

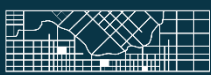


*Proposal submission for the*

**City of Coachella's**

# **Zoning Consistency Update**

Submitted Raimi + Associates with Rincon Consultants | March 17, 2022



raimi+  
associates

# Proposal for Zoning Consistency Update for the City of Coachella

**Submitted on:**

March 17, 2022

**Submitted by:**

Raimi + Associates  
1900 Addison Street, Suite 200  
Berkeley, CA 94704  
&  
706 S Hill Street, 11<sup>th</sup> Floor  
Los Angeles, CA 90014

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March 17, 2022

City of Coachella  
Attention: Gabriel Perez, Development Services Director  
53990 Enterprise Way  
Coachella CA 92236

**Subject: Zoning Consistency Update for the City of Coachella**

Dear Gabriel Perez,

On behalf of the Raimi + Associates, Inc. team (R+A), we are excited to present our proposal for a Zoning Consistency Update for the City of Coachella. To assist with this project, we are joined by Rincon Consultants (Rincon), who will lead the environmental review portion of the project.

Raimi + Associates and Rincon were fortunate to work with the City of Coachella on the 2035 General Plan Update and are excited at the opportunity to implement the vision set forth in that Plan by updating sections of the City's Zoning Code. Our familiarity with the City of Coachella and the adopted General Plan will be fundamental in preparing the Zoning Consistency Update in the required timeframe.

Raimi + Associates has worked extensively across California, Riverside County, and the Coachella Valley providing long range planning, zoning, and design review services. We have worked for the cities of Coachella, Indio, Cathedral City, Palm Desert, Palm Springs, Beaumont, and Moreno Valley over the last fifteen years. Most notably, Raimi + Associates has led General Plan Updates for nearby cities of Palm Desert, Indio, and Beaumont, along with zoning codes for Indio and Climate Action Plans for Palm Desert and Coachella.

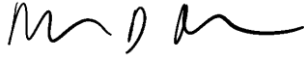
R+A, and our key staff, have significant experience on the range of planning and design projects that make up the core components of this project. These include:

- Expertise in preparing zoning codes as part of or subsequent to Specific Plans or General Plan Updates.
- Experts in ArcGIS/QGIS mapping and cartography.
- Familiarity with the recent new State legislation that affects the implementation of development and design regulations.

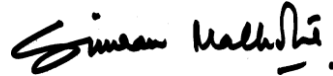
For this project, **Simran Malhotra** will serve as the Principal-in-Charge and **Melissa Stark** will be the Project Manager. Simran and Melissa have worked together in nearby communities on similar long-range planning efforts. They will be supported by staff with expertise in General Plan consistency, development and design regulations, policy writing, and ArcGIS mapping.

This proposal includes our scope, schedule, budget, and team—including qualifications for Rincon—as requested in your RFP. We would very much appreciate the opportunity to work with you again. In the meantime, should you have any questions, please feel free to call either of us at your convenience.

Sincerely,



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# Approach

In all our work, R+A strives to work as an extension of City Staff. We find that a close working relationship, and flexible approach allows us to meet our clients' needs in an every-changing public landscape.

Our team understands the City's goal for the Zoning Consistency Update is to create new zoning districts for the General Plan, convert the Pueblo Viejo Strategy Implementation Plan into code format, and to address and implement the General Plan Zoning Consistency analysis.

Based on the RFP, discussions with City staff, and our experience working on several zoning code projects, R+A has identified the following project objectives:

- Update the Zoning Code to include up to 5 new zones (citywide) to reflect the 2035 General Plan Zoning Consistency Analysis.
- Evaluate the Pueblo Viejo Strategy Implementation Plan districts for consistency with the General Plan Land Use and consolidate as necessary. Convert the new code text to the online Muni Code format.
- Update the General Plan Map to be consistent and address City Staff identified "clean-up" items.
- Update the Zoning Map to reflect new districts from the 2035 General Plan and Pueblo Viejo Strategy Implementation Plan.
- Provide environmental clearance for the above changes to the Zoning Code and General Plan.
- Work closely with City Staff to ensure a smooth flow of work, maintain the project schedule, and meet budget expectations.

Based on the RFP and provided documentation, our team estimates that the Zoning Consistency Update is not expected to increase any level of environmental impacts identified in the 2035 General Plan EIR. Therefore, a Finding of Consistency (FOC) Checklist with the 2035 General Plan EIR should suffice for California Environmental Quality Act (CEQA) compliance for the project. However, if a FOC is not deemed to be appropriate after starting the work, we have also included an optional task for an Addendum to the General Plan EIR.

In addition, our review of the existing Zoning Code may uncover other gaps between recent State law and the code. We will identify any potential gaps in a memorandum for the City to address in the future.

The Coachella Zoning Consistency Update project is subject to an October 15, 2022, statutory deadline. Due to the short timeline, we have prepared a narrow project scope and associated budget, which is detailed in later in this proposal. We welcome the opportunity to work with City staff to modify our scope and budget to best meet the City of Coachella's needs.



# Team

## Raimi + Associates

Raimi + Associates, the lead consulting firm for this effort, is an award-winning multidisciplinary urban design, planning, policy, and research firm founded in 2006 with offices in Los Angeles, Riverside, and Berkeley. In November 2021, R+A qualified for the city of Coachella’s professional services on-call list in the areas of (1) Long Range Planning, (2) Housing Needs Assessments, and (3) Design Review. Through that effort, the City of Coachella reviewed R+A’s extensive qualifications related to long range planning and zoning work, including our history working for the City of Coachella, and throughout the Coachella Valley on similar projects.

## Teaming Partners

Raimi + Associates will be supported by Rincon Consultants, our frequent teaming partner, and expert in the field of environmental review. R+A and Rincon collaborated on the 2035 Coachella General Plan Update, in addition to over a dozen other similar projects in the last decade. Rincon will support the environmental review process for the Zoning Consistency project. Their team is intimately familiar with the City of Coachella. Greg Martin, who worked on the 2035 General Plan EIR, will serve as the Project Manager for environmental review associated with the Zoning Consistency work.

Located at the back of this proposal is a brief overview of Rincon’s firm, service areas, and key staff resumes.

## Organization

Raimi + Associates has talented staff that oversee, lead, and support complex projects in a variety of scales. The following chart highlights the structure and organization of our team proposed for the Coachella Zoning Consistency Update. This team will be supported and augmented, as necessary, with our in-house experts. The following pages include bios for key staff members of the team.



**Raimi + Associates**  
Zoning Consistency and Mapping

**Simran Malhotra, AICP, Assoc. AIA**, Principal | *Principal in Charge*

**Melissa Stark, AICP**, Senior Planner | *Deputy Project Manager and Code Writing*

**Troy Reinhalter, LEED GA**, Associate | *Zoning Consistency*

**Alessandra Lundin**, Associate | *Zoning Consistency and Code Writing*

**Lilly Nie**, Planner/Designer | *Mapping and Writing Support*

PRIME

**Rincon Consultants**  
Environmental Review

**Matt Maddox, AICP**, Principal | *Principal in Charge*

**Greg Martin, AICP**, Senior Planner | *Environmental Review Project Manager*

**Marco Mendoza**, Planner | *Principal Analyst*

SUBCONSULTANT

## Key Staff Bios

### Raimi + Associates



**Simran Malhotra, AICP, AAIA** | Vice President + Principal | *Principal-in-Charge*

Simran will serve as the Principal in Charge for the Zoning Code Consistency Update. Simran’s background in planning, urban design, and architecture, brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. Simran’s recent and current zoning work ranges from strategic modifications to comprehensive updates for the cities of Palmdale, Indio, and Beaumont. She also has experience working on General Plan Updates and is intimately familiar with consistency requirements across both regulatory documents.



**Melissa Stark, AICP** | Senior Planner | *Zoning Consistency and Support*

Melissa will serve as the day-to-day project manager on the Zoning Consistency Update. Her recent and ongoing work includes General Plan and Zoning code updates for the cities of Thousand Oaks, Palmdale, Indio, and Beaumont. Melissa will contribute to the code writing, mapping, and consistency work on the Coachella Zoning Code. She will also coordinate with City Staff and Rincon Consultants on an ongoing basis throughout the project.



Troy Reinhalter | Associate | *General Plan and Zoning Consistency*

Troy worked extensively on the Coachella 2035 General Plan land use element and brings a breadth of knowledge and continuity to the Zoning Consistency Update. He will support and oversee writing and overall consistency on the project. Troy has experience working across the Coachella Valley on General Plans, urban design projects, zoning codes, and Climate Action Plans. His roles have included project management, plan writing and layout, diagramming/mapping, and facilitation.



Alessandra Lundin | Senior Planner | *Zoning Consistency and Code Writing*

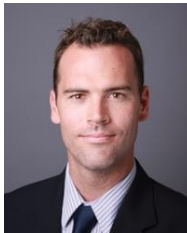
Alessandra will support zoning consistency and will lead code writing for the project. Alessandra has a broad range of experience on urban design and land use planning projects including zoning codes, specific plans, corridor and downtown plans, and objective design standards. She is currently drafting the Indio Zoning and Sign Code Update.



Lilly Nie | Planning/Designer | *GIS Mapping and Analysis*

Lilly is a planner and designer with a wide breadth of experiences across local and federal agencies, non-profits, and academia. She is passionate about advocating for healthy, active communities through equity-oriented policies and programs. Lilly will conduct GIS mapping and analysis for the Zoning Consistency Update.

## **Rincon Consultants**



Matt Maddox, MESM, AICP | Principal | *Principal-in-Charge*

Matt has a strong background in environmental management, policy, and planning. He has contributed to successful environmental and planning projects ranging from general plans to focused inner city redevelopment studies, to climate action plans and documentation for compliance with environmental regulations, to greenhouse gas emissions analysis for industrial facilities. Matt Maddox will serve as the Principal-in-Charge for this project.



Greg Martin, AICP | Senior Environmental Planner | *Project Manager*

Greg will serve as the environmental review project manager. He has over 15 years of experience in the land use and environmental planning fields. Greg's background in policy work informs his environmental impact analysis. He has led dozens of CEQA and NEPA documents over the last fifteen years, including work on the Coachella General Plan Update EIR.



Marco Mendoza | Planner | *Principal Analyst*

Marco is a dynamic and experienced professional planner, who recently joined Rincon Consultants. Prior to joining Rincon, he managed numerous Community Placement Plan projects involving the site selection, acquisition, design, and rehabilitation of single-family homes into residential care facilities for individuals with intellectual and developmental disabilities.



# Scope of Services

The Scope of Services is based on the R+A Team's understanding of the City's expectations, existing conditions, current law (as of January 1, 2022) and best practices, and our experience with similar projects. R+A will revise the Scope of Services and associated budget as necessary to meet the City's needs or changes in project objectives.

## Task 1: Project Management

### Task 1.1: Project Kick Off Meeting

R+A and Rincon will attend a virtual kick-off meeting that includes discussions with City Staff including city objectives for the project, identified issues to date, and other topics. This meeting will establish protocols for ongoing communications and refinements to the project schedule.

### Task 1.2: Monthly Conference Calls

R+A will hold monthly conference calls with the City (and Rincon, as necessary) during the project to discuss project coordination, progress of deliverables, review of documents, planning for workshops/meetings, and content topics. Six total meetings are scoped.

### Task 1.3: Teleconference Work Sessions

In addition to the kick-off meeting and monthly coordination calls, R+A will conduct up to four work sessions (up to 2 hours long each) with Coachella City Staff via video conferencing during the project. For each work session, R+A will create an agenda.

### Task 1.4: Project Management and Coordination

This task covers on-going project management and coordination, including invoicing, maintaining project workplans, and informal communications with City staff.

#### *Deliverables:*

- *Meeting agendas and action notes*

## Task 2: Background Research and Review

### Task 2.1: Document Review

Prior to beginning code work, R+A will conduct background research, review, and analysis. This task will include review and analysis of the 2035 General Plan Zoning Consistency Memo, the Pueblo Viejo Implementation Strategy Plan, and the City's existing Zoning Code.

#### *Deliverables:*

- *No deliverables*

## Task 3: Framework Recommendations and Mapping Updates

### Task 3.1: Recommendations and Framework Memo

**Recommendations Memo.** Based on the analysis from Task 2.1 Document Review, R+A will outline the creation of new zoning districts, recommended modifications to any identified Zoning Code Sections, Zoning Map, and General Plan Map. This approach will be summarized in a memo to the City.

**Work Session #1 with City Staff.** R+A will facilitate a work session with City Staff to discuss the recommendations memo and map updates. This work session will address new districts, inconsistencies, and other recommendations to the code update.

**Framework and Outline.** Based on feedback from City staff on the Recommendations memo and work session, R+A will prepare a high-level framework outline with development standards for the proposed new zoning districts, identifying code sections that are to be maintained, amended, or discarded and where new sections are needed.

**Memo of Additional Findings.** R+A will prepare a memo summarizing any additional findings from our analysis in this task that go beyond the Zoning Section Update scope of work. This may include new requirements under State law, among other things, for the City of Coachella to address separately.

### Task 3.2 Mapping Updates

**Work Session #2 with City Staff.** R+A will conduct a work session with City Staff to discuss code section framework and outline, updates to the zoning map, and “clean-up” General Plan map edits.

**Zoning Map Updates.** Building off the direction set forth in Task 3.1 and work session #2, R+A will update the zoning map using ArcGIS or QGIS. The City will provide R+A with updated parcel-based ArcGIS Shapefiles. R+A will prepare three versions of the Zoning Map:

- **Admin Draft Map.** The first iteration of the Zoning map update will be completed based on the direction from work session #2.
- **Public Draft Map.** This map will incorporate any feedback from the City in work session #3 and will be presented to decision makers, as noted in Task 5.
- **Final Draft Map.** The final map will address any feedback from decision makers, and final edits from city staff.

**General Plan Map Updates.** R+A will update the General Plan map to be consistent with the zoning code districts set forth in the zoning code section update, using ArcGIS or QGIS based on the approach outlined in work session #2. R+A will prepare three versions of this map:

- **Admin Draft Map.** The first iteration of the General Plan land use map update will be completed based on the direction from work session #2.
- **Public Draft Map.** This map will incorporate any feedback from the City in work session #3 and will be presented to decision makers, as noted in Task 5.
- **Final Draft Map.** The final map will address any feedback from decision makers, and final edits from city staff.

The mapping update task assumes a maximum number of hours to implement the necessary map changes. Should the task exceed the scoped hours due to increased level of detail or unanticipated data issues, R+A will work with City Staff to rescope the task or transfer additional mapping responsibilities. R+A will package final digital files for delivery to the City of Coachella at the completion of the project.

**Work Session #3 with City Staff.** R+A will conduct a work session with City Staff to discuss the Admin Draft Zoning Map update and Admin Draft General Plan land use map update. No major changes to the maps are expected after this point in the process.

***Deliverables:***

- *Draft and Final Recommendations Memo*
- *Zoning Code update sections outline*
- *Draft and Final Memo of Additional Findings*
- *Admin Draft, Public Draft, and Final Zoning Map*
- *Admin Draft, Public Draft, and Final General Plan Map*
- *Packaged digital Zoning Map files*
- *Packaged digital General Plan Map files*

## Task 4: Draft Code Sections

### Task 4.1: Admin Draft Zoning Code Section Update

**Prepare Code Section Updates.** Based on the direction received from City Staff on the outline, recommendations memo, and General Plan Zoning Consistency memo, R+A will prepare an administrative draft of the zoning code sections for City staff review. For each of the new zones, we will provide use tables, development standards and other regulations, as needed. The draft will also include text and graphics depicting standards for site and building design.

**Work Session #4 with City Staff.** R+A will conduct a work session with City Staff to discuss and review edits to the admin draft code sections.

### Task 4.2: 2<sup>nd</sup> Admin Draft Zoning Code Section Update

After City Staff reviews the Admin Draft and after receipt of consolidated, non-conflicted comments, R+A will make changes and produce the 2<sup>nd</sup> Admin Draft. No major changes are expected after this point in the process.

### Task 4.3: Public Hearing Draft Zoning Code Section Update

Based on Staff comments to the 2<sup>nd</sup> Admin Draft, R+A will prepare a Public Hearing Draft of the document to be used in both the City Council and Planning Commission hearings.

### Task 4.4: Environmental Review

As noted in the Approach section of this proposal, Rincon estimates that this project will meet California Environmental Quality Act (CEQA) compliance through a Finding of Consistency (FOC) Checklist with the 2035 General Plan EIR. In this task, Rincon will assess and confirm this approach pursuant to CEQA

Guidelines Section 15183 with a memo to City Staff outlining the proposed environmental review approach that is anticipated to consist of the FOC Checklist.

**Finding of Consistency Checklist (FOC).** Based on initial review of available documents, Rincon anticipates that the FOC checklist will support a determination that the project's impacts would not be peculiar to the parcel or to the project, have been addressed as significant in prior programmatic CEQA documents, or can be substantially mitigated by the imposition of uniformly applied development policies or standards. In that event, the project would not require further environmental review pursuant to *CEQA Guidelines* Section 15183(c). To the maximum extent feasible, existing technical studies and information from the prior General Plan CEQA documentation will be used and, where appropriate, impacts will be quantified and compared to quantitative significance thresholds and/or the conclusions of the prior documents. For issue areas we will demonstrate that the project's impacts would be consistent with those studied in the prior documents through direct comparison of the proposed project with General Plan buildout assumptions modeled and discussed in previous analysis. In this task, Rincon will prepare a draft and final FOC to be reviewed and discussed with City Staff. Note that a FOC does not require public review.

*If the analysis in Task 4.4 determines that one or more of the conditions for a Section 15183 Checklist may not be met for a particular impact category, Rincon can prepare an Addendum in accordance with Section 15164 of the CEQA Guidelines. See Optional Task A at the end of this section.*

#### **Task 4.5: Final Zoning Code Sections**

Based on City Council action and final text changes provided by City staff, R+A will prepare the Final Zoning Code and map modifications. The document will be provided in PDF and MS Word format. R+A will prepare final map materials and deliver as electronic ArcGIS files.

##### ***Deliverables:***

- *Admin Draft Code sections*
- *Second Admin Draft Code sections*
- *Hearing Draft Code sections*
- *Draft and Final Findings of Consistency Checklist*
- *Final Zoning Code sections*

## **Task 5: Hearings and Adoption**

### **Task 5.1 Planning Commission Hearing**

R+A will attend, prepare materials for, and make a formal presentation at one Planning Commission hearing (virtual) on the Zoning Code and map modifications. City staff will prepare the staff report. Comments received at the PC hearing will be included in the staff report to the City Council.

### **Task 5.2 City Council Hearing**

R+A will attend, prepare materials for, and make a formal presentation at one City Council hearing (virtual) on the Zoning Code and map modifications. City staff will prepare the staff report. Final

direction received by the City Council will be provided to R+A by the City. R+A will prepare the Final Code sections as noted in Task 4.4.

**Deliverables:**

- *Planning Commission Hearing (1) – presentation*
- *City Council Hearing (1) – presentation*

**Optional Task A:**

**Additional Environmental Review (General Plan EIR Addendum).**

If the analysis in Task 4.4 determines that one or more of the conditions for a Section 15183 Checklist may not be met for a particular impact category, Rincon can prepare an Addendum in accordance with Section 15164 of the *CEQA Guidelines*. Section 15164 states that a lead agency may prepare an addendum to a previously certified EIR if some changes or additions are necessary but none of the conditions described in Section 15162 calling for preparation of a Subsequent EIR have occurred. Therefore, this scope of work assumes that the project would not result in new or substantially increased significant impacts and that, pursuant to *CEQA Guidelines* Section 15164, an EIR Addendum would be the appropriate level of supplemental CEQA review for the project if the conditions of the Section 15183 Checklist cannot be met for all environmental issue areas. Our work program for the Addendum will include the tasks described below.

**Draft EIR Addendum.** If necessary, Rincon will prepare a Draft EIR Addendum pursuant to the requirements set forth in Section 15164 of the *CEQA Guidelines*. The Checklist prepared in the section above will be an appendix to the Addendum to the General Plan EIR that demonstrates the project would not result in any changes/additions that necessitate a Subsequent EIR. The Draft EIR Addendum will include the following content:

- **Introduction.** The EIR Addendum will include introductory information, including a brief description of the project history and an explanation of the relationship of this document to previous analysis, including the Section 15183 Checklist as described in Tasks 2 through 3, as well as a description of the required contents and applicability of preparing an Addendum, and
- **Environmental impact evaluation.** The EIR Addendum will evaluate whether the proposed project, specifically increased development that would be permitted under the zoning updates, would have different environmental impacts or a different degree of impact than those presented in the existing certified General Plan EIR. The impact evaluation will address all issue areas determined to not meet the significance criteria of *CEQA Guidelines* Section 15183. Issue areas will be analyzed at a level of detail similar to a CEQA Initial Study checklist and compared to the General Plan EIR to determine the level of impact. Although this approach is more detailed than a typical Addendum it will provide a more conservative and thorough analysis of the zoning updates to conclude that there will be no new impacts or increased level of impacts.



Consistent with the existing certified EIR, the impacts analysis will be at a program level. Rincon's scope of work does not include any site visits, field surveys or measurements, or project-level modeling.

The Draft EIR Addendum will be in the format of a stand-alone report. Rincon will submit an electronic copy of the Draft EIR Addendum in Microsoft Word and PDF formats for City review and comment.

**Final EIR Addendum.** Rincon will address City comments on the Draft EIR Addendum and prepare the Final EIR Addendum. We assume the City of Coachella will handle noticing regarding the project and that, consistent with the CEQA *Guidelines*, the document will not be specifically and separately circulated for public comment.

### *Scope of Work Assumptions*

- All meetings will be held virtually.
- The scope of work assumes any community engagement will be handled by the City of Coachella, including briefings with decision makers.
- The scope of work assumes any notification to property owners based on zoning code or general plan land use changes will be handled by the City of Coachella.
- The City of Coachella will provide R+A with an editable version (Word document) of the City's Zoning Code and Pueblo Viejo Implementation Strategy Plan.
- Amendments to the General Plan text are not included in this scope of work or budget.
- The City will provide R+A with updated parcel-based ArcGIS Shapefiles which will serve as the basis for the mapping updates.
- All tasks are budgeted with an allowance for number of hours which assume level of effort that is consistent with industry best practices and standards.
- The City will provide comments on draft document electronically in Word. This will include one set of non-conflicting comments that provide clear direction for the consultant team.

# Cost Proposal

The following section includes the cost proposal for the preparation of the Zoning Consistency Update. The cost proposal includes a breakdown of the anticipated personnel hours for each task by billing rate category. The total budget is **\$134,990** including a 5% contingency. The cost of the optional task is \$14,854.

City of Coachella Zoning Code Update Cost Proposal		Raimi + Associates				Rincon				Labor Cost Per Task
Hours per Task		Principal	Associate	Senior Planner	Planner	Principal/ Director I	Senior Prof I	Prof IV	Clerical/ Admin	
<b>Task 1: Project Management</b>										
Task 1.1: Project Kick-Off Meeting		2	4	6		1	2		2	3,144
Task 1.2: Monthly Conference Calls (6)		6		6		2	2			3,474
Task 1.3: Work sessions (up to 4)		8	10	10	4	2	2			7,154
Task 1.4: Project Management & Coordination		6		12		4	8			6,236
<b>Subtotal Task 1</b>		22	14	34	4	9	14	-	2	20,008
<b>Task 2: Initial Review &amp; Analysis</b>										
Task 2.1 Document Review		2	16	16	8	2	6			9,202
<b>Subtotal Task 2</b>		2	16	16	8	2	6	-	-	9,202
<b>Task 3: Framework Recommendations and Mapping Updates</b>										
Task 3.1: Recommendations and Framework Memo		12	20	40	4					14,200
Task 3.2 Mapping Updates		2	8	28	22					10,080
<b>Subtotal Task 3</b>		14	28	68	26	-	-	-	-	24,280
<b>Task 4: Draft Code Sections</b>										
Task 4.1: Admin Draft Zoning Code Section Update		16	32	80	26					27,580
Task 4.2: 2 <sup>nd</sup> Admin Draft Zoning Code Section Update		4	8	20	16					8,320
Task 4.3: Public Hearing Draft Zoning Code Section Update		2	4	12	2					3,600
Task 4.4: Environmental Review (FOC - draft and final)		2	4	8		5	12	48	2	14,926
Task 4.5: Final Zoning Code Sections (allowance)		2	4	8	2					2,920
<b>Subtotal Task 4</b>		26	52	128	46	5	12	48	2	57,346
<b>Task 5: Hearings and Adoption</b>										
Task 5.1: Planning Commission Hearing		8	8	8		6				6,560
Task 5.2: City Council Hearing		8	8	8		6				6,560
<b>Subtotal Task 5</b>		16	16	16	-	12	-	-	-	13,120
Total Hours		80	126	262	84	28	32	48	4	
Billing Rate		\$250	\$190	\$170	\$150	\$280	\$197	\$174	\$95	
Labor Cost		\$20,000	\$23,940	\$44,540	\$12,600	\$7,840	\$6,304	\$8,352	\$380	
<b>Total Firm Labor Cost</b>										<b>\$123,956</b>
<b>EXPENSES</b>										
Mileage and Travel Expenses										-
Project/Sub Management (7%)										1,601
Document Printing										-
Office Expenses (Phone, Fax, Copies, etc.)										3,012
<b>Total Expenses</b>										<b>4,613</b>
<b>TEAM TOTAL</b>										<b>\$128,569</b>
<b>5% CONTINGENCY</b>										<b>\$6,428</b>
<b>GRAND TOTAL</b>										<b>\$134,997</b>
<b>OPTIONAL TASK (IF NEEDED)</b>										
Task 4.4: Environmental Review (EIR Addendum - draft and final)		4	4	8		8	18	32	4	<b>\$14,854</b>

# Proposed Schedule

The following schedule aligns with the zoning implementation deadline, per the Zoning Consistency RFP. The R+A team would welcome the opportunity to discuss the overall schedule and timing of deliverables with the City of Coachella, should we be selected for the Zoning Consistency Update.

Major Tasks	2022						
	Apr	May	Jun	Jul	Aug	Sept	Oct
<b>Task 1: Project Management</b>							
Task 1.1: Project Kick-Off Meeting							
Task 1.2: Monthly Conference Calls (6)							
Task 1.3: Work sessions (up to 4)		#1	#2	#3, 4			
Task 1.4: Project Management & Coordination							
<b>Task 2: Background Research and Review</b>							
Task 2.1 Document Review							
<b>Task 3: Framework Recommendations and Mapping Updates</b>							
Task 3.1: Recommendations and Framework Memo							
Work Session #1							
Task 3.2 Mapping Updates							
Work Session #2							
Work Session #3							
<b>Task 4: Draft Code Sections</b>							
Task 4.1: Admin Draft Zoning Code Section Update							
Work Session #4							
Task 4.2: 2 <sup>nd</sup> Admin Draft Zoning Code Section Update							
Task 4.3: Public Hearing Draft Zoning Code Section Update							
Task 4.4: Environmental Review							
Task 4.5: Final Zoning Code Sections							
<b>Task 5: Hearings and Adoption</b>							
Task 5.1: Planning Commission Hearing							
Task 5.2: City Council Hearing							

### **Rincon Consultants Firm Description**

Rincon Consultants is a multi-disciplinary environmental science, planning, and engineering consulting firm that provides quality professional services to government and industry. Our principal service is to provide environmental support and scientific research to create and sustain innovative solutions to natural resource, sustainability, and environmental impacts. Rincon prides itself on the considerable depth of its staff, which includes certified urban planners, environmental scientists and engineers, accredited LEED professionals, noise and air quality experts, geologists, biologists, and cultural and historical resource specialists. Our approach to every project is centered upon the design and development of innovative solutions that respond to our clients’ specific needs in a cost-effective manner.

Rincon’s corporate culture focuses on providing environmental consulting services in a manner that is beneficial to both the environment and our client’s needs. When hired, we perceive ourselves as an extension of our client’s team and function with the best interests of the client in mind. By managing each project with a focus on three primary objectives – economic efficiency, technical excellence, and sustainable approach – we can provide superior service that efficiently and effectively meets the needs of our clients.

We have categorized our environmental consulting services into six core areas:

- Environmental Sciences and Land Use Planning
- Natural Resources
- Water Resources
- Cultural Resources
- Site Assessment and Remediation
- Sustainability Services

We also maintain a Geographic Information Systems (GIS) and Graphics Communications group to enhance our documents and support our data analyses for projects addressing issues in these service areas.

### **Rincon Consultants Client References**

<b>Contact</b>	<b>Project</b>	<b>Related Service Area</b>
Joanne Coletta Community Development Director City of Corona 951-736-2434   Joanne.Coletta@CoronaCA.gov	City of Corona Housing Element Update and CEQA Addendum	CEQA Compliance
Scott Donnell Senior Planner City of Carlsbad 760-602-4618   scott.donnell@carlsbadca.gov	City of Carlsbad Housing Element Update, General Plan Maintenance, and CEQA Addendum	CEQA Compliance
Stratis Perros Environmental Services Director City of Simi Valley 805-583-6307, sperros@simivalley.org	City of Simi Valley Housing Element Update and CEQA Addendum	CEQA Compliance

## City of Corona – Housing Element Update and CEQA Addendum

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**Client Information:**

Joanne Coletta, Community Development Director  
City of Corona  
400 South Vicentia Avenue  
Corona, California 92882  
951-736-2434 | [Joanne.Coletta@CoronaCA.gov](mailto:Joanne.Coletta@CoronaCA.gov)

**Dates:** September 2020 to Present**Staff:** Matt Maddox (Principal-in-Charge)  
Brenna Weatherby (Project Manager)  
Emily Green (Deputy Project Manager)  
Jason Montague (Planner)  
Jenna Shaw (Planner)

Rincon recently led the City of Corona Housing Element Update. The Rincon team analyzed the Sites Inventory contained in the 2013-2021 Housing Element to determine which sites can be utilized to meet the 6<sup>th</sup> Cycle RHNA allocation. Corona's current demographics and land use patterns have led to the allocation of a higher number of lower income units, which is proving to be somewhat challenging given the lack of vacant land in the City. We identified underutilized sites that may be redeveloped with residential uses in the coming years as well as sites that could potentially be re-zoned to a residential or mixed-use zoning category to accommodate the City's RHNA allocation.

Because the City recently updated its General Plan, Rincon was able to prepare a CEQA Addendum for the Housing Element tiering off the General Plan EIR and demonstrating that the Housing Element would not create a substantial increase in the severity of any impacts identified in the General Plan EIR.



## City of Carlsbad – Housing Element Update, General Plan Maintenance and CEQA Addendum

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**Client Information:**

Scott Donnell, Senior Planner  
City of Carlsbad  
1635 Faraday Avenue  
Carlsbad, California 92008  
760-602-4618 | [scott.donnell@carlsbadca.gov](mailto:scott.donnell@carlsbadca.gov)

**Dates:** January 2020 to Present**Staff:** Matt Maddox (Principal-in-Charge),  
Brenna Weatherby (Project Manager), Jenna  
Shaw (Planner)

Rincon assisted the City of Carlsbad in the preparation of their 6<sup>th</sup> Cycle Housing Element update. The project kicked off in January 2020, with the initial priority of inventorying the existing, but underutilized, and available housing sites, and coordination with HCD to address concerns regarding re-zoning and up zoning. We prepared revisions to existing goals, policies, and actions to ensure consistency with recent State legislation and the update Housing Element and to promote implementation of the Housing Element goals.

Throughout the project Rincon has led public outreach and information management, including overseeing the citizen housing advisory committee meetings, maintaining the project website, and developing surveys and informational materials. Rincon also reviewed legislation including those related to environmental justice, infill and affordable housing development, climate change adaptation and resiliency including threats from wildfire and sea level rise and made recommendations to the City regarding required updates to the General Plan. Rincon also prepare an Environmental Impact Report (EIR) Addendum to address environmental impacts resulting from the Housing Element update that have not already been addressed in the existing General Plan EIR.

## City of Simi Valley - Housing Element Update and CEQA Addendum

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**Reference Info:**

Stratis Perros  
City of Simi Valley  
3900 Main Street, 2nd Floor  
Riverside, California 92522  
805-583-6307,  
sperros@simivalley.org

**Dates:** April 2020 to Present

**Scope of Work:**

Compilation of updated sites inventory  
Preparation of Housing Element Update  
Preparation of Addendum to the General Plan EIR  
Preparation for and attendance at public hearings  
**Staff:** Matt Maddox (Principal-in-Charge),  
Greg Martin (Project Manager - CEQA)



Rincon recently completed the City of Simi Valley Housing Element Update. Rincon's role in the Housing Element Update involved facilitating regular meetings with City staff, reviewing and analyzing the Sites Inventory in the 2013-2021 Housing Element using Rincon's GIS resources. Rincon staff also prepared a complete housing assessment and needs analysis consistent with State Housing Element law and HCD's Completeness Review Checklist. Because the Housing Element update was generally consistent with the land use densities described in the 2012 General Plan and analyzed in the General Plan Final EIR, an Addendum to the General Plan EIR was prepared for the project. The Addendum compared the impacts of the Housing Element update to what was considered in 2012.



## **Matt Maddox, AICP**

### **Principal**

Matt Maddox is involved in a wide range of urban planning and land use studies, sustainable, resilient and adaptation policy development, air quality and greenhouse gas analysis, and CEQA/NEPA environmental documentation, as well as community involvement and permitting activities. Mr. Maddox has a strong background in land use and transportation planning, policy, and environmental planning. He has contributed to successful environmental and planning projects ranging from general plans to focused inner city redevelopment studies, rural land use studies, to climate action plans and documentation for compliance with environmental regulations, to greenhouse gas emissions analysis for industrial facilities. Mr. Maddox has developed a focus in the area of urban planning, sustainable design and resiliency policy, and greenhouse gas analysis.

### **Education**

MESM, Bren School of Environmental Science and Management, University of California, Santa Barbara

BA, Political Science, California Polytechnic State University, San Luis Obispo

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### **Certifications**

American Institute of Certified Planners (No. 026663)

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### **Select Project Experience**

#### **County of Fresno General Plan Update, Fresno County**

##### *Principal-in-Charge*

Rincon is completing the preparation of the Fresno County General Plan and Zoning Code update, and Program EIR. As part of the preparation, the team has updated the County's General Plan Background Report and prepared a draft General Plan, Zoning Ordinance, and Program EIR for public review. Additionally, Rincon is preparing a Draft and Final Program EIR for Fresno County pursuant to CEQA Guidelines. The Program EIR will focus on the environmental impacts of changes or updates to General Plan policies, as only minimal changes to land use designations is proposed. The Program EIR will address the most recent changes in the CEQA Guidelines, including VMT impacts, Tribal Cultural Resources, and Wildfire impacts. Rincon is also conducting public outreach and involvement efforts for the project, including the public meetings to provide input on the Program EIR, General Plan, and Zoning Code. Due to the ongoing COVID-19 pandemic, the County and Rincon hosted the public scoping meeting virtually, to avoid in-person gatherings and congregation. Given that English and Spanish are both widely spoken in Fresno County, it is important that the public meetings are presented in both languages for full and meaningful participation. Rincon is holding meetings in various locations throughout the County and working closely with local organizations to maximize participation.

#### **Housing Element Update and General Plan Maintenance, Carlsbad**

##### *Technical Advisor*

Rincon is assisting the City of Carlsbad in the preparation of their Housing Element Update and General Plan Maintenance. The project kicked off in January 2020, with the initial priority of inventorying the existing, but underutilized, and available housing sites and conducting environmental constraints analyses for air quality, biological resources, cultural resources, GHG emissions, noise, and transportation. Rincon will play a significant role in public outreach and information management, as well as overseeing the citizen housing advisory committee meetings. Rincon will review legislation including those related to environmental justice, GHG emissions, infill and affordable housing development, VMT, climate change adaptation and resiliency including threats from wildfire and sea level rise. We will then review other Carlsbad land use documents, to determine if additional amendments are necessary. We will prepare revisions to existing goals, policies, and actions, and propose new goals, policies, and actions, as appropriate. Rincon will also prepare a Supplemental Environmental Impact Report to address environmental impacts that have not



# Matt Maddox, AICP

Principal

Page 2

already been addressed in the existing General Plan Environmental Impact Report.

## **City of Rancho Mirage General Plan Update and Environmental Impact Report, Rancho Mirage**

*Technical Advisor*

Rincon completed the City of Rancho Mirage's General Plan Update. The General Plan Update was a "technical" update to ensure compliance with recently adopted State laws, and to modernize the look, organization, and user friendliness of the General Plan. As part of this process, the General Plan Update's goals, policies and programs were updated to coincide with the City Council's current vision for the future of the City; maps and exhibits were updated to reflect the current makeup of the City; the Circulation Element were updated based on a new traffic model; a high quality graphically-designed General Plan document was created; and GIS maps were created for use in the General Plan Update document and to be used as interactive online tool.

## **City of Calabasas 2030 General Plan Update and Environmental Impact Report, Calabasas**

*Technical Advisor*

Rincon completed the 2030 General Plan Update and Environmental Impact Report for the City of Calabasas. The 2030 General Plan update program was designed to build upon the vision and community values that have made Calabasas a special place to live, work, and visit and to address new issues that had emerged since the development of the previous long-range planning program. Key issues in the environmentally-conscious community revolved around the preservation of open space, development of new recreational opportunities, and incorporation of sustainability and green building concepts. GIS and graphics design capabilities were an important component of the work program for this study as the environmental consultant needed to use, update, and create new layers within the City's existing GIS database. The database was used to identify constraints and opportunity areas, specifically identifying the opportunity to re-focus future development potential into newly created mixed use districts along the City's main commercial corridors. The comprehensive General Plan update and its associated Environmental Impact Report were completed (Phases 1-3) and adopted in less than two years and at 3% less than the City Council authorized expenditures.

## **City of Kerman 2017-2037 General Plan Update and Environmental Impact Report, Kerman**

*Technical Advisor*

Rincon partnered with Mintier Harnish in updating Kerman's general plan and preparing a Program Environmental Impact Report. As part of the partnership, the team prepared a Background Report for the City and presented those findings to a joint Planning Commission-City Council Hearing. Based on the feedback received from that meeting and information obtained in preparing the Background report, the team has prepared a draft General Plan and Draft Program Environmental Impact Report, which received minimal comments during the public review of the documents. Specific tasks conducted by Rincon include a noise analysis that included conducting noise measurements and preparing noise contour mapping, Assembly Bill 52 consultation, public outreach, and assessment of traffic impacts related to vehicle miles traveled in conformance with the requirements of Senate Bill 743, and coordination with Caltrans on identifying new alignments for the two State Routes (SR) in Kerman, SR 180 and SR 145. City contract Counsel praised the report for being thorough, legally defensible, self-mitigating, and written to be easily understood by the public.



## Greg Martin, AICP

### Senior Environmental Planner

Greg Martin has over 15 years of experience in the land use and environmental planning fields with a background in the preparation and project management of policy documents such as general plans, housing elements, zoning ordinances, and redevelopment plans. Mr. Martin also has experience with municipal entitlement processing, the analysis of environmental impacts, and the preparation of CEQA and NEPA documentation.

### Select Project Experience

#### **Project Manager, City of Camarillo – 2021-2029 Housing Element Update, Camarillo**

Mr. Martin is the project manager for the City of Camarillo's Housing Element Update, which Rincon is currently carrying out with its teaming partner Veronica Tam & Associates. Our approach is to develop a Housing Element that reflects community preferences, provides for the housing needs of households of all income levels, and meets current State requirements (including new state laws regarding adequate sites, non-governmental constraints, and fair housing), while ensuring that the Housing Element Update gains Housing and Community Development Department certification in order to stay on an eight-year cycle, avoid potential legal action, and maintain eligibility for State and other funds.

#### **Analyst, City of Ventura – 2014-2021 Housing Element Update, Ventura**

Mr. Martin assisted the City of Ventura's Planning Division with preparation of the City's 2014-2021 Housing Element Update. He led the Rincon team that helped the City complete the Housing Element land inventory analysis determining the City's potential for housing unit production; update existing Housing Element policies and programs; coordinate and conduct workshops and meetings with stakeholders; and produce the final Housing Element Update for submission to the Department of Housing and Community Development.

#### **Project Manager, City of Rancho Mirage – General Plan Update, Rancho Mirage**

Mr. Martin was a project manager for the City of Rancho Mirage General Plan Update. The General Plan Update was a "technical" update to ensure compliance with recently adopted State laws, and to modernize the look, organization and user friendliness of the General Plan. As part of this process, the General Plan Update's goals, policies and programs were updated to coincide with the City Council's current vision for the future of the City; maps and exhibits were updated to reflect the current makeup of the City; the Circulation Element was updated based on a new traffic model; a high quality graphically-designed General Plan document was created; and GIS maps were created for use in the General Plan Update document and to be used as an interactive online tool.

#### **Analyst, City of Ventura – General Plan Refinement Project Initial Study-Mitigated Negative Declaration, Ventura**

Mr. Martin helped the City of Ventura quantify and analyze the potential effects of the project, which involved actions to refine the City's General Plan and Zoning Code to create a new Mixed-Use land use designation; restrict or eliminate residential use in existing Commerce and Industry designations; and create a new Optional Residential Mixed-Use

### Education

MCRP, Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo

BA, Pre-and Early Modern Literature, University of California at Santa Cruz

### Certification

American Institute of Certified Planners (No. 021858)

### Years of Experience

15



overlay in the Zoning Code. Rincon also helped quantify and analyze the potential effects of these actions on the City's Housing Element Land Inventory. This analysis led to production of a Final Initial Study-Mitigated Negative Declaration in April 2018, including Responses to Comments on the Public Review Draft Initial Study-Mitigated Negative Declaration.

**Project Manager, City of West Covina – General Plan Update and Environmental Impact Report, West Covina**

Mr. Martin was project manager and lead analyst for the Environmental Impact Report for the City of West Covina's 2016 General Plan Update and Downtown Plan and Code. The project included two separate but closely related elements: an update of the City's General Plan and the preparation of a new Downtown Plan and Code designed to implement the strategies, goals, and policies of the General Plan. The General Plan Update and Downtown Plan and Code direct new growth to the City's downtown, where development pressures are greatest, and change is desired. Housing and job growth are targeted to strategic areas along corridors and in neighborhood centers.

**Project Manager/Analyst, City of Alhambra – General Plan Update, Alhambra**

Mr. Martin was a project manager and analyst for the update of City of Alhambra's General Plan titled, "Vision 2035 – A Community's Mosaic." He focused on managing the Environmental Impact Report for the General Plan Update. The General Plan Update included a complete re-write and reorganization of the City's General Plan to allow for ease of use for the community. The General Plan Update included the seven State required elements but was reorganized in six chapters titled: Land Use/Community Design, Quality of Life, Resources, Services and Infrastructure, Health and Safety, and Mobility.

**Project Manager, City of Ventura – Inclusionary Housing and Affordable Housing Programs Amendments Initial Study-Negative Declaration, Ventura**

Mr. Martin was the project manager and lead analyst for the CEQA documentation for proposed update/overhaul of the City's Inclusionary Housing Program (IHP). The IHP is a tool to implement the City's Housing Element and meet the community's need for increasing affordable housing development. The proposed update/overhaul included both short-term strategies (such as providing flexibility in adjusting the income level mix of inclusionary housing units and establishing City Housing Standards relating to the number of bedrooms for certain household sizes, square footage minimums for various living spaces, and access to common areas and outdoor spaces) and long-term strategies (such as studying the potential establishment of an in-lieu housing fee, and amending the City's Affordable Housing Program and developing an IHP Ordinance Program).

**Project Manager, Gregory D. Bynum and Associates, Inc. – CSUB University Place Office Park Project Initial Study-Mitigated Negative Declaration and Addendum, Bakersfield**

Mr. Martin was project manager and lead analyst for an Initial Study-Mitigated Negative Declaration and a subsequent Addendum for a proposed office park project on the campus of California State University, Bakersfield (CSUB). The project analyzed in the 2014 Initial Study-Mitigated Negative Declaration consisted of development of up to four office buildings clustered around pedestrian plazas and courtyards and surrounded by surface parking spaces and a three-story parking structure. The office buildings were proposed to total approximately 283,500 square feet on the 12.5 (net) acre project site. The 2007 CSUB Master Plan identifies the site as one of a number of such public/private development sites fronting Camino Media. The 2019 Addendum analyzed a proposal to modify the previously proposed project. Whereas previously all phases were assumed to consist of typical "office park" uses, the modified proposal would include a 64,457 square feet building occupied by junior college classroom space, and 495 parking spaces, all on 5.109 acres of the total 12.5 acre project site. The remainder of the project site would remain available for future development as envisioned in the 2014 Initial Study-Mitigated Negative Declaration. In the Addendum, Rincon demonstrated that the revised project had no new or significantly increased environmental impacts compared the modified project.

**Project Manager, City of Beaumont (subconsultant to Raimi + Associates) – Beaumont General Plan Update and Environmental Impact Report, Beaumont**

Mr. Martin was the project manager for Rincon's work on the Beaumont General Plan Update (Elevate Beaumont 2040) and Environmental Impact Report. Under contract to Raimi + Associates, Rincon provided analysis of several environmental issues for the General Plan Update and Environmental Impact Report, including biological resources (including analysis of consistency with the Riverside County Multi-Species Habitat Conservation Plan, or MSHCP) and noise (including recording and mapping existing noise levels in the community, and mapping noise contours from transportation noise sources). The General Plan Update was recently adopted by the City of Beaumont.

Rincon Consultants, Inc.

*Environmental Scientists · Planners · Engineers*



# Marco Mendoza

## Planner

Mr. Mendoza is a dynamic and experienced land use professional with knowledge of project management principles including the development and management of project scopes, budgets, timelines and stakeholder relationships. Prior to joining Rincon, Mr. Mendoza managed numerous Community Placement Plan projects involving the site selection, acquisition, design and rehabilitation of single family homes into residential care facilities for individuals with intellectual and developmental disabilities. Additionally Mr. Mendoza was involved in predevelopment activities for two multifamily projects. Mr. Mendoza has extensive experience working with numerous external and internal stakeholders to invent creative solutions to complex problems.

## Education

Master of Urban Planning, Sol Price School of Public Policy, University of Southern California

BA, Economics and History, University of Wisconsin, Madison, Wisconsin

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## Certifications

Project Management Professional Certification, Project Management Institute

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## Select Project Experience

### **San Gabriel/Pomona Regional Center Community Placement Plan Multiple Projects, Los Angeles County**

*Project Manager*

Under a previous employer, Mr. Mendoza successfully obtained contracts to acquire and rehabilitate 12 single family homes into residential care facilities for individuals with intellectual and developmental disabilities. Mr. Mendoza managed the site selection, acquisition, design, plan check, construction and project closeout of three of these projects. He worked closely with representatives from San Gabriel/Pomona Regional Center and the California Department of Developmental Services to create unique residential care homes that incorporated specific person-centered design features. Additionally, Mr. Mendoza worked extensively with third party realtors, architects, vendors and general contractors as well as planners from various municipal agencies in order to maintain project quality and scope while managing budgets and timelines.

### **Frank D. Lanterman Regional Center Community Placement Plan Multiple Projects, Los Angeles County**

*Project Manager*

Under a previous employer, Mr. Mendoza obtained contracts for Brilliant Corners to acquire and rehabilitate 10 single family homes into residential care facilities for individuals with intellectual and developmental disabilities. Mr. Mendoza himself managed the site selection, acquisition, design, plan check, construction and project closeout of four of these projects. He worked closely with representatives from Frank D. Lanterman Regional Center and the California Department of Developmental Services to create unique residential care homes that incorporated specific person-centered design features. Additionally, Mr. Mendoza worked extensively with third party realtors, architects, vendors and general contractors as well as planners from various municipal agencies in order to maintain project quality and scope while managing budgets and timelines.

### **Kern Regional Center Community Placement Plan Multiple Projects, Kern County**

*Project Manager*

Under a previous employer, Mr. Mendoza obtained contracts for Brilliant Corners to acquire and rehabilitate 12 single family homes into residential care facilities for individuals with intellectual and developmental disabilities (IDD). Mr. Mendoza

# Marco Mendoza

## Planner

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managed the site selection, acquisition, design, plan check, construction and project closeout of five (5) of these projects. He worked closely with representatives from KRC, and the California Department of Developmental Services to create unique residential care homes that incorporated specific person-centered design features. Additionally, Mr. Mendoza worked extensively with third party realtors, architects, vendors and general contractors as well as planners from various municipal agencies in order maintain project quality and scope while managing budgets and timelines.

### **Proposition HHH Housing Innovation Challenge, Los Angeles**

*Project Manager*

Under a previous employer, Mr. Mendoza was part of the development team at Brilliant Corners that responded to a funding application and was subsequently awarded a \$10 million grant from the City of Los Angeles to develop 50 units of permanent supportive housing for individuals experiencing homelessness. Mr. Mendoza supported the development team by developing project Pro Formas, writing various narratives and working with architects to create a conceptual design.

### **Wyandotte Multifamily Housing Project, Los Angeles**

*Project Manager*

Under a previous employer, Mr. Mendoza conducted predevelopment activities for a 50 unit multifamily development site in the San Fernando Valley area of Los Angeles. These activities included site selection, site feasibility analyses, pro forma development, community outreach, and negotiating with property sellers and real estate agents.

### **Avalon Multifamily Housing Project, Los Angeles**

*Project Manager*

Under a previous employer, Mr. Mendoza conducted predevelopment activities for a 50 unit multifamily development site in the Wilmington neighborhood of Los Angeles. These activities included site selection, site feasibility analyses, pro forma development, community outreach, and negotiating with property sellers and real estate agents. Mr. Mendoza also worked with architects, civil engineers and city planners to develop a preliminary site and floor plan for the project.