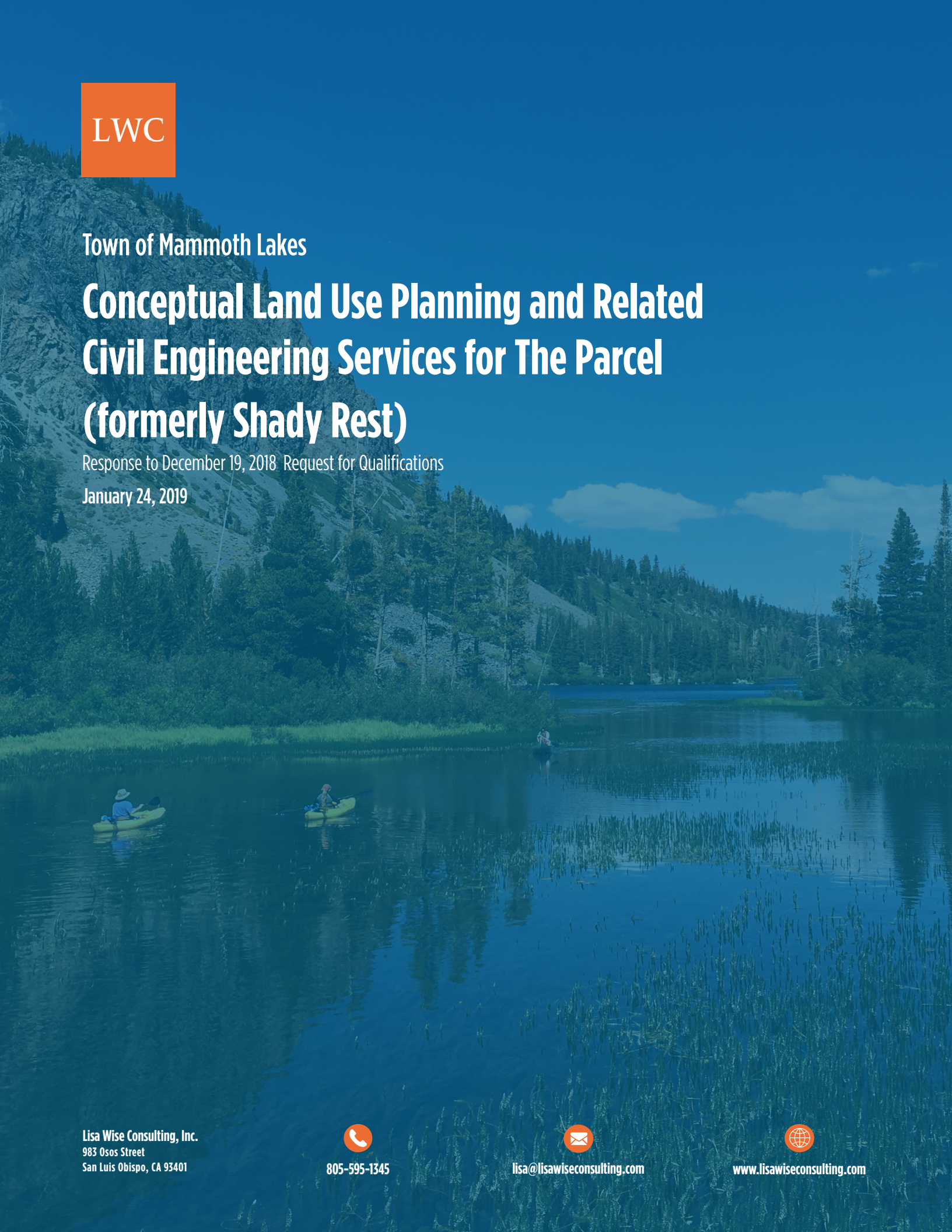




LWC

Town of Mammoth Lakes

Conceptual Land Use Planning and Related Civil Engineering Services for The Parcel (formerly Shady Rest)

Response to December 19, 2018 Request for Qualifications

January 24, 2019

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



805-595-1345



lisa@lisawiseconsulting.com



www.lisawiseconsulting.com

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January 24, 2018

Sandra Moberly
Community and Economic Development Director
Town of Mammoth Lakes

RE: Request for Qualifications, Conceptual Land Use Planning and Related Civil Engineering Services for The Parcel (formerly Shady Rest)

Dear Mrs. Moberly,

On behalf of our team, we are pleased to submit this statement in response to the Request for Qualifications for Conceptual Land Use Planning and Related Civil Engineering Services for The Parcel (formerly Shady Rest). Our team is extremely excited at the opportunity to work with the Town of Mammoth Lakes (Town) on a such an important and meaningful site. We are well-suited for the project based on our team's breadth of experience developing conceptual land use plans through strong community engagement and technical design, land use, engineering, and affordable housing development expertise.



Lisa Wise Consulting, Inc. (LWC) is an urban planning and economics firm that specializes in enabling pedestrian and transit-oriented neighborhoods, revitalizing built environments, and facilitating well-designed places to live, work, and recreate. LWC was founded in 2006 and is a federally certified woman-owned business (DBE) and a California Small Business (SBE). LWC staff have decades of experience in land use planning, housing policy, and the management of complex projects. LWC would be responsible for meeting timeline targets; communication among the team, the Town, and the Town's other consultants; managing the public engagement process; and producing a package of the conceptual land use plan drawings and detailed narrative.



Opticos Design, Inc. (Opticos) is one of the nation's leading community design firms and coined "Missing Middle" in 2010 to define a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living. Opticos is particularly dedicated to assuring high quality design and implementation tools that enable housing across a range of incomes and greater owner occupancy. Opticos would lead the design for the conceptual land use plan, including housing types, densities, and public amenities.



The Crabtree Group, Inc. (CGI) is an integrated engineering and planning firm that offers innovation and expertise in green infrastructure to enhance sustainability, improve marketability, and lower infrastructure costs. CGI would be responsible for circulation and multi-modal infrastructure design and any additional civil engineering services requested by the Town.



Novin Development Corp. (NDC) is a privately owned real estate development, consulting, and brokerage company that specializes in market-rate and affordable housing development. With experience in the acquisition, entitlement, and/or construction of over 1,500 multifamily units throughout California, NDC would provide affordable housing expertise as needed.

Our proposed approach and work plan reflect our experience with similar projects and understanding of the Town's expectations. The work plan includes preparation of a public outreach plan and schedule, establishment of development objectives, production of alternative land use concepts utilizing a charrette process, and completion of a final conceptual land use plan based on the preferred alternative. However, we remain flexible to modify the work plan to fit the Town's needs or constraints.

UNDERSTANDING

The Shady Rest Master Plan, adopted in 1991, sets density and affordability requirements for The Parcel. For the almost 30 years while the Master Plan has been in effect, no development has occurred. While a variety of planning efforts have been undertaken over the years since the Master Plan's adoption, none have resulted in The Parcel's development.

With the March 2018 acquisition of The Parcel, the Town obtained control over the site and has positioned itself to deliver a workforce housing neighborhood that would fulfill strategies outlined in the Community Housing Action Plan. The next step is to work with the community on a conceptual land use plan prior to the selection of development partners. The Town is seeking qualified professionals to prepare the conceptual land use plan, facilitate a public engagement process, and complete limited civil engineer services as necessary. The conceptual land use plan must provide needed locals housing and be well-designed for target residents and the environment, integrated with and connected to nearby land uses and transit, financially feasible, and supported by the community. Due to the long history and controversial nature of the site, public engagement is crucial.

We understand the Town's desire for streamlined and efficient consultant management, and we are flexible to partner with other experts, as desired by the Town, to improve efficiencies.

APPROACH

LWC, Opticos, and CGI have worked collaboratively for years with a relationship based on similar values, shared philosophy, and a proven approach to solving complex problems. NDC is new to our team, and is highly recommended by both nonprofit affordable housing developers and for-profit developers.

Strong, Collaborative Partnership with the Town

We are dedicated to a strong, collaborative partnership with The Parcel Development Team, including the supporting resources of Mammoth Lakes Housing, Inc. (MLH), Keyser Marston Associates, and other experts. Jen Daugherty's 10 years of experience working in Mammoth Lakes for the Town and closely with MLH sets a solid foundation for this collaborative partnership. This collaboration will be characterized by open and ongoing communication to assure timely and efficient workflow.

Efficient and Timely Project Management

Our Team has a proven record of successfully leading and working on multi-disciplinary teams. We manage projects rigorously with structured schedules, clear expectations, and sufficient resources. Our Team has adequate resources to support the completion of this effort in a timely manner. Also, we remain flexible to improve project management efficiencies for the Town by partnering with other firms or consultants, as desired by the Town.

Establishing Support Through Civic Engagement

Public engagement is at the heart of all our work, and we understand the need to keep the community engaged throughout the development of the conceptual land use plan. Working with the Town, we will develop a public outreach strategy to ensure the community is informed of all opportunities to participate. Our team has managed hundreds of hours of charrettes, stakeholder interviews, community meetings, and similar events. We will rely on traditional and new media to engage all segments of the community, including target residents and minority populations.

Sincerely,



Lisa A. Wise, AICP, President, CEO
(805) 801-4115
lisa@lisawiseconsulting.com
983 Osos Street, San Luis Obispo, CA 93401

Qualifications, Experience, References

Firm Qualifications

Lisa Wise Consulting, Inc.

LWC's core business is focused on managing complex projects involving Zoning Codes, Specific Plans, market studies, and robust community engagement. LWC embraces a constituent driven methodology to assess community expectation and create feasible and targeted plans, policies, and programs. The LWC philosophy is distinguished by a consistent commitment to client service and the development and application of innovative solutions. LWC core capabilities include:



- Public Engagement and Consensus Modeling
- Specific Plans and Development Strategies
- Housing Elements and Affordable Housing Policy
- Zoning Ordinances, Development Codes, and Form-Based Codes
- Development Review Services and Strategies
- Economic and Market Analyses and Financial Feasibility Studies

LWC was founded in 2006 and has offices in San Francisco, San Luis Obispo, and Los Angeles. LWC is a State-certified Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) in California and Texas.

Opticos Design, Inc.

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 places. To us, architecture and planning must play a role in defining more sustainable, equitable, healthy, compact development patterns that improve quality of life for everyone. As a group of like-minded designers looking to make an impact in the world, Opticos strives to integrate social, environmental, and economic responsibility into all that they do. Their 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.



Crabtree Group, Inc.

Cost inflation, financial market fluctuations, resource depletions, climate change, and changing quality-of-life preferences have changed the commercial and residential markets. CGI is ahead of this change curve with a staff trained and experienced in the development of products for this new market challenge. Our team can design, entitle, and implement New Urbanism and Traditional Neighborhood Designs based on our extensive training and experience. Our background in Town/City Planning allows us to communicate with all project stakeholders of various backgrounds effectively. The CGI staff is also trained and knowledgeable in the latest Light Imprint, Green Infrastructure, Sustainable and Energy-Efficient principles that can improve marketability and lower infrastructure costs.



Novin Development, Corp.

NDC is a privately owned real estate development, consulting and brokerage company founded in 2004 that specializes in both market-rate and affordable housing development. In addition to our own \$40M portfolio of real estate, NDC's principals have been involved with the acquisition, entitlement, and/or construction of over 1,500 multifamily units valued over \$500M throughout California. NDC's development arm is an expert in partnering with property owners and investors to entitle and develop large scale multifamily projects. They target urban areas, mixed-income projects, and transit-oriented development in line with their double bottom-line commitment to risk adjusted returns and social/environmental sustainability. NDC currently owns and manages 170 apartment units and 76,500 square feet of commercial including 23,000 square feet of mixed-use retail.



