



((RADAR)) and Team

PROPOSAL IN RESPONSE TO:

**City of Riverside RFQ No. 2439
Missing Middle Prototype Plans for
Infill Housing Sites**

Submitted 1/23/25

Radar
423 Gin Ling Way
Los Angeles CA 90012





January 23, 2025

Luz Granados, CPP
Procurement & Contract Specialist
City of Riverside
3900 Main Street
Riverside, CA 92522

RE: Radar and Team Proposal in Response to RFP No.2439 Missing Middle Prototype Plans for Infill Housing Sites

Dear Ms. Granados and Members of the Evaluation Committee,

It is with pleasure that Radar and its team presents this proposal in response to the City of Riverside's RFP No.2439 "Missing Middle Prototype Plans for Infill Housing Sites." We are grateful for the opportunity to contribute to the city's efforts to expand housing options and availability in Riverside, as well as to create opportunities for emerging, community-based developers. This effort will surely benefit every current and future Riverside resident.

Radar is proud to be a certified woman-owned small business. The firm is led by Rachel Allen, a California native who is committed to working toward the region's resilience, sustainability, and solutions to the housing crisis. In 2023 Rachel was appointed the first **Senior Fellow of the Los Angeles County Metropolitan Transportation Authority (Metro)'s Housing Lab**, a role which was funded by SCAG. The Lab mission is to research ways that Metro can build housing on its lands faster, cheaper and more equitably.

Radar has a proven track record of successfully delivering projects in the public sector, housing projects and specifically pre-approved plan sets.

Our team members possess outstanding communication and interpersonal skills, which we rely upon during engagement with a wide range of stakeholders, listening to their needs, and generating solutions that address a variety of concerns. Our team understands the importance of adhering to grant timelines and budgets while maintaining the highest standards of quality. Together with our consultants we present here a "dream team" that will execute the Missing Middle Prototype Plans for Infill Housing Sites project with ambition, originality, and humanism.

Within the past 5 years Radar has led and contributed to complex team projects for various public agencies. Of particular relevance here is our work on **The Bowtie Park** for the **California Department of Parks & Recreation** where Radar served as the prime firm. Radar managed an extensive community engagement process, conducted a thorough needs assessment, and created a popular concept design for the 18-acre site along the LA River.



Radar has developed a particular expertise in housing projects, underscored by our special understanding of housing policy. As subconsultant to **PlaceWorks**, we designed a pre-approved ADU design for the **County of El Dorado**, which is now publicly available online at no cost to County residents. This project involved community outreach with a particular focus on the local building industry so that we could understand how best to assist residents in creating infill housing on their rural properties.

We also have experience with infrastructure and accessibility issues around housing, including **Flower Park Plaza** (199 units of affordable housing for seniors and adults with disabilities) and the **4th Street Rehabilitation** (12 units of public housing for the Pomona Housing Authority). We are currently engaged in similar work for the **Los Angeles County Development Authority**, and deeply value these opportunities to be of service.

Radar's 2021 entry into the **Low Rise: Housing Ideas for Los Angeles Competition** speaks directly to the relevance of infill development at multiple scales. We received an Honorable Mention for our holistic proposal, which expanded the usual scope of architectural design to include explorations of financing and educational initiatives that would help property owners and emerging developers densify single-family properties with a mixture of attractive and affordable units.

Radar has reviewed and understands all elements of the RFP and is willing to enter into a contract under the terms and conditions prescribed by this RFP and the Sample Agreement. To follow please find all the documents and supporting materials as requested in the RFQ, but should you require any further information, please do not hesitate to contact me personally on my mobile at (213) 926-5228 or at rachel@radarinc.net.

Thank you for your time and consideration of our proposal, and for all the work your team does every day to improve the lived experience of every resident of Riverside.

