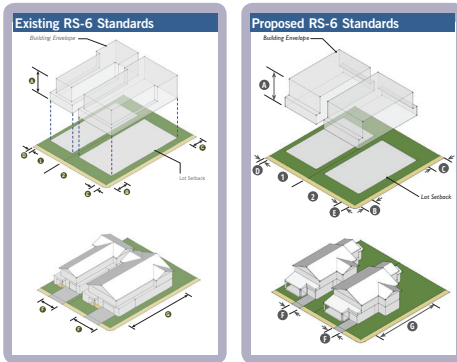
Overview

The existing RS-6 zoning standards were tested to understand what they generate and what issues need to be addressed. The table below identifies existing RS-6 development standards and using a theoretical lot size of 40 ft wide by 125 feet deep (minimum 5,000 square feet) shows the results for this case study. The results were then evaluated to identify which development standards could be changed to address bulk and mass issues.

Key Issues contributing to bulk and mass

1. Excessive building footprint/lot depth
2. "Wedding cake" form at front facade and sides
3. High percentage (up to 65%) of front facade given over to garage; Entry as leftover
4. Limiting factors controlling house size are ineffective (lot coverage & building height)

RS-6 Development Standards	Existing Standards Applied	Opportunity for Change
Min. Lot Area	5,000 sf (corner: 6,000 sf)	5,000 sf
Min. Lot Width	40 ft. (corner: 60 ft.)	40'
Max. Lot Coverage	50%	50% Yes
Max. Height	28 ft. (within the front and rear 15' of the building)	25' A Yes
Building Entrance Area	40 sf min.	40 sf
Building Entrance Depth	5 ft. min.	5' Yes
Front Setback	15 ft. min.	15' B Yes
Rear Setback	15 ft. min.	28' 9" C Yes
Interior Side Setback	5 ft. min. (10% of lot width of 3' [whichever is greater] for lot widths ≤ 45')	4' D Yes
Street Side Setback	7 1/2 ft. min.	na E
Upper Story Front Setback	19 ft. min.	19' Yes
Upper Story Interior Side Setback	9 ft. min. (upper story may align with lower story of project a max of 4 ft. into the required second story setback for up to 30% of the length of the lower story)	9' (30% 4' projection)
Upper Story Street Side Setback	11 1/2 ft. min. (upper story may align with lower story of project a max of 4 ft. into the required second story setback for up to 30% of the length of the lower story)	na
Garage Setback	20 ft. min. (5' from primary facade)	20' Yes
Amount of Facade Allowed for Garage	65% of front facade (60% of front facade for lots wider than 100 ft)	65% F Yes
On-site Parking	2 covered spaces per dwelling min.	2 spaces Yes
Resulting Length of House		81' 3" G Yes



Left: Maximum building envelope of the existing RS-6 standards.

Right: Maximum building envelope of the proposed changes to the RS-6 standards.

City of San Carlos, California
DRAFT - RS-6 Zoning Standards

May 2nd ©2018 Opticos Design, Inc.



Examining Single-Family Zoning Standards to Maintain Neighborhood Character

Opticos is working with the City of San Carlos to strategically update the City's RS-6 zoning to support community character and neighborhood compatibility.

A key part of the project involved analyzing the existing zoning to determine what could be built under it. The team generated lot-by-lot case studies and generated buildout diagrams displaying what could be built under the current zoning. The results were then evaluated to identify which development standards could be changed to address bulk and mass issues.

Size and Scale

Citywide

Status

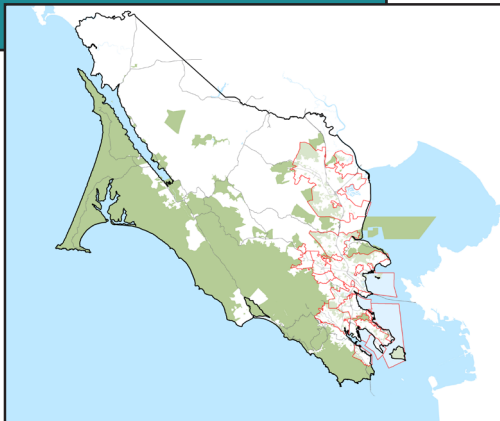
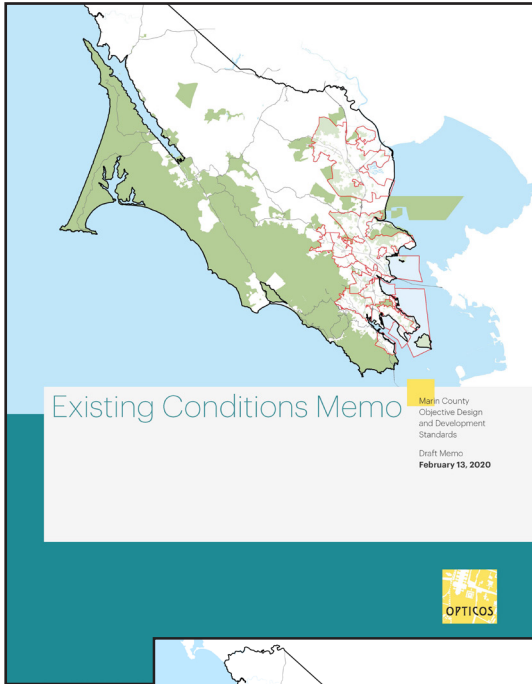
Admin Draft Completed

Pictured: Comparison of Buildout under Existing/Proposed Standards.



Marin County Objective Design Standards

County of Marin, CA



Existing Conditions Memo and Developing a Common Objective Design Standards Toolkit

Opticos Design is leading a multidisciplinary team that includes Lise Wise Consulting and Plan 2 Place and working with Marin County and 10 participating jurisdictions to develop Objective Design Standards for multifamily and mixed-use residential development. When completed, the project will provide tools to deliver context-sensitive infill housing across a diverse, 520-square-mile geography of cities, towns, and rural communities.

Currently, local jurisdictions rely on discretionary review processes when considering multifamily development projects. Recent updates to State housing legislation require communities to have clear and objective zoning standards and streamlined review and approval processes to ensure that local housing production goals are met.

Opticos worked with the County to create a multijurisdictional, collaborative process that would deliver a common toolkit, adapting existing multifamily and mixed-use residential zoning and design guidelines into form-based, objective design standards. The process uses a place-based approach to create standards that are sensitive to local contexts and architectural styles. Opticos will be working with participating jurisdictions to apply the toolkit to local zoning ordinances in 2020.

Size and Scale

Countywide

Status

Community Outreach



Northwest Neighborhood Study + Code

Novato, CA



Size and Scale
Neighborhood

Status
Public Hearing Draft
Complete

Moving the Discussion from Density to Form and Neighborhood Compatibility

Novato’s Northwest Quadrant, beloved by its longtime residents and located adjacent to the city’s vibrant main street, has wrestled with concerns over development compatibility for decades.

In the 1960s and 70s, numerous apartment buildings were constructed in the small-scale, single-family neighborhood. Their large footprints, paved front parking lots, and often blank, street-facing facades were out of scale and character with the neighborhood and, in 1977, the City reacted by limiting additional apartment construction that would require “the demolition of a sound dwelling.” However, this policy and related subsequent regulations had unintended consequences: very little new development has occurred in the neighborhood since these policies were implemented.

In preparation for an update of its General Plan, the City engaged Opticos to examine the area’s opportunity for walkable housing types. Opticos

conducted a neighborhood code analysis to determine what was permitted under current layers of standards, and provided rich diagrams and illustrations to clarify, for both residents and the City, the reality of what was buildable today. The design team then presented alternative design solutions and zoning code recommendations incorporating housing units in forms that were compatible with the existing neighborhood. The team focused on empowering residents and the City to create standards to describe housing options that fit their needs.

Pictured, Above: Design concepts for a cottage court on an opportunity site demonstrating that more units/higher densities do not have to mean large buildings. Off-street parking was a key part of the conversation.

Pictured, Right: Large, out-of-scale townhouses allowed by current zoning on same site as cottage court study above



Above: Diagram showing what existing zoning allows.



CITY OF SACRAMENTO, CA

PARKING ZONING CODE UPDATE

REFERENCE:

**TOM PACE
COMMUNITY DEVELOPMENT DIRECTOR
CITY OF SACRAMENTO
300 RICHARDS BLVD,
SACRAMENTO, CA 95811
(916) 808-8860**



With an updated General Plan, the City of Sacramento wanted to fundamentally reform how it managed its parking resources. The city’s traditional zoning code required excessive amounts of parking, which not only created large swaths of vacant spaces but also posed a tremendous economic burden to the city and development community.

Brian developed a code incorporating innovative and creative solutions to common and long-standing parking challenges. The new code stimulates economic development by right-sizing standards to meet actual demand, allows for more effective use of existing and future facilities through flexible requirements, and promotes a context-sensitive approach that takes into account the City’s various districts. The updated code more effectively manages Sacramento’s parking resources while minimizing impacts on residents and creating a regulatory environment in which developers are empowered to use proven and creative tools to manage parking.

The updated code, which received widespread support from diverse groups, represents one of the most comprehensive parking reforms in the country.

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04 WORKPLAN

SCOPE OF WORK

TASK 1: BACKGROUND REVIEW, ANALYSIS, AND RECOMMENDED APPROACH

1A. PROJECT INITIATION MEETING AND DOCUMENT/DATA REQUEST (TEAM)

The consulting team will prepare for and attend a project initiation meeting with City staff. At this meeting, the consulting team will review the project scope of work and timeline, confirm project goals and objectives, and provide an overview of recent State legislation as it relates to the project. The team will also discuss applicable material, including recent amendments to the General Plan and Zoning Code, the General Plan Negative Declaration, the Housing Element Neg Dec, the Single Family Residential Design Guidelines, the recently adopted Downtown Vision Plan, the City's design review criteria for various project types, and other relevant information. The consulting team will submit a formal document request to City staff following the project initiation meeting.

1B. ASSESSMENT OF EXISTING CODE AND RESIDENTIAL DESIGN GUIDELINES (TEAM)

The consulting team will conduct a thorough background assessment to inform the project scope and direction. This task will include:

- An evaluation the Los Altos Zoning Code for consistency with recent State law, including but not limited to SB2, SB35, SB330, AB1485 and AB881;
- A review of all subjective and objective standards, criteria, and guidelines, primarily focusing on the subjective;
- An assessment of the areas of the city that are subject to SB35 and other housing laws to understand what geographic areas of the city will need to be considered for objective design standards;
- Lot testing on sample lots/sites within existing zoning districts. The focus will be zoning districts where objective standards may be required;
- A micro-scale analysis of existing characteristics of the city's built environment to identify exemplars and unique attributes;
- A close look at transportation conditions such as parking standards and traffic studies to gauge actual on-site demands;
- A review of the City's street standards and guidelines, including the City's Complete Streets Master Plan and City standards regarding transportation demand management (TDM) measures designed to reduce vehicle trips and greenhouse gas emissions.

Collectively, the analysis will help inform the development of thoughtful, robust, and legally compliant objective and form-based standards that lead to predictable built results.

1C. RECOMMENDATIONS MEMO (LWC)

Based on the findings of the consulting team's site testing and assessment of existing regulatory documents, LWC will prepare a Recommendations Memo. The Memo will present "big ideas" for the introduction of form-based standards into the regulatory framework for residential development. The consulting team anticipates that the Memo will recommend a re-working of select chapters of the Code (chapters 14.76 and 14.78) and basic development standards and design control sections of select base residential zoning districts. The Memo will also include recommendations for regulatory documents that support the Code, including but not limited to design guidelines and review criteria/checklists.

Depending on the findings from Task 1B and discussion with City Staff, recommendations may extend to a more comprehensive update of the Zoning Code. Recommendations beyond the initial anticipated scope would be determined in coordination with staff and funded as optional additional scope items.

The final Recommendations Memo will be informed by the discussion and input at the first Planning Commission and City Council study session, the first Community Meeting, and the Design Review Committee Meeting (see Task 2)

MEETINGS

- Project Initiation Meeting

DELIVERABLES

- Recommendations Memo
- Annotated Outline and Style Guide

TASK 2: COMMUNITY OUTREACH

2A. PUBLIC OUTREACH PROGRAM (LWC)

LWC will work with City staff to formulate a Public Outreach Program for the Form-Based Code, including workshops, interviews, study sessions, open houses, a dedicated project page on the City website, and/or other tools and events as appropriate. The Public Outreach Program will outline goals, protocols, methodologies, and a schedule. LWC will work with City staff to structure and refine an engagement process that encourages community stakeholders, the Planning Commission, City Council, and the public to share feedback, collaborate, and review and comment on updated regulations as they are being formulated.

2B. PROJECT WEBSITE (LWC)

Throughout the project, LWC will work closely with the City to develop, review, edit and provide material for the project website, such as text, photographs, maps, diagrams, and other information about the project. LWC anticipates that the City will upload material provided by the consulting team to the project page on the City website. The site may include a link to social media, an email list-serve sign-up so community members can stay engaged and advised on upcoming meetings, and access to project-related material and drafts for public review.

2C. SOCIAL MEDIA (LWC)

LWC will engage an outreach social media platform (at the City's discretion) such as NextDoor, mySidewalk, or PlaceSpeak, to create an interactive on-line place for ongoing comments, input on project topics, and feedback on the process.

2D. JOINT PLANNING COMMISSION/CITY COUNCIL STUDY SESSION (TEAM)

At a joint study session with the Planning Commission and City Council, the consulting team will provide a brief introduction of the project, present goals and objectives, a review of the City's existing regulatory framework (e.g., General Plan, Downtown Plan, Guidelines, review criteria), a review of the legal framework, and possible approaches to the project. The presentation will also provide an overview of the assessment of existing Code and site testing to facilitate the discussion about form-based standards. The consulting team will seek to learn the concerns and priorities of the Joint Commission/Council to help guide the project. *Separate PC and CC study sessions may be held instead of a single joint session if desired by Staff and City decision-makers.*

2E. COMMUNITY WORKSHOP #1 (TEAM)

The consulting team will design an interactive community-wide workshop to introduce the project to the community. The goal of the workshop is to identify issues, communicate a design approach, and receive input from the community on issues, areas of concern, and priorities. At this meeting, the consulting team will provide an overview of the project, assessment of the existing Code and site testing; introduce topics to be addressed and illustrate how the topics relate to physical development; and facilitate dialog among the participants and consulting team. The format for the workshop, which will be determined in discussion with staff, may include "stations" with material presented on boards and/or small-group activities (visual preference, alternatives evaluation, mapping, etc.). The City will be responsible for securing a meeting space and noticing the event. This event could take the form of a Community Open House held immediately prior to the Joint PC/CC Study Session.

2F. DESIGN REVIEW COMMISSION STUDY SESSION (LWC AND OPTICOS)

The consulting team will facilitate a study session with the Design Review Commission to hear about the Commission's experiences with project review, observations about recent trends in design, areas of concern, and priorities for the project. The discussion will cover key development standards, the Single-Family Residential Design Guidelines, the Downtown Vision, and the findings listed on submittal handouts. This study session will be a key step in identifying design issues, determining topics that merit objective standards, and understanding design issues particular to the City of Los Altos.

2G. COMMUNITY WORKSHOP #2 (LWC AND OPTICOS)

At a second Community Workshop, the consulting team will present the preliminary work on the form-based code and provide scenario-making and assessment tools to create, compare, and communicate options for key topics. A draft version of the

Code sections will be presented with options for key topics, allowing the community to express its preferences, helping to refine the team’s approach and building community support and ownership. Topics may include development standards specific to land use (e.g. building height, setbacks, size and bulk, ground floor design, building materials, access) as well as citywide standards (e.g., landscaping, parking, signage, screening). Concepts will be presented on poster boards and discussion will be enhanced with tabletop materials for reference and sketching. The City will be responsible for securing a meeting space and noticing for the event.

2H. PLANNING COMMISSION STUDY SESSION (LWC)

Following the Community Workshop #2 and prior to the drafting of the form-based code, the consulting team will lead a study session with the Planning Commission. This session will be an in-depth discussion of specific options for regulating building form and design and will focus on the issues raised by the community. Key topics may include ways to regulate mass and bulk for a range of residential development types; adjacencies between residential and non-residential uses; development standards for the Downtown; how parking ratios and TDM measures can help achieve General Plan and Downtown Vision goals and policies; and administrative procedures such as design review, variances, and appeals. The study session will also address content for supporting documents such as design guidelines and review criteria/checklists.

2I. CITY COUNCIL STUDY SESSION (LWC)

Prior to the drafting of the form-based code, the consulting team will lead a study session with the City Council. This session will be an in-depth discussion of specific options for regulating building form and design throughout the City. The team will present its recommended approach for addressing the range of issues raised by the community throughout the public outreach efforts and the Planning Commission Study Session, and seek input from the Council on the drafting of the Code and supporting documents.

MEETINGS

- Joint Planning Commission/City Council Study Session (1)
- Design Review Commission Study Session (1)
- Community Meetings (2)
- Planning Commission Study Session (1)
- City Council Study Session (1)

DELIVERABLES

- Project Website and social media content
- Meeting materials, including presentations and group discussion and activity materials (6)
- Community Meeting summary memos (2)

TASK 3: PUBLIC REVIEW DRAFT CODE AND SUPPORTING DOCUMENTS

3A. COMMUNITY OUTREACH SUMMARY MEMO (LWC)

LWC will document the feedback received at all Task 2 events in a summary memo. The memo will summarize major themes, areas of consensus and disparity. The memo will also present a summary of feedback received.

3B. ANNOTATED CODE FRAMEWORK (LWC AND OPTICOS)

Based on the final Recommendations Memo and community input, the team prepare an Annotated Code Framework. The Framework will provide the recommended format, organization, and content of the Code, and the Style Guide will present the recommended document template for new Code section, including form-based and revised conventional sections (front, colors, headers, quality of graphics and illustrations, etc.) to be used in the document. This document will demonstrate the appearance and layout of the Form-Based Code and its ease of use.

3C. PUBLIC REVIEW DRAFT FORM-BASED CODE AND SUPPORTING DOCUMENTS (LWC AND OPTICOS)

Based on the Annotated Outline and reflective of the analysis, review, and input gathered in Tasks 1 and 2, LWC will prepare a complete Public Review Draft of the revised Code and supporting documents such as criteria for design review, checklists and design guidelines. Preparation of the drafts will involve coordination with and review by City staff. As discussed under Task 1C, the Form-Based Code will be, at minimum, objective and form-based standards for all base zoning districts, but may involve a complete re-write of the Code, including but not limited to general provisions, use tables, frontage types and building types, general standards (parking, landscaping, screening, etc.), signage, and administration and procedures.

DELIVERABLES

- Community Outreach Summary Memo
- Draft Form-Based Code and Supporting Documents

TASK 4: HEARING DRAFTS AND CEQA DOCUMENTATION

4A. PUBLIC HEARING DRAFTS (LWC)

LWC will review comments on the Draft Form-Based Code and supporting documents with City staff and prepare a Public Hearing Drafts.

4B. CEQA DETERMINATION MEMO (LWC)

The City certified a Negative Declaration for its General Plan in 2002. Revisions to the Zoning Code will implement the policy direction of the General Plan, the environmental effects of which were documented in the Neg Dec. It is anticipated the Form-Based Code will be consistent with the General Plan's CEQA clearance. LWC will prepare a technical memo supporting findings of consistency. However, if additional CEQA clearance is required, an IS, ND, or an MND may be prepared as an optional task.

DELIVERABLES

- Public Hearing Drafts
- CEQA Determination Memo
- (Optional) Additional CEQA clearance as needed

TASK 5: PUBLIC HEARINGS

5A. PLANNING COMMISSION HEARING (LWC)

LWC will present the Hearing Drafts of the Form-Based Code and supporting documents at a Planning Commission Hearing.

5B. CITY COUNCIL HEARING (LWC)

LWC will present the Hearing Drafts of the Form-Based Code and supporting documents at a City Council Hearing.

5C. FINAL DRAFTS OF CODE AND SUPPORTING DOCUMENTS (LWC)

LWC will prepare Final Drafts of the Form-Based Code and supporting documents, reflective of input received from the Planning Commission and City Council hearings.

5D. PLANNING COMMISSION ADOPTION HEARING (LWC)

LWC will present the Final Drafts of the Form-Based Code and supporting documents at a Planning Commission Hearing.

5E. CITY COUNCIL ADOPTION HEARING (LWC)

LWC will present the Final Drafts of the Form-Based Code and supporting documents at a City Council Hearing.

MEETINGS

- Planning Commission Hearings (2)
- City Council Hearings (2)

DELIVERABLES

- Final Drafts with Errata
- Presentation for PC Hearing (2)
- Presentation for CC Hearing (2)

TASK 6: FINAL FORM-BASED CODE AND SUPPORTING DOCUMENTS

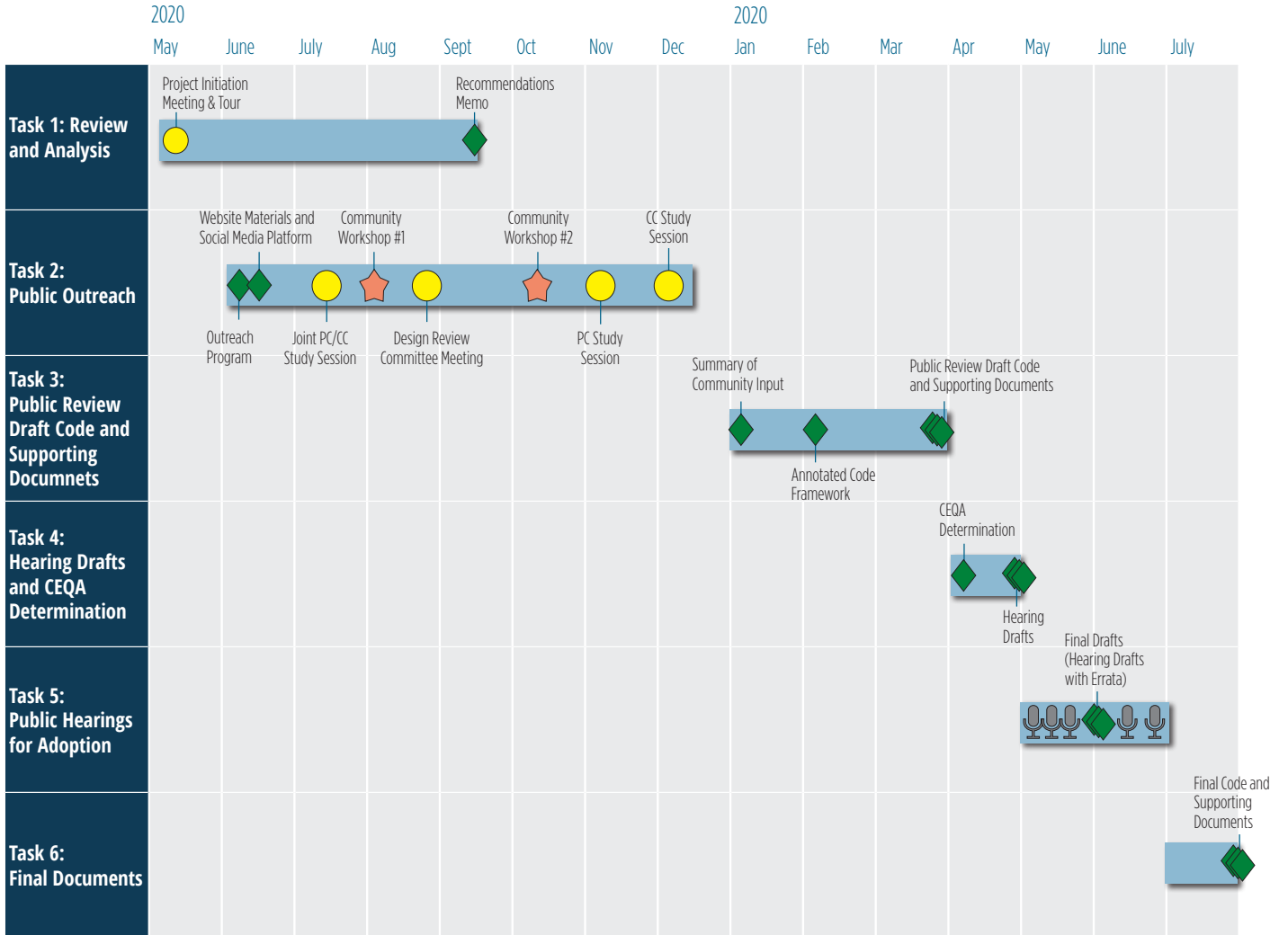
6A. FINAL FORM-BASED CODE (LWC)

Based on the feedback from the final adoption hearings, LWC will prepare final drafts of the revised Code and supporting documents (e.g., design review criteria/checklists, design guidelines).

SCHEDULE

City of Los Altos Form Based Code

Project Timeline
February 28, 2020



BUDGET

LWC Cost Table Los Altos Form-based Code Update

Task		LWC, Inc.										Opticos Design, Inc.	W-Trans	Project Total
		Principal		Director		Senior		Associate		LWC, Inc. TOTAL				
		\$275		\$205		\$180		\$145						
Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Cost	Cost			
Task 1: Background Review, Analysis, and Recommended Approach	Task 1A: Project Initiation, Tour, and Data Request	4	\$ 1,100	-	\$ -	8	\$ 1,440	8	\$ 1,160	20	\$ 3,700	\$ 4,120	\$ 2,000	\$ 9,820
	Task 1B: Assessment of Existing Code and Residential Design Guidelines	4	\$ 1,100	4	\$ 820	32	\$ 5,760	24	\$ 3,480	60	\$ 11,160	\$ 24,120	\$ 4,000	\$ 39,280
	Task 1C: Recommendations Memo	2	\$ 550	12	\$ 2,460	24	\$ 4,320	24	\$ 3,480	50	\$ 10,810	\$ -	\$ 2,000	\$ 12,810
Task 2: Community Involvement	Task 2A: Public Outreach Program	-	\$ -	-	\$ -	8	\$ 1,440	8	\$ 1,160	16	\$ 2,600	\$ -	\$ -	\$ 2,600
	Task 2B: Project Website	-	\$ -	-	\$ -	16	\$ 2,880	24	\$ 3,480	40	\$ 6,360	\$ -	\$ -	\$ 6,360
	Task 2C: Social Media	-	\$ -	-	\$ -	8	\$ 1,440	16	\$ 2,320	24	\$ 3,760	\$ -	\$ -	\$ 3,760
	Task 2D: Joint Planning Commission/City Council Study Session	4	\$ 1,100	-	\$ -	16	\$ 2,880	16	\$ 2,320	36	\$ 6,300	\$ 3,140	\$ 3,000	\$ 12,440
	Task 2E: Community Workshop #1	-	\$ -	-	\$ -	16	\$ 2,880	16	\$ 2,320	32	\$ 5,200	\$ 12,460	\$ 3,000	\$ 20,660
	Task 2F: Design Review Commission Study Session	4	\$ 1,100	-	\$ -	16	\$ 2,880	16	\$ 2,320	36	\$ 6,300	\$ 3,140	\$ -	\$ 9,440
	Task 2G: Community Workshop #2	-	\$ -	-	\$ -	16	\$ 2,880	16	\$ 2,320	32	\$ 5,200	\$ 10,820	\$ -	\$ 16,020
	Task 2H: Planning Commission Study Session	4	\$ 1,100	-	\$ -	12	\$ 2,160	16	\$ 2,320	32	\$ 5,580	\$ -	\$ -	\$ 5,580
Task 2I: City Council Study Session	4	\$ 1,100	-	\$ -	12	\$ 2,160	16	\$ 2,320	32	\$ 5,580	\$ -	\$ -	\$ 5,580	
Task 3: Public Review Draft Code and Supporting Documents	Task 3A: Community Outreach Summary Memo	-	\$ -	-	\$ -	24	\$ 4,320	24	\$ 3,480	48	\$ 7,800	\$ -	\$ -	\$ 7,800
	Task 3B: Annotated Code Framework	-	\$ -	8	\$ 1,640	24	\$ 4,320	10	\$ 1,450	34	\$ 7,410	\$ 4,970	\$ -	\$ 12,380
	Task 3C: Public Review Draft Form-Based Code and Supporting Documents	20	\$ 5,500	8	\$ 1,640	40	\$ 7,200	40	\$ 5,800	100	\$ 20,140	\$ 16,480	\$ -	\$ 36,620
Task 4: Hearing Drafts and CEQA	Task 4A: Public Hearing Draft	12	\$ 3,300	-	\$ -	24	\$ 4,320	32	\$ 4,640	68	\$ 12,260	\$ 7,220	\$ -	\$ 19,480
	Task 4B: Determination of Required CEQA Clearance	4	\$ 1,100	-	\$ -	8	\$ 1,440	-	\$ -	12	\$ 2,540	\$ -	\$ -	\$ 2,540
Task 5: Public Hearings	Task 5A: Planning Commission Hearing	4	\$ 1,100	-	\$ -	8	\$ 1,440	4	\$ 580	16	\$ 3,120	\$ -	\$ -	\$ 3,120
	Task 5B: City Council Hearing	4	\$ 1,100	-	\$ -	8	\$ 1,440	4	\$ 580	16	\$ 3,120	\$ -	\$ -	\$ 3,120
	Task 5C: Final Drafts of Code and Supporting Documents	-	\$ -	-	\$ -	8	\$ 1,440	16	\$ 2,320	24	\$ 3,760	\$ -	\$ -	\$ 3,760
	Task 5D: Planning Commission Adoption Hearing	4	\$ 1,100	-	\$ -	8	\$ 1,440	4	\$ 580	16	\$ 3,120	\$ -	\$ -	\$ 3,120
	Task 5E: City Council Adoption Hearing	4	\$ 1,100	-	\$ -	8	\$ 1,440	4	\$ 580	16	\$ 3,120	\$ -	\$ -	\$ 3,120
Task 6: Final Products	Task 6A: Final Code and Supporting Docs	-	\$ -	-	\$ -	24	\$ 4,320	24	\$ 3,480	48	\$ 7,800	\$ -	\$ -	\$ 7,800
TOTAL BASE FEE		\$ 146,740										\$86,470	\$14,000	\$247,210

APPENDIX: RESUMES



LISA WISE, AICP

President, Owner

As a certified planner and public accountant, Lisa has over 30 years of experience in zoning code updates, land use economics, housing policy, financial feasibility analysis, and the management of complex projects. Lisa is considered a national expert on code reform and housing policy and presents on the topics regularly at State and National APA, League of California Cities, ULI, and the New Partners for Smart Growth conferences. Lisa recently received the CNU Paul Crawford award for Excellence in Planning. She is the former Chair and currently serves on the Steering Committee of the Form Based Code Institute, and as adjunct faculty, lecturing on Urban Planning and Real Estate Finance at California Polytechnic State University in San Luis Obispo. She also serves on the Dean's Leadership Council.

Lisa has been directly responsible for a breadth of large-scale projects that assess land use policy and economic performance, and ultimately make recommendations for more vibrant and resilient communities. These include over 34 code updates, 35 economic projects, 23 master and specific plans, 20 housing elements, and several inclusionary and employee housing studies.

Prior to starting LWC in 2006, Lisa worked for land use planning firm Crawford, Multari & Clark Associates. From 1990 to 1999, Lisa was a Manager at PricewaterhouseCoopers (PwC), one of the "Big Four" international accounting, financial services and management consulting firms. At PwC, Lisa's responsibilities included managing large financial services engagements, building client relationships, mentoring staff, and teaching in-house classes.

Relevant Project Experience:

- Alameda County, CA, Ashland Cherryland Business District Specific Plan Update and Form-Based Code
- Austin, TX, Land Development Code Update
- Benicia, CA, Mixed-Use Master Plan and Form-Based Code
- Beverly Hills, CA, Economic Sustainability Plan
- Cincinnati, OH, Neighborhood Annexation Form Based Code Study
- Flagstaff, AZ, Zoning Ordinance Update
- Grover Beach, CA, Zoning Code Update and West Grand Ave. Master Plan
- Hayward, CA, Downtown Specific Plan and Form-Based Code
- Kingsburg, CA, Development Code Update, Form-Based Code, and Economic Study
- Las Vegas, NV, Downtown Form-Based Code
- Livermore, CA, Development Code Update
- Lompoc, CA, Zoning Code Update
- Long Beach, CA, Short Term Rental Housing Program and Regulations
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Mesa, AZ, Form-Based Code and Regulating Plan
- Petaluma, CA, SMART Rail Station Areas: TOD Master Plan
- Richmond, CA, Livable Corridors Plan and Form-Based Code
- San Luis Obispo, CA, Economic Development Strategic Plan
- Soledad, CA, Downtown Specific Plan, Vision, and Form-Based Code
- Tehachapi, CA, Zoning Code Update, Housing Element 4th/5th Cycle
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

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

EDUCATION

- California Polytechnic State University**
San Luis Obispo, CA, Master of City & Regional
Planning, 2001
- DePaul University**
Chicago, IL, M.S. Accountancy, 1990
- University of Cincinnati**
Cincinnati, OH, B.S. Business Administration in
Marketing & Finance, 1987

CERTIFICATIONS & MEMBERSHIPS

- American Planning Association (APA)**
2001 - Present
- Certified Public Accountant**, 1991
- Congress for the New Urbanism (CNU)**
2003 - Present
Paul Crawford Award for Excellence in Planning, 2017
- Form-Based Code Institute**
Chair, 2015 - 2018; Treasurer, 2014 - 2015
- Dean's Leadership Council**
California Polytechnic State University, College of
Architecture and Environmental Design
2018 - Present

ROGER E. EASTMAN, AICP

Director of Development Codes & Planning

Roger brings over 30 years of urban planning experience with an emphasis on writing effective land development codes, zoning ordinances, form-based codes, specific plans and master plans, strong public engagement skills and expertise at ensuring consistency and compliance with current local, state and federal law.

As the Comprehensive Planning and Code Administrator for the City of Flagstaff for over 10 years, Roger oversaw a comprehensive review and update of the City's Zoning Code that was approved unanimously by City Council and won two Arizona APA Chapter awards in 2012. As part of this code update, Roger led a three-year community engagement effort with over 300 public meetings to educate and engage community groups, landowners, business owners, City staff, and City leadership on best practices to set the stage for an effective code update. Roger also served as Senior Planner with the City of Sedona, AZ from 1991 to 2006. Roger was acknowledged by his peers with the Distinguished Planner Award in 2012.

Roger's project management experience includes:

- City of Las Vegas, NV Downtown Form-Based Code;
- Comprehensive sign code and Design Review Manual, City of Sedona, AZ;
- Comprehensive amendments to the City of Flagstaff's sign standards following *Reed v. Town of Gilbert*, as well as updates to sign codes for the City of Lompoc, County of Marin, City of Orange, and City of Vallejo, CA;
- Dark Skies Ordinance, City of Flagstaff, AZ;
- Environmentally Sensitive Lands regulations;
- Property Maintenance Ordinance regulations;
- Sound control regulations;
- Programs and standards to support and incentivize affordable housing; and
- Building height, FAR and massing standards.

Relevant Project Experience:

- Arlington, MA, Sign Code Update
- Austin, TX, Citywide Land Development Code Update
- Chino, CA, Sign Code Update
- Compton, CA, Artesia Station Transit-Oriented Development Specific Plan
- Iowa City, IA, Form-Based Code
- Kingman, AZ, Zoning Code Update
- Las Vegas, NV, Downtown Form-Based Code
- Lompoc, CA, Zoning Code Update
- Marin County, CA, Code Amendments
- Orange, CA, Sign Regulations Update
- Portland, ME, Comprehensive Sign Code Update
- Richmond, CA, South Shore Specific Plan
- Riyadh, Saudi Arabia, Form-Based Code Strategy
- Rohnert Park, CA, Form-Based Code for the Downtown District Amenity Zone
- Sedona, AZ, Subdivision Ordinance Update
- San Carlos, CA, Strategic Zoning Ordinance Amendments
- Tempe, AZ, Transportation Overlay District Code Update
- Vallejo, CA, Zoning Ordinance Update
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

City of Flagstaff, AZ

Comprehensive Planning and Code Administrator
April 2006 - June 2016

City of Sedona, AZ

Senior Planner
February 1991 - April 2006

Vincent Leggo & Associates

Consultant Planner
1983-1985

EDUCATION

University of Witwatersrand, Johannesburg
B.S., Town and Regional Planning

CERTIFICATIONS & MEMBERSHIPS

Congress for the New Urbanism (CNU)

Form-Based Code Institute (FBCI)

Steering Committee member FBCI. Former Vice-Chair. Form-Based Codes training instructor.

American Planning Association (APA)

Member, 1993-Present
AICP certification, 2004-Present; #019153
Board member Arizona Chapter- Membership Director and Professional Development Officer
2015-2017; Treasurer 2018-2019

Southwest Leadership Program for State and Local Governments

MONICA SZYDLIK, AICP

Senior Associate

Monica brings over 14 years' experience in planning and design to the firm. Her career has focused on leading transit-oriented development plans, streetscape design, design guidelines, form-based development regulations, and zoning code updates. Her skills include managing multi-disciplinary teams, clear and informative communication with client and team members, facilitating community outreach events, and coordinating presentations and deliverables. Monica integrates graphic tools into her work such as 3-D modeling and diagramming and photo simulations. Monica's background includes and emphasis on architecture and landscape design.

The core of Monica's professional career is physical planning and urban design with an emphasis on supporting livable and sustainable neighborhoods and communities. Monica holds a Master of Architecture from the University of Michigan, Ann Arbor, and a Bachelor of Arts in History from the University of California, Berkeley.

Relevant Project Experience:

- Avondale, AZ, Avondale City Center Specific Area Plan
- Belmont, CA, Belmont Village Specific Plan
- Burbank, CA, Single-Family Neighborhood Compatibility and Design Project
- Half Moon Bay, CA, Poplar Beach Gateways Plan
- Henderson, NV, Development Code Update
- Honolulu, HI, Downtown and Kalihi Neighborhood TOD Plans
- Honolulu, HI, Public Views Study
- Livermore, CA, Isabel Neighborhood Plan and EIR
- Paso Robles, CA, Beechwood Specific Plan, Beechwood Owners Group
- Oakland, CA, Oakland-Alameda Freeway Access Plan
- Redwood City, CA, Hillside Regulations
- Redwood City, CA, Residential Design Guidelines
- San Bruno, CA, Bayhill Specific Plan
- San Diego, CA, Mission Valley Community Plan - Urban Design
- San Francisco, CA, Bayshore Station Relocation Project
- San Jose, CA, Santana Row/Valley Fair and Winchester Boulevard Urban Village Master Plans
- San Pablo, CA, San Pablo Avenue Specific Plan
- San Ramon, CA, Crow Canyon Specific Plan
- Santa Cruz County, CA, Santa Cruz County Accessory Dwelling Unit Study
- South Lake Tahoe, CA, Tahoe Valley Development and Design Standards
- South San Francisco, CA, El Camino Real/Chestnut Avenue Area Plan
- Tehachapi, CA Oak Tree Village Specific Plan
- Vacaville, CA, Land Use and Development Code Audit



PAST WORK EXPERIENCE

Dyett & Bhatia Urban and Regional Planners
Oakland, CA, Senior Associate, 2006 - 2018

Kirk Miller Affiliates
San Francisco, CA, Architectural Designer, 2005-2006

EDUCATION

University of Michigan, Ann Arbor
Master of Architecture

University of California, Berkeley
B.A. History

CERTIFICATIONS & MEMBERSHIPS

American Institute of Certified Planners
2017 - Present
License #330767

AWARDS

APA, California Chapter Award of Excellence, 2018

Belmont Village Specific Plan

APA, Hawaii Chapter Honor Award for Urban Design, 2016

Downtown and Kalihi Neighborhood TOD Plans

APA, California Northern Section Award of Honor for Neighborhood Planning, 2012

El Camino Real/Chestnut Avenue Area Plan

APA, Arizona Chapter Award, Master Plan Category, 2009

Avondale City Center Specific Area Plan

ALEX CHAPMAN

Associate

Alex specializes in long-range planning, urban design, graphics, document production, and policy and code review and summary. His role at LWC focuses on existing conditions and data analysis, mapping, design and preparation of community outreach and visual survey material, document and report management and preparation of preliminary drafts and reports.

Alex's background includes an internship with the Scott's Valley Planning Department and a fellowship with the City of San Jose's Environmental Services Department where he developed programs to enable the City of San Jose achieve Zero Net Carbon (ZNC) development and the elimination of natural gas in buildings. He also assisted in development and review of RFPs, sustainability plans, staff reports, and administration of grants. His experience also includes assisting with the facilitation of community outreach events and training workshops, gathering community feedback, and production of an informational video. Alex holds a Bachelor of City and Regional Planning degree from California Polytechnic State University, San Luis Obispo.

Relevant Project Experience:

- Woodland Comprehensive Code Update
- Redwood City Residential Design Guidelines
- City-Wide Code Update and Form Based Code, Riyadh Development Authority



PAST WORK EXPERIENCE

City of San Jose

Fellowship, Environmental Services Department,
Sustainability & Compliance
September 2018 - August 2019

City of Scotts Valley

Internship, Planning Department
January 2018 - September 2018

City of Atascadero

Senior Studio, General Plan Health Element
March 2017 - June 2017

EDUCATION

California Polytechnic State University

San Luis Obispo, CA,

Bachelor of Science in City & Regional Planning
Minor in Sustainable Environments

MEMBERSHIPS

American Planning Association (APA)

2015 - Present

Association of Environmental Professionals (AEP)

2018 - Present

Climate Protection Professional Certification

2018

MEHA PATEL

Associate

Meha focuses on development standards and zoning code updates, planning-related research, design of informative and attractive graphics, and preparation of preliminary drafts and reports. She brings strong technical expertise in graphic design and modeling software (Adobe Creative Suite and SketchUp).

Meha's background includes an internship with the Community Development Department in the City of Redwood City, where she provided planning counter assistance to applicants and the general public, reviewed plans for compliance with the zoning ordinance and city policies, and researched and collected data on a variety of projects such as Missing Middle Housing, accessory dwelling units regulations and policies, and wireless communication facilities. While working at William Hezmalhalch Architects in San Ramon, she prepared conceptual and illustrative site plans, produced submission plan documents, and assisted the graphic team in designing exterior architectural graphics. Meha holds a Bachelor of Science degree in City and Regional Planning and a minor in Sustainable Environments from California Polytechnic State University, San Luis Obispo.

Relevant Project Experience:

- Paso Robles, CA, Beechwood Specific Plan
- City of Kingman, AZ, Zoning Code Update
- Orange, CA, Sign Regulations Update
- Vacaville, CA, Development Code Update
- Redwood City, CA, Residential Design Guidelines



PAST WORK EXPERIENCE

City of Redwood City, CA

Internship, Community Development & Transportation, Planning & Housing
June 2019 - September 2019

City of Parlier

Undergraduate Student Planner, General Plan Sustainable Communities and Environmental Resources Element
September 2018 - March 2019

William Hezmalhalch Architects, Inc. (WHA)

Urban Planning Intern
June 2018 - September 2018

EDUCATION

California Polytechnic State University,

San Luis Obispo, CA
Bachelor of Science in City & Regional Planning
Minor in Sustainable Environments

CERTIFICATIONS & MEMBERSHIPS

American Planning Association (APA)

2015-Present



Tony Perez



Education

*B.S. Urban and Regional Planning
Cal Poly Pomona*

Teaching

*Instructor: UP 252 "Form-Based
Planning and Coding;" UCLA, Winter
2015 and 2016*

*Instructor: URP 498 "Form-Based
Planning and Zoning;" Cal Poly
Pomona, Spring 2013, 2017, 2018*

*Instructor: FBC 101 & 201, Form-
Based Codes Institute*

Relevant Project Experience

*NAHB National Missing Middle
Housing and ADU Study*

*Northwest Neighborhood Study and
Code, Novato, CA*

*Strategic Zoning Ordinance
Amendment, San Carlos, CA*

*Citywide Land Development Code
Diagnosis, Oklahoma City, OK*

*Vallejo Citywide Code Update with
Code Diagnosis, Vallejo, CA*

*Sonoma Boulevard Specific Plan,
Vallejo, CA*

*Town Center Specific Plan,
Cupertino, CA*

*Doheny Village Form-Based Code,
Dana Point, CA*

*Transit Zoning Code, Santa Ana, CA
(prior to joining Opticos)*

Director of Form-Based Coding

With 30 years of experience—12 as a public sector planner and the past 18 as a consulting professional writing Form-Based Codes—Tony is an expert at working with communities to establish and translate policy direction into clear and implementable development standards. His experience in the public and private sectors gives him sharp focus and broad perspective to ensure that the standards articulated will implement policies and deliver expected visions.

Tony learned the craft of preparing Form-Based Codes while working on a variety of projects with Stefanos Polyzoides, Paul Crawford, Alan Loomis, and David Sargent—and most recently with Dan Parolek, Karen Parolek, Stefan Pellegrini, and John Miki. Tony is fluent in the language of urban design and architecture, enabling him to extract maximum information and direction out of a vision while asking important questions of the designers and stakeholders in the process. Tony is also adept at integrating each Form-Based Code with the community's existing regulations and procedures.

Tony has authored or co-authored over 25 codes and peer-reviewed or contributed to over 20 others. His codes range in scale—from small neighborhood codes to corridor and suburban shopping center transformations to citywide codes. In many efforts, he has incorporated a hybrid approach: form-based zoning for walkable urban areas and improved conventional zoning for auto-oriented suburban areas. His work on the City of Santa Ana's Transit Zoning Code was one of two winners in the United States of the 2012 Driehaus Award for Form-Based Codes, and he was part of the team that prepared the 2018 Driehaus Award-winning Akanda SmartCode for Libreville, Gabon.

A leader in advancing the practice of Form-Based Coding, Tony was on the 2016 Driehaus Award Jury and is a board member of the Form-Based Codes Institute. As an FBCI instructor, he increasingly enjoys working with public sector planners across the U.S. to train them in using and explaining Form-Based Codes. He teaches Form-Based Planning and Coding to graduate and undergraduate students in major universities.

Tony is nearing completion of a case study book titled *The Mexican Patio House*, which analyzes 30 patio house buildings ranging from small urban houses to civic buildings to haciendas from Central Mexico. Tony is from the small California Delta town of Isleton and lives with his family in Camarillo.



Stefan Pellegrini, AICP, LEED AP



Education

*Master of Urban Design
University of California, Berkeley*

*Bachelor of Architecture
Magna Cum Laude
University of Notre Dame*

Licenses

*California Licensed Architect
#C32904*

Memberships

*American Institute of Certified
Planners
Certificate #020186*

*American Planning Association (APA)
Small Town and Rural (STAR) Division*

Relevant Project Experience

*Richmond Livable Corridors,
Richmond CA*

*Plan Downtown Oakland,
Oakland, CA*

*Downtown Hayward Plan,
Hayward, CA*

*South Kauai Community
Development Plan and Form-Based
Code, Kauai County, HI*

Memphis 3.0, Memphis, TN

*Downtown Mixed-Use Master Plan
and Form-Based Code, Benicia, CA*

*Town Architect/Strategic Advisor,
Hercules, CA*

Principal

Stefan Pellegrini's educational degrees and professional experience in both architecture and urban design make him an expert project leader at all building scales, from single-family homes to regional plans. He has extensive experience traveling and teaching workshops abroad, a roster of groundbreaking and award-winning projects to his credit, and he is uniquely skilled at bringing diverse people and opinions together at the table to resolve conflicts and turn disagreements into productive projects. Adept at analyzing a place and drawing his ideas on paper, with a passion for traditional architecture, Stefan meticulously considers every aspect and angle of a project to create beautiful places and spaces that thrive.

His strong interest in revitalizing places, especially rural small towns and inner-city areas, comes from a childhood spent in the rust belt town of Muncie, Indiana, seeing first-hand the impact of declining industry. Before joining Opticos in 2002, Stefan brought this understanding to his work at the nationally renowned firm Urban Design Associates in Pittsburgh, Pennsylvania, where he was a senior designer and project manager for over 50 urban design and architecture projects, including groundbreaking plans that redesigned public housing into mixed-income communities through the HOPE VI program in five states (one of which won an AIA Honor Award for Urban Design), and new housing developments in North Carolina and Alabama. He also played an instrumental role in UDA's resurrection of Architectural Pattern Books.

Stefan brings an international perspective to the firm. The recipient of a number of fellowships, including the prestigious Skidmore, Owings, and Merrill Foundation Urban Design Traveling Fellowship, he has spent months studying architecture and planning all over the world, including Scandinavia, North Africa, and Southern Europe. He teaches a number of international design workshops in Mexico, China, and Japan, and he is a lecturer in the Urban Design program at the University of California, Berkeley—all of which gives global depth and understanding to his work. In addition, Stefan is fluent in Italian.

When not traveling or working, Stefan explores his own very mixed-use neighborhood in San Francisco either on foot or on his bicycle and often accompanied by his two sighthounds. He takes public transit to work every day. He's also an avid cook.



Martin Galindez



Senior Designer

Born in El Paso and raised in Ciudad Juarez at the Texas/Mexico border, Martin Galindez brings conceptual clarity, a rigorous approach, and an attention to the needs of all users in his urban design and architecture projects. At the center of much of his work is a focus on community interaction and the usable, functional spaces for diverse cultures and a variety of environments.

Seeking to inform design solutions by understanding the needs of a place, Martin is highly interested in urban form and the potential to inspire change, enhance the public realm and establish a better character for it.

Since joining Opticos, Martin has been a key contributor, urban designer, and code writer for several projects including the South District Form-Based Code in Iowa City, the Downtown Davis Form-Based Code, the West Kaua'i Form-Based Code, and the Downtown Hayward Specific Plan and Form-Based Code.

Prior to joining Opticos, Martin developed his design approach at Pratt Institute and UC Berkeley. At Cal, he applied concepts of place identity and community engagement to his thesis project, in which he proposed a binational walkable community at the border of Ciudad Juarez, Chihuahua, Mexico and El Paso, Texas. His design presented a “car-light” border crossing, with a new light rail link and pedestrian bridge between sister downtowns and just one auto throughway.

Outside of Opticos, Martin is a self-proclaimed gastronome and cultural explorer. He enjoys tasting and making great food, including his signature *rajas con queso*—poblano chiles sliced with cheese and cream.

Education

Bachelor of Architecture, Pratt Institute

Master of Urban Design, University of California, Berkeley

Awards

Lee and Norman Rosenfeld Design Award, Pratt Institute 2013

College of Environmental Design Award, UC Berkeley, 2017

Relevant Projects

CodeNEXT Comprehensive Land Development Code Update, Austin, Texas

Vallco Special Area Specific Plan, Cupertino, CA



Brian Canepa Principal

Brian Canepa is a Principal specializing in innovative Transportation Demand Management (TDM) and parking plans designed to promote prudent sustainability and maximize available resources. His work ranges from developing programs to reduce traffic and parking impacts to shared parking and financial modeling to crafting municipal code and policies

After growing up in the North Bay, Brian began his career in Washington, DC, with an interest in public policy. He earned his Master's in Political Management from George Washington University and worked analyzing state legislative measures. He then shifted his focus to local planning with an emphasis on using transportation to achieve broader community development goals. He gained his Master's in Planning from Virginia Tech while working for the Transportation Research Board and then moved back to the Bay Area in 2006 where he rose to Principal and Director of Operations at Nelson\Nygaard Consulting. Brian joined W-Trans as a Principal in 2019 with an interest in helping local California communities tackle challenging parking and traffic issues.

Brian brings years of experience in developing countless parking and TDM plans for a wide range of clients including public, private, and non-profit entities as well as many academic campuses. His efforts have produced quantifiable traffic reductions and implementable shared parking and TDM plans. Brian's approach to transportation planning is a blend of technical expertise and stakeholder engagement. He has a distinct ability to engage key stakeholders and community members and effectively communicate complex technical material in straightforward terms to highlight inherent trade-offs and potential outcomes. The resulting transportation plans produce traffic reductions, parking management, and other products strongly endorsed by community members and participants.

Education

Masters Urban and Regional Planning
Virginia Tech, 2005

MA Political Management
George Washington University, 2001

BA History
Bates College, 2000

Professional History

2019-Present
W-Trans

2006-2019
Nelson\Nygaard Consulting

2004-2006
Transportation Research Board

2002-2004
MultiState Associates

Representative Projects

Transportation Demand Management Plans

Angwin – Ecovillage TDM Plan
Atherton – Menlo School TDM Plan
Long Beach – California State University Systemwide TDM Plan
Los Gatos – Hillbrook School TDM Plan
Palo Alto – Castilleja School TDM Plan
Palo Alto – Joie de Vivre Hotel TDM Plan
San Carlos – Transit Village TDM Plan
San Diego – CSU San Diego TDM Plan
San Marcos – University Office and Medical Park TDM Plan

Parking Plans

Hercules – Bayfront Development
Lancaster – Downtown Parking Plan
Livermore – Downtown Parking Program
Monterey – Citywide Transportation and Parking Study
Newport Beach – Balboa Village Parking Plan
Placentia – Downtown Parking In-lieu Fee Study
Sacramento – Parking Zoning Code Update
Tiburon – Circulation and Parking Plan
Vallejo – Waterfront Parking Management Plan
Ventura – Westside Parking Plan



SAN LUIS OBISPO



SAN FRANCISCO



LOS ANGELES