Experience and References

OAK TREE VILLAGE “ACTIVE ADULT” COMMUNITY SPECIFIC PLAN

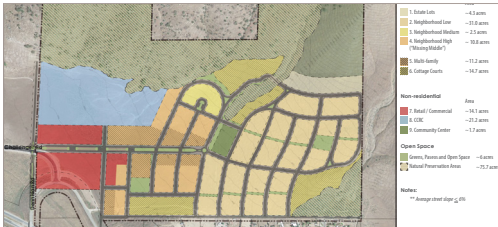
City of Tehachapi | LWC, Opticos, CGI



STATUS:	In Progress
TIMEFRAME:	2016 - Present
REFERENCE:	John (Jay) Schlosser, P.E. Development Services Director City of Tehachapi (661) 822 - 2200 ext. 115
PARTNERS:	Sargent Town Planning, Opticos, Crabtree Group, Inc., Stantec

LWC is leading the development of a specific plan for an “active adult” (i.e., 55 years and older) community in Tehachapi, California that includes various housing types such as context-appropriate multi-family dwellings (e.g., cottage courts), missing middle housing, and large lot homes. The 210-acre project site would also include a Continuing Care Retirement Community (CCRC), small-scale neighborhood oriented commercial/retail uses, a community center, recreational and open space areas, natural preservation areas, and associated multi-modal circulation, drainage and stormwater management, and utility improvements.

Early on, an internal team charrette was conducted with City staff and the consultant team to develop a framework for conceptual site plan development, including project objectives, potential development types, circulation networks and street sections, and issues related to physical and environmental constraints. A conceptual site plan has been completed and the team, including CGI and Opticos, continues to work on the development of the specific plan, including zoning standards, street sections, and the infrastructure/utility analysis.



SAN LUIS RANCH WORKFORCE HOUSING SPECIFIC PLAN

Coastal Community Builders, Inc. | LWC



STATUS:	Complete
TIMEFRAME:	2014 - 2017
REFERENCE:	Gary Grossman, President Coastal Community Builders, Inc. (805) 260 - 6602
PARTNERS:	RRM Design Group, Development Planning & Finance Group, Associated Transportation Engineers

LWC was retained by Coastal Community Builders to assist in the development of the San Luis Ranch Specific Plan, a 123-acre mixed-use, multi-modal development comprised of housing, retail, office, hotel, urban agriculture, and open space and recreation amenities. The project includes both deed-restricted affordable housing and workforce housing targeted towards middle-income employees (e.g., police officers, nurses, teachers, etc.) and first-time homebuyers.

LWC produced the specific plan, conducted a residential market analysis focused on evaluating the performance of small lot single-family home product types, and undertook an analysis of public bond proceeds that the project could support to finance infrastructure elements such as a new freeway overpass, roads, and a regional bicycle/pedestrian trail. LWC was actively engaged in the Specific Plan throughout the hearing process by conducting peer reviews and working with the team to achieve City Council approval in 2017.



SHORT-TERM RENTAL PUBLIC ENGAGEMENT PROGRAM AND REGULATIONS

City of Long Beach | LWC



STATUS:	In Progress
TIMEFRAME:	2018 - Present
REFERENCE:	Linda Tatum, FAICP Director of Long Beach Development Services Department City of Long Beach (562) 570 - 6261
PARTNERS:	Host Compliance

LWC is leading the short-term rental public engagement program and regulations project for the City of Long Beach. Community engagement was a crucial and substantial component of this project, and LWC worked collaboratively with the City to develop a comprehensive community outreach plan at the project's initiation. Over six months, LWC facilitated three public workshops attracting approximately 150 to 250 attendees to each event. Specific formats and strategies were crafted to ensure effective public feedback, broad community reach and involvement, and continued interest while avoiding project fatigue. LWC also conducted one-on-one and small group interviews and developed an online survey. Results of each community engagement activity was reported in a quantifiable manner to identify key issues and priorities, facilitate consensus building, and accommodate appropriate confidentiality.



"The public outreach has been so successful due to the services of Lisa Wise Consulting... the public felt they were being heard and that information being presented was objective."

- Lisa A. Fall, City of Long Beach Development Services, Administration & Financial Services Bureau Manager



HAYWARD DOWNTOWN SPECIFIC PLAN

City of Hayward | LWC, Opticos



STATUS:	In Progress
TIMEFRAME:	2016 - Present
PARTNERS:	Opticos, Nelson\Nygaard Consulting Associates, Kittelson & Associates, Inc., Sherwood Design Engineers, MJB Consulting, Placeworks

LWC is leading the land use policy, zoning code, economics, and community engagement components of the Hayward Downtown Specific Plan and managing a team, including **Opticos** as the design lead. The City's focus for the project is to promote economic revitalization, increase housing opportunities for diverse and inclusive neighborhoods, improve pedestrian and bicycle connectivity, and reduce greenhouse gas emissions by encouraging compact, infill development close to transit.

The team worked with the community to establish the long-term vision and goals through an engagement process that included site visits, stakeholder interviews, workshops, task force meetings, an online survey, and a 5-day design charrette, which attracted over 100 attendees.



HARBOR TERRACE PRE-DEVELOPMENT SERVICES

State Coastal Conservancy/Port San Luis Harbor District | LWC



STATUS:	Complete
TIMEFRAME:	2013 - 2015
PARTNERS:	SWCA, WRT, Sherwood Design Engineers, Earth Systems Pacific, Central Coast Transportation Planning, Dudek

LWC led a team of design, engineering, and environmental consultants to procure a Coastal Development Permit for the Harbor Terrace project on behalf of the Port San Luis Harbor District and State Coastal Conservancy. The project includes low-cost campsites, cabins, RV spaces, retail amenities, and visitor serving harbor district uses. LWC managed the design development, community engagement, feasibility modeling, CEQA review process, and entitlement applications and approvals.

In January 2018, the Port San Luis Harbor District unanimously approved a 50-year ground lease for the development and operation of Harbor Terrace.



MAMMOTH LAKES CONTRACT PLANNING

Town of Mammoth Lakes | LWC



STATUS:	In Progress
TIMEFRAME:	2016 - Present

LWC is working in a contract planner capacity for the Town of Mammoth Lakes on various assignments, including the review and processing of current development applications for the Mammoth Arts and Cultural Center and a mixed-use development at 540 Old Mammoth Road. Assignments LWC has completed with the Town are the North Village Specific Plan amendment for the Mammoth Hillside project (2016-2017) and review of the Housing Choice and Needs Survey (2017). Due to LWC's professional history with the Town, LWC operates as an extension of Town staff, keeps projects on track, and adheres to target schedules.

DAYBREAK MEWS HOMES

Holmes Homes | Opticos



STATUS:	Complete / Under Construction
TIMEFRAME:	2014 - Present
REFERENCE:	Spencer Holmes, Vice President Holmes Homes (801) 895 - 3559

Responding to the growing demand for walkable living and interest in providing new housing options for first-time home buyers, Opticos and Holmes Homes have brought an innovative collection of Missing Middle mews housing to the Salt Lake City area. At Daybreak, Utah, two deep lots were giving Holmes a headache due to the less than ideal, awkward and underutilized layout. Opticos responded to this dilemma with a concept for an intimate collection of Mews Homes™. The final plan maximizes the use of the deep block by facing a row of buildings onto a mews, a pedestrian-only walkway. Compact footprints provide efficient yields. Simple, elegant, easy-to-construct massing and details have allowed delivery at an affordable price. Sales of new units have been brisk.



CENTRAL HERCULES DISTRICT

City of Hercules | Opticos



STATUS:	Complete / Under Construction
TIMEFRAME:	2003 - 2010
REFERENCE:	Robert Reber, Planning Manager City of Hercules (510) 799 - 8248

Opticos assisted the City of Hercules in the implementation of the innovative Central Hercules Plan to transform a 700-acre brownfield site in the middle of an auto-oriented, suburban community into a thriving urban downtown and walkable urban neighborhoods. Working as an extension of City staff, Opticos provided assistance in urban design, design review, and architecture. Opticos completed design and entitlement packages for several City-owned sites within the district including the 12-acre Sycamore Main Street District, the 40-acre Bayfront, the 6-acre Civic Center, the 26-acre New Town Center and oversaw design review and construction of several new neighborhoods including 78-unit, five-acre Baywood neighborhood, and the 335-unit, 30-acre Bayside Neighborhood.



STEAMBOAT 700 FORM-BASED CODE

Steamboat 700, LLC | Opticos



STATUS:	Completed
TIMEFRAME:	2009



Opticos was hired as a consultant to assist Steamboat 700, LLC, in finalizing their Master Plan and preparing a Form-Based Code that would establish regulations to implement the developer's vision for high-density, local resident-oriented development that provides housing for the community's working class. The Form-Based Code successfully addressed and adapted standards for compact, pedestrian-oriented neighborhoods to snow country, and included open space standards for the 146 acres of open space and parks and 13 miles of trails. It also provided for building type standards that offered a broad range of housing options including apartments, condominiums, townhomes, courtyard homes, and small-, medium-, and large-lot single-family homes. The program for the community included 340,000 square feet of commercial use spread over three mixed-use neighborhood nodes, 2,000 housing units, 146 acres of parks and open space, and a network of interconnected streets with public transit, bicycle lanes, and roundabouts. The Form-Based Code was ultimately approved by the City as a series of amendments to the Citywide Development Code, enabling the option of walkable urbanism throughout the community.

TRANSIT VILLAGES SPECIFIC PLANS

City of Redlands | CGI



STATUS:	In Progress
TIMEFRAME:	2016 - Present
REFERENCE:	Brian Desatnik Development Services Director City of Redlands (909) 798 - 7555
PARTNERS:	Moule & Polyzoides Architects

Crabtree Group Inc. partnered with Moule & Polyzoides Architects, for the City of Redlands Transit Villages Specific Plans. CGI conducted sustainable green infrastructure master planning for this project. While much of the three station areas are in the flood zone, CGI has been working with the urban designers and landscape architects to weave a green network through the plan that will protect properties from flooding while providing the benefits of green infrastructure. CGI is also analyzing the existing water and sewer infrastructure for its ability to serve the greater intensity of urbanism.



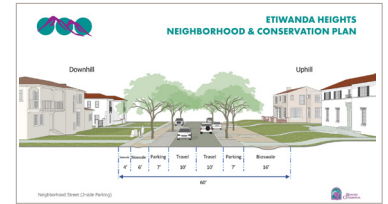
ETIWANDA HEIGHTS NEIGHBORHOOD & CONSERVATION PLAN

City of Rancho Cucamonga | CGI, LWC



STATUS:	Complete
TIMEFRAME:	2013 - 2015
REFERENCE:	Matt Burris Deputy City Manager (909) 477 - 2700
PARTNERS:	Sargent Town Planning, LWC

Crabtree Group, Inc. conducted sustainable green infrastructure master planning for the Etiwanda Heights Neighborhood & Conservation Plan, a 4,300-acre annexation for the City of Rancho Cucamonga. The project consists of master planning for 2,900 residences and 180,000 square feet of commercial. The development is located on alluvial fans, and CGI worked with the urban designers to integrate existing flow paths and tributaries into the urban plan, establishing green fingers to carry the rainwater to established outlets. Likewise, the plan was shaped to integrate green streets and park ponds that provide multi-benefits.



IVY AT COLLEGE PARK AFFORDABLE HOUSING DEVELOPMENT

Chino | NDC



STATUS:	Complete
TIMEFRAME:	2013 - 2015
PARTNERS:	Bridge Housing
AWARDS:	2014 Reva Salter "Ma Chino" Architectural Award, Chino Planning Commission

This housing development, situated on a 6.7 acre site within the 200-acre College Park Master Plan area, offers 135 affordable family apartments in 10 residential buildings. The property, which is GreenPoint rated, features a robust solar thermal hot water system. Ivy at College Park satisfies Lennar and Standard Pacific's very-low and low income inclusionary housing requirement. NDC helped to secure tax credits, local redevelopment funding and state funding for this \$33.4M affordable housing development. The project was completed successfully on time and budget through close collaboration with the master-developer on site work and infrastructure including grading, off-site improvements and new roads necessary to serve the project.



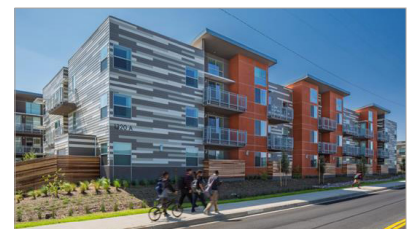
SAGE PARK TEACHER HOUSING

Los Angeles Unified School District | NDC



STATUS:	Complete
TIMEFRAME:	2015
PARTNERS:	Bridge Housing

Partnering with the Los Angeles Unified School District and the Los Angeles Housing and Community Investment Development, Sage Park Apartments offers 90 affordable one, two, and three bedroom apartments for families with incomes ranging from 30-60% of the Area Median Income. Located on a 3.5 acre site, amenities include a community garden, community room, and fitness facilities. The apartments are designed to achieve LEED Silver certification. NDC was responsible for securing entitlements, working with the architect and design team, negotiating the ground lease terms, working through state board of equalization issues, and securing tax credit financing for this project.



Work Program/Schedule

The following describes a suggested work plan. The Consultant Team remains flexible and willing to modify the work plan to better fit the Town’s needs or constraints.

STEP 1: PROJECT INITIATION

Project initiation will kick off the conceptual land use planning and include the establishment of communication strategies, public outreach plan preparation, and will begin Team discussions on development objectives. During this Step, the Consultant Team will also review previous planning documents for The Parcel.

The **internal communication strategy** will address communication among the Consultant Team, The Parcel Development Team, and supporting experts, while the **external communication strategy** will address the Town’s commitment to a transparent and inclusive public process that reaches a diversity of stakeholders, including target residents of The Parcel and minority populations. The external communication strategy will build upon the Town’s existing efforts (e.g., Town website, email distribution list, Bang the Table, etc.), facilitate consistent messaging and information dissemination, and be integrated with the public outreach plan.

The **public outreach plan (POP)** will be informed by the Town’s Public Engagement Plan, which includes identified stakeholders, an ambassador program, bilingual communication tools, and a range of outreach events (e.g., workshops, charrettes, open houses, community meetings (in multiple locations), focused employer and employee events, Council and Commission meetings, etc.). The POP will describe the objectives of each event and multiple methods to provide feedback (e.g., oral, handwritten, electronic, etc.) so participants feel comfortable giving authentic responses. Results of each engagement activity will be reported in a quantifiable manner to facilitate data-driven consensus building and accommodate appropriate confidentiality. A **detailed schedule of events and meetings** will be developed with the POP, clearly outlining the sequence of tasks, preparation deadlines, review timelines, and responsible parties.

At the **kick off meeting** (or call), the Team will discuss communication strategies, POP, list of stakeholders and ambassadors, and begin discussions on development objectives and public amenities for The Parcel.

Deliverables

- Kick off meeting agenda and notes
- Internal and external communication strategies
- Public outreach plan (POP)
- Specific schedule of events and meetings

STEP 2: DEVELOPMENT OBJECTIVES

At the onset of Step 2, the Consultant Team will **conduct one-on-one and/or small group interviews with stakeholders and ambassadors**. The interviews are anticipated to include a discussion of opportunities and constraints, development objectives, and public amenity preferences. Individual and small group interviews enable the Consultant Team to gather insight that may not be able to be gathered in larger group settings. Confidentiality will be observed with results reported in aggregate, as appropriate, as it builds trust, protects stakeholders from real or perceived harm, and assures more accurate interview responses. Interviews are anticipated to include: MLH, Mammoth Lakes Fire Protection District, Eastern Sierra Transit Authority, Caltrans, Mono County, surrounding property and business owners, major employers (e.g., MMSA, MUSD, Mammoth Hospital), the Chamber of Commerce, Mammoth Voices, Contractors Association, Board of Realtors, Inyo Mono Advocates for Community Action, and others.

Following or concurrent with stakeholder and ambassador interviews, feedback will be obtained from the **Town Council (Council) and Planning and Economic Development Commission (PEDC)**, possibly through a joint workshop. **Community input on potential development objectives and public amenities**, including prioritization, will also be gathered, and could be via online survey, open house/scorecard format, a combination thereof, or other method outlined in the POP. The Consultant Team will document the results of this input.

Once the results of development objectives input and prioritization have been reported, an **internal Team charrette** (The Parcel Development Team and supporting experts) will be conducted to develop a framework for the development of conceptual site plans that respond to input received. The internal charrette will include a discussion of potential housing types, circulation and multi-modal networks and options, issues related to physical and environmental constraints, and alignment with Walk, Bike, Ride and the Downtown Revitalization Action Plan (e.g., Missing Middle Housing Strategy, building prototypes). A site tour would occur, weather permitting. Rough preliminary concepts or portions of concepts would be sketched out during the internal charrette, which is anticipated to occur over one to two days.

Deliverables

- Stakeholder and ambassador interview questions and summary memo
- Council and PEDC material and summary memo
- Community outreach material and summary memo
- Internal charrette agenda and notes

STEP 3: LAND USE PLAN CONCEPT ALTERNATIVES

A **multi-day charrette** will be used to develop land use plan concept alternatives. A charrette is an opportunity to engage the public in the visioning process and create detailed design solutions with specific direction for future entitlement efforts. Including a comprehensive team of experts is necessary to move quickly through the refinement of concepts that are viable from market and engineering perspectives. The charrette effort will produce **alternative land use concepts** for The Parcel. Alternatives will include concepts for circulation and multi-modal infrastructure, housing products and densities, public amenities (i.e., open space, trails, day care, etc.), and how development would relate to nearby land uses and other planning efforts (e.g., Walk, Bike, Ride and Downtown Revitalization Action Plan). The Consultant Team could include 3-dimensional studies, conceptual architecture, and rendered perspectives (street level and aerial), which allow the public to get a “feel” of potential future development and can help build support. The charrette could include an opening presentation, focused meetings with agency partners and key stakeholders, open studios (public welcome to view and comment on work being produced), and a final presentation. Visual preference surveys for housing types, public amenities, and multi-modal infrastructure and facilities could also be included, as well as door-to-door interviews with minority business owners or other groups.

Community input on each concept alternative, as well as ranking of the alternatives, will be conducted, and could be via online survey, open house/scorecard format, a combination thereof, or other method outlined in the POP. The Consultant Team will document the results of this input.

Deliverables

- Charrette materials
- Land use plan concept alternatives
- Community outreach material and summary memo

STEP 4: PREFERRED CONCEPTUAL LAND USE PLAN

Based on the community feedback provided in Step 3, the Consultant Team will coordinate with The Parcel Development Team, supporting experts, and key stakeholders and ambassadors to prepare the **preferred conceptual land use plan**.

The preferred conceptual land use plan will be presented to the **Council and PEDC** for discussion, possibly through a joint workshop. Also, separate **community input on the preferred conceptual land use plan** will be offered, and could be via online survey, open house/scorecard format, a combination thereof, or other method outlined in the POP. The Consultant Team will document the results of this input.

Deliverables

- Preferred conceptual land use plan
- Council and PEDC material and summary memo
- Community outreach material and summary memo

STEP 5: FINAL CONCEPTUAL LAND USE PLAN

The Consultant Team will refine the preferred conceptual land use plan based on input from the Council, PEDC, and community to create the **final conceptual land use plan**. The final conceptual land use plan will include an analysis of existing conditions and housing needs, a detailed narrative and drawings of proposed circulation and multi-modal infrastructure, housing products (addressing type, size, tenure, and affordability levels) and densities, and public amenities (i.e., open space, trails, day care, etc.). It will also clearly describe and illustrate how The Parcel development will relate to nearby land uses (single-family, multi-family, lodging, and commercial uses), public transit, and other planning efforts (e.g., Walk, Bike, Ride and Downtown Revitalization Action Plan). The Consultant Team will coordinate with The Parcel Development Team’s supporting experts to ensure the final conceptual land use plan is market viable.

The final conceptual land use plan will be presented to the **Council and PEDC** for review and acceptance, possibly through a joint workshop.

Deliverables

- Final conceptual land use plan, narrative, and drawings
- Council and PEDC material and summary memo (if necessary)

STEP 6: CIVIL ENGINEERING SERVICES

Civil engineering services are recommended to be used throughout the conceptual land use planning process for collaboration on multi-modal infrastructure, street layout and design, high-level utility planning, and other services as needed (e.g., obtaining and reviewing preliminary title reports, boundary surveys, topographic surveys, utilities analysis, etc.). However, some civil engineering services may be necessary upon completion of the conceptual land use plan. These services may include additional utilities analysis, cost estimates, conceptual schedules, and other services. The Consultant Team will work closely with The Parcel Development Team to provide needed civil engineering services.

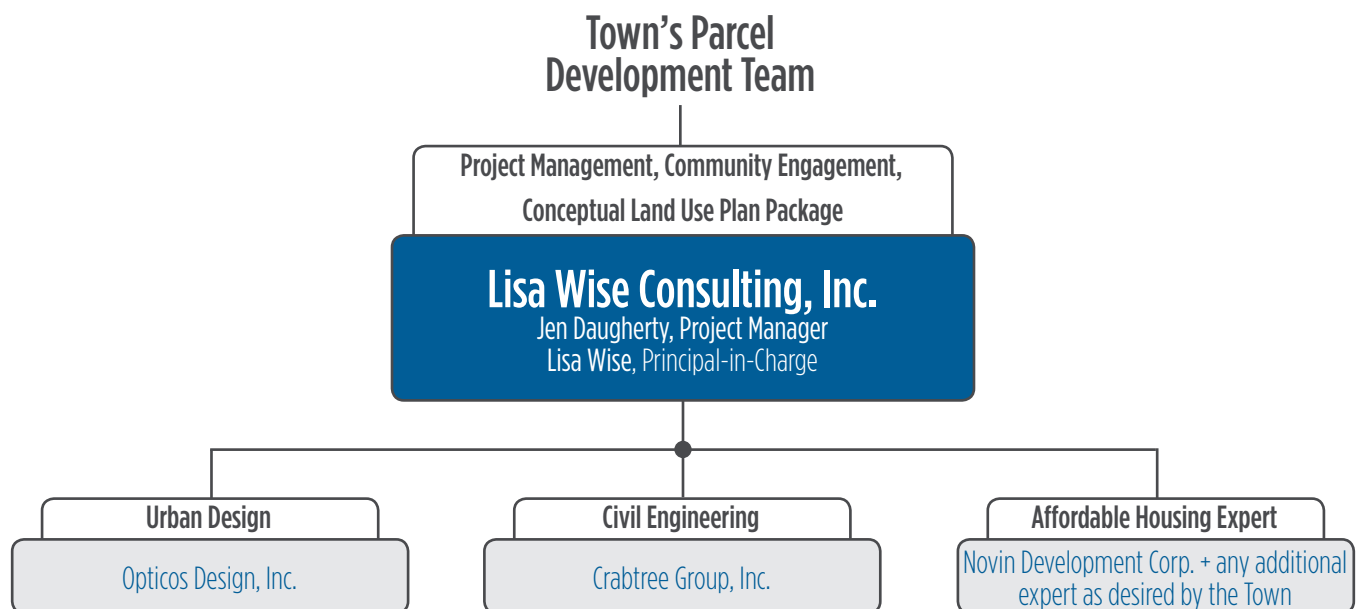
Deliverables

- To be determined

Staffing and Subconsultants

Team Overview

Our Team has a proven record of successfully leading and working on multi-disciplinary teams. The Team would be led by senior staff who manage projects rigorously to ensure timely project completion. We are willing and flexible to improve project management efficiencies for the Town by partnering with other firms or consultants, such as additional affordable housing development experts selected separately by the Town.



Staffing

Lisa Wise, AICP | President, LWC



As a certified planner, Lisa has over 28 years of professional experience in specific plans, land development codes, housing policy, financial feasibility analysis, and the economics of land use. Her resume includes over 16 years in the assessment and creation of land use policy in the State of California and the Western Region where she has been directly responsible for a breadth of large-scale projects, including 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, and recently received the CNU Paul Crawford award for Excellence in Planning. Lisa is also an adjunct faculty of Cal Poly, San Luis Obispo, where she teaches urban planning and real estate finance.

Jen Daugherty, AICP | Senior Associate, LWC

Jen has over 12 years of experience in a diversity of planning engagements, including specific plans, master plans, zoning code updates, and economic analyses. At LWC, Jen focuses on managing complex long-range planning projects, including serving as the project manager for the Oak Tree Village “Active Adult” Specific Plan, Long Beach Short-Term Rental Public Engagement Program, Lompoc Zoning Code Update, Westerville, Ohio Zoning Code Update, and Mammoth Lakes Contract Planner assignment. She has served in an economic analysis capacity on other land use projects and at design charrettes, such as for the Hayward Downtown Specific Plan, Walkable Winton Town Center Plan for Merced County, and Rancho Cucamonga’s Etiwanda Heights Neighborhood and Conservation Plan. During Jen’s 10 years at the Town of Mammoth Lakes, she worked on Hidden Creek Crossing (The Parcel), Snowcreek Master Plan Update, General Plan Update, Neighborhood District Planning, and a Housing Element Update, among others. Jen has strong public engagement skills and experience grounded in maintaining open lines of communication, raising public awareness, and building relationships aimed at feasible implementation strategies.



Stefan Pellegrini, RA, AICP, LEED AP | Principal, Opticos

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, including a roster of groundbreaking and award-winning projects to his credit, and he is uniquely skilled at bringing diverse people and opinions together. 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. He possesses a strong interest in revitalizing places, especially rural small towns and inner-city areas. Stefan worked in Mono County on the Highway 395 Scenic Byway Corridor Study and Bridgeport Main Street Revitalization Plan. 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 (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.



Alex Vondeling, RA, LEED AP BD+C | Associate, Opticos

A registered architect with a penchant for sustainability, Alex designs green buildings and neighborhoods for clients of all types. She is experienced in all stages of project delivery, from initial visioning through construction administration, with emphases on urban infill/adaptive reuse projects, LEED and LBC consulting, and charrette planning and facilitation. Over her 25-year career, Alex has guided numerous projects to achieve LEED certification and beyond, including a number of “living buildings” through the International Living Future Challenge. Early in her career, she cut her teeth working collaboratively at the firm of Sim van der Ryn, one of the forefathers of the green design movement. Her interest in resilient and equitable communities has spurred her involvement with NorCal USGBC and Berkeley Food and Housing Project, among others.



Caroline Swinehart | Senior Designer, Opticos



Caroline is a valued contributor to a variety of Opticos' design projects. In all her project work, she seeks to add beauty to the built environment and create a shared public realm that is harmonious, accessible, and environmentally responsible. She strives to design places that provide for the needs of diverse user groups, ensuring longevity in evolving communities. Since Caroline joined Opticos, she has become an integral member of the team working to develop sliding scales for zoning districts that reinforce a unique palette of place types. She also conducts site analysis and design alternative development and works on charrette with local residents to develop a framework for neighborhood design guidelines. After obtaining her undergraduate degree from Yale, Caroline earned an M.Arch and Master of Architectural Design and Urbanism from the University of Notre Dame.

Paul Crabtree, P.E., CNU-A, ASCE | Principal, CGI



Paul Crabtree is a Civil Engineer who has focused his work on the integration of intelligent urban infrastructure with New Urbanism and Smart Growth Planning. Paul is the founder and president of Crabtree Group, Inc. – a full service civil engineering firm established in 1999 with offices in California and Colorado. Paul has been a faculty instructor for the Form Based Codes Institute and is a leader in the Congress for New Urbanism Rainwater Initiative, as well as an author and lecturer on sustainable infrastructure, from water to transportation. Paul is a founding member of the Transect Codes Council, the Project for Lean Urbanism, and a contributing author of *Sustainable and Resilient Cities* (Wiley, 2011).

Iman Novin | Principal, NDC



Iman has over 13 years of experience in the multifamily development sector with a focus on mixed-income and transit-oriented development. Prior to starting Novin Development, Iman worked at MidPen Housing as Director of Acquisitions and at BRIDGE Housing as a Project Manager in both northern and southern California.

While at MidPen, Iman led acquisition efforts across the Bay Area, closing new deals and managing broker and investor relationships. While at BRIDGE, Iman helped secure entitlements and LEED ND certification for MacArthur Transit Village, a 675-unit master plan community in Oakland among other successful investment and development projects. Prior to BRIDGE, Iman worked in the real estate and planning divisions of Centre City Development Corporation (CCDC, now Civic San Diego) on redevelopment and affordable housing policy initiatives within the Downtown San Diego Redevelopment Project Area, as well as with Keyser Marston Associates (KMA) in their San Diego office. Iman is active locally serving on the Walnut Creek Planning Commission and Board of Directors of the Trinity Center and Chamber of Commerce. Iman holds degrees in Structural Engineering and Urban Studies and Planning from the University of California, San Diego with honors.

Fees

LISA WISE CONSULTING, INC.	
Staff Level	Hourly Rate
Principal/President	\$250
Director	\$195
Senior Associate	\$175
Associate	\$140

OPTICOS DESIGN, INC.	
Staff Level	Hourly Rate
Principal	\$275
Senior Associate	\$210
Associate	\$184
Senior Designer	\$168
Designer	\$152
Administrative	\$100

CRABTREE GROUP, INC.	
Staff Level	Hourly Rate
Principal	\$225
Project Manager	\$150
Senior Project Engineer	\$120
Project Engineer	\$110
Senior Planner	\$110
CAD Designer	\$80
Technician	\$40

NOVIN DEVELOPMENT, CORP.	
Staff Level	Hourly Rate
Principal	\$280
Project Manager	\$225
Development Analyst	\$150
Procurement Manager	\$95

Direct costs, such as travel expenses, will be charged as separate line items.

Attachment - Licenses and Certifications

Lisa Wise, AICP

This certificate hereby qualifies

Lisa Wise, AICP

as a member with all the benefits of a Certified Planner
and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number **024633**



Paul Farmer, FAICP
Executive Director and CEO



Paul Inghram, AICP
President



The American Planning Association's
Professional Institute

**American Institute
of Certified Planners**

Making Great Communities Happen

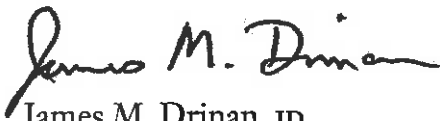
Jen Daugherty, AICP

This certificate hereby qualifies

Jennifer Daugherty, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 027972



James M. Drinan, JD
Executive Director



Valerie J. Hubbard, FAICP
President



The American Planning Association's
Professional Institute
**American Institute
of Certified Planners**

Making Great Communities Happen

Stefan Pellegrini, RA, AICP, LEED AP





CALIFORNIA ARCHITECTS BOARD

LICENSING DETAILS FOR: C 32904

NAME: PELLEGRINI, STEFAN DANTE
LICENSE TYPE: ARCHITECT
LICENSE STATUS: CURRENT 

ADDRESS
1308 MCALLISTER STREET
SAN FRANCISCO CA 94115
SAN FRANCISCO COUNTY
[MAP](#)

ISSUANCE DATE
DECEMBER 22, 2010
EXPIRATION DATE
MAY 31, 2019
CURRENT DATE / TIME
JANUARY 15, 2019
10:24:03 PM

Stefan D. Pellegrini, AICP



No file selected.

Profile Status: Private

Membership ID: 171005

Primary Chapter: CAN

Membership Expires: 03/31/2019

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AICP Membership Expires: 03/31/2019

AICP Certification #: 020186

AICP Start Date: 07/05/2005

AICP Paid Through Date: 03/31/2019



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Badges



NCARB

stefandante ▾

NCARB Record

Stefan Dante Pellegrini, NCARB, AICP, LEED AP

Record Number: 90617

Certificate Number: 72450 

Expiration Date: 8/31/2019

Overview

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Education

Experience

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Jurisdiction	Registration Number	Received Date	Expiration Date	Required CE Hours	Required HSW Hours
California	32904	11/22/2010	5/31/2019	5 hours every 2 year(s)	5 

Reciprocal Registration Orders

[New Registration Order](#)

There are no reciprocal registration orders.

Alex Vondeling, RA, LEED AP BD+C





CALIFORNIA ARCHITECTS BOARD

ISSUANCE DATE
JANUARY 27, 1995

EXPIRATION DATE
JANUARY 31, 2019

CURRENT DATE / TIME
JANUARY 24, 2019
1:55:07 PM

LICENSING DETAILS FOR: C 25455

NAME: VONDELING, ALEXANDRA

LICENSE TYPE: ARCHITECT

LICENSE STATUS: CURRENT 

ADDRESS
1647 LINCOLN STREET
BERKELEY CA 94703
ALAMEDA COUNTY

[MAP](#)

Paul Crabtree, P.E., CNU-A, ASCE





BOARD FOR PROFESSIONAL ENGINEERS, LAND SURVEYORS, AND GEOLOGISTS

ISSUANCE DATE
JULY 8, 1994

EXPIRATION DATE
DECEMBER 31, 2020

CURRENT DATE / TIME
JANUARY 17, 2019
11:18:54 AM

LICENSING DETAILS FOR: 52179

NAME: CRABTREE, PAUL L

LICENSE TYPE: CIVIL ENGINEER

LICENSE STATUS: CLEAR 

ADDRESS
PO BOX 824
SALIDA CO 81201
OUT OF STATE COUNTY

[MAP](#)

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SAN LUIS OBISPO



SAN FRANCISCO



LOS ANGELES