Sincerely yours,

Rachel Allen, AIA, FAAR
Principal, Radar

RFP Contact:

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e. rachel@radarinc.net

Radar
423 Gin Ling Way
Los Angeles CA 90012



January 17, 2025

City of Riverside
Community Economic Development Department
3900 Main Street
Riverside, California 92522

Subject: RFP 2439- Missing Middle Prototype Plans for Infill Housing Sites letter of support, submitted on behalf of the RADAR

Blended Impact is pleased to support RADAR in its proposal to the City of Riverside for the Missing Middle Prototype Plans. Blended Impact is an innovation lab headquartered in Riverside, California that works in public-private partnerships to reimagine the future of how we invest, live, and earn. From 2019 to 2021 we supported the County of Riverside Office of Economic Development in the Opportunity Zone strategy development and technical assistance for multiple cities in the county, including the City of Riverside. We are one of only eight official members of the InSoCal Accelerate Hub in partnership with the University of California Riverside as designated by the California Office of the Small Business Advocate, and are positioned to provide specialized support to the region related to economic development in low and middle-income areas, with a focus on alternative financing strategies.

Our leadership team was a part of the original efforts in 2022 to research and propose the potential for Middle Income Housing to SCAG and WRCOG to increase housing diversity, affordability, and participation among local emerging developers. As business owners and local residents, we are pleased to see that the City of Riverside has elected to pilot the plans as a part of the pro-housing efforts in the city.

We have spoken with the Principal at RADAR and were impressed with their past experience in exploring housing density and affordability as the first-ever Senior Fellow of LA Metro's Housing Lab, which is researching ways that Metro might build housing on its land faster, cheaper, and more equitably. We believe those learnings would be highly advantageous in our region as well given the construction and financing considerations while in the design phase, to ensure not only a strong design but affordable end results. This combination gives us confidence in their abilities and we are pleased to write this letter in support of their application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stacy Cumberbatch'.

Stacy Cumberbatch
Managing Director
stacy@blendedimpact.com



January 21, 2025

To Whom It May Concern:

Radar is uniquely qualified to take on the work outlined in RFP No.2439 "Missing Middle Prototype Plans for Infill Housing Sites".

Principal Rachel Allen has devoted significant time to researching housing solutions and policy as the first Senior Fellow of LA Metro's Housing Lab, a role funded by SCAG through a grant program that I helped co-design in my prior role as Deputy Director of Planning and Land Use. I advocated for Rachel in this role because of my direct experience with her work, thought leadership and dedication to practical and implementable solutions that reduce the time, difficulty and cost to deliver quality housing. Some of the solutions Rachel developed include the use of both pre-approved plans and prefabricated units to densify existing neighborhoods. Rachel understands the phenomenon of the "missing middle" and how crucial it is to expand both housing options and varieties. When I became Deputy Mayor of Housing for Los Angeles Mayor Karen Bass, I had Rachel present her work to various members of our team, including our leads for transportation who staffed the Mayor on the Metro Board of Directors, to bolster the Metro Board's support for her recommendations.

From a pre-approved ADU design for the County of El Dorado to infrastructural renovations for both affordable and public housing, Radar has developed an array of housing expertise. The firm has also long been an advocate for infill development, demonstrated by many years of ADU design for homeowners as well as their entry to the Low Rise: Housing Ideas for Los Angeles Competition. The firm brings both technical expertise with a commitment to and understanding of policy, making them a great fit for the City's development of prototype plans.

Sincerely,

Jenna Hornstock
CEO & Founder
Hornstock Housing and Community Development Strategies

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EVIDENCE OF INSURANCE

73

PRICING

Provided under separate cover

DISCLOSURES

Provided under separate cover



STATEMENT OF UNDERSTANDING & APPROACH

STATEMENT OF UNDERSTANDING & APPROACH



PROJECT UNDERSTANDING: BUILDING COMMUNITY

Radar's motto is BUILDING COMMUNITY - and this core value will underpin our understanding and approach to the scope of work requested by the City of Riverside in RPP No. 2439.

Radar and its team of skilled and experienced consultants applaud the City's innovative response to our region's housing crisis as exemplified in this RFP. To correct the decades of underbuilding which have led us to this moment, every tool in our collective toolbox will be necessary.

Two years ago, Rachel Allen (Founding Principal of Radar) was appointed the first-ever Senior Fellow of LA Metro's Housing Lab, work also supported by funding from SCAG. In this position Ms. Allen and the Housing Lab researched a range of strategies to deliver housing on Metro's lands faster, cheaper and more equitably.

The Lab studied innovations from around the world which ultimately organized themselves into three buckets: teaming, approvals, and delivery. This second bucket included concepts such as preapproved, near-approved and prototype plans (or partial plans) and their precedent use in other parts of the world. Canada's Home Design Catalogue, for example, focuses on prefab homes and other types of low-rise builds, such as student housing, small multiplexes, and seniors' residences.

We recognize shared values in an approach to this work which will be rooted in robust and thorough community engagement, similar to our work on the **Bowtie Parcel** for **California State Parks**. Our team's approach to this phase of work is never just "checking a box" - we take it seriously and believe this work with members of the Riverside community to be sacred, honorable, and the path to project outcomes that truly answer unmet community needs.

Radars's 2021 entry into the City of LA's Low-Rise Competition - **Esquina Pacoima** - received an Honorable Mention. Our project focused on the entire development process, not just the final product, and making it accessible to more types of development teams, leaning into issues such as financing obstacles, access to capital, qualified contractor shortages and land use.

"This project should have been first prize. For LA's working classes, housing is about cultural production."

– James Rojas, Latino Urban Forum

Radar's delivery of the scope of work will be grounded in a serious and professional approach to project management, a commitment to collaboration, and humility throughout the course of the project, always allowing for unexpected evolutions and openness to feedback. Our approach is patient: we work hard to establish trust - so that the people most affected by our work have the opportunity to speak for themselves, and outline parameters most appropriate to each unique situation. Correct and efficient solutions ultimately are the result of this close attention, so that when the time comes, we produce work products which are clear, easy to understand and directly applicable.

Radar's approach to the scope will integrate the work of other experienced professional firms who bring together decades of experience in precisely the type of work being requested here, and with whom we have built close, collaborative relationships in the past. This integrated approach will work in the City's benefit through increased efficiency, directness and solution-oriented thinking every step of the way.

STATEMENT OF UNDERSTANDING & APPROACH

PROJECT APPROACH

TASK 1: PROJECT MANAGEMENT

Radar's Approach

Radar recognizes the importance of a robust project management approach to ensure progress throughout the project. Throughout the subsequent Tasks, Radar will manage activities and provide project administration, including quality control, contract and subcontract management, project accounting, billing, and maintaining the administrative record. These tasks will primarily be handled by Radar's Principal-in-Charge Rachel Allen, Project Manager Karina Contreras and other administrative staff. Karina will serve as the day-to-day contact for project management and will oversee the coordination of the meetings and conference calls. Karina will also be responsible for overseeing the budget, schedule, and overall team coordination throughout the course of the project.

Organization and Staffing

Radar's boutique scale allows for direct principal involvement on every project, and the City of Riverside's Missing Middle Prototype Plans will be no exception. Other assigned Radar team members include Associate Principal Jeremy Quinn, a skillful technical architect with decades of experience in multifamily housing, and Job Captain Zaira Hernandez. Additional designers/drafters are available to supplement the core team on an as-needed basis; we have a cadre of highly qualified, efficient workers that stand at the ready to execute the necessary tasks.

The consulting firms we introduce here (PlaceWorks, Brandow and Johnston, and Lam+Tea) are all ones with whom Radar has longstanding professional relationships, at the Principal level and amongst staff. Each consulting firm will organize its own team internally, and be required to report on progress and milestones to Radar Project Manager Karina Contreras.



TASK 1: PROJECT MANAGEMENT AND COORDINATION

Task 1.1 Project Kickoff

Duration: 3 weeks plus 2 week Client Review Period

As a first task, Radar will draft a Project Management Plan, Project Scope of Work, Schedule and Budget to review with the Project Management Team (PMT), including the SCAG Project Manager, Deputy Project Manager and City of Riverside Project Manager. Radar will organize, agendize and lead a kick-off meeting upon receipt of the official NTP and use this meeting to further define roles and communication protocols, review project vision and goals and confirm technical and engagement effort. Radar, PlaceWorks and the PMT will also discuss data collection methodology to inform this future deliverable.

Radar will provide a kickoff meeting agenda two days prior to the meeting and meeting minutes within two business days after the kickoff meeting and other meetings with the PMT.

Deliverables:

- 1.1.1. Project kick off meeting agenda
- 1.1.2. Project kick off meeting notes and list of attendees
- 1.1.3. Project kick off presentation and any handouts or any other relevant materials

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Task 1.2 Project Management Plan and Schedule

Duration: 3 weeks + 2 weeks

Prior to the project kick-off meeting, Radar will draft a Project Management Plan (PMP) which will summarize base information that will be key for the project team. Radar understands that the PMP is a document that safeguards early identification of issues and their effective resolution and therefore, this document will be crafted as a manual that covers procedures for conducting work, managing resources, communications, budget, schedule, monitoring and reporting project status, progress, and quality control. Key items will be contact information, scope of work, schedule, budget, invoicing progress, reporting details and QA/QC procedures.

Radar understands that SCAG will need to approve this PMP and that any updates or modifications are subject to their approval.

Radar will provide a final version with a more robust schedule that shows work tasks, subtasks and accompanying start/end dates and critical path items along with any edits from the PMT incorporated.

In addition, Radar will document any key comments, direction and approvals from the City in a Comment Resolution Log that will track progress between milestones.

Deliverables:

- 1.2.1 Project Management Plan
- 1.2.2. Project Schedule
- 1.2.3 Comment Resolution Log

Task 1.3 Project Management Meetings

Duration: Ongoing (14 months)

Radar's PM will meet with the PMT on a monthly basis to review project progress, identify and plan the upcoming tasks and, very importantly, identify or anticipate any concerns or challenges.

Radar will craft a meeting agenda and send it out to the PMT at least 2 days in advance of the meeting to allow the PMT attendees to review and provide revisions as needed. Radar will document the meeting content (assumed to



be held virtually), including list of attendees, action items with responsible party and due dates. Radar will provide draft meeting notes within 48 hours of the meeting. Any presentation materials will be provided electronically to attendees at least 24 hours in advance of the meeting.

In addition to monthly PM meetings, Radar will also be available to phone check-ins with SCAG and the City of Riverside as needed, up to a time commitment of 12 hours each month.

Deliverables:

- 1.3.1 Meeting Agendas
- 1.3.2 Meeting Notes
- 1.3.3 Meeting Materials
- 1.3.4 Additional Check-In Documentation

Task 1.4 Monthly Invoicing and Reporting

Duration: Ongoing (14 months)

Radar will prepare monthly invoices and reporting in alignment with SCAG methodologies. Radar understands that these reports will track and report critical path activities and milestones and each report will follow a format to be approved by the SCAG PM.

Deliverables:

- 1.4.1 Monthly Invoices
- 1.4.2 Progress Reports

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Task 1.5 Project Close-Out Files

Duration: 30 days (at close of project)

Radar will document and assemble all project deliverables at the end of the project in accordance with the project schedule and deliver them in an electronic format. Radar will provide an Excel file summarizing the pertinent information, including location and completion of deliverables by Task.

Deliverables:

- 1.5.1 Project Close-out Files with Accompanying Excel Files

Task 1.6 REAP Metrics Data Collection and Reporting

Duration: Ongoing (15 months)

Radar understands that funding provided by the Regional Early Action Planning Grant Program (REAP 2.0) is key to the implementation of this housing infill initiative.

Radar's consultant PlaceWorks will lead this effort. PlaceWorks will research and propose a draft set of metrics that will set baseline conditions and communicate project outcomes. These metrics could include vacancy and underutilized status, site dimensions/area, new units achieved, access to High Quality transit, and others. Metrics will be discussed in a project meeting and may be refined to incorporate input from SCAG staff, City staff and other project team members.

Deliverables:

- 1.6.1 REAP Metrics Data Collection and Reporting

Task 1.7 Prototype Plan Data Collection and Reporting

Duration: Ongoing (15 months)

Radar understands that the City of Riverside will continue to collect measurable outcomes and metrics to monitor and track usage of prototypes upon the release of the prototype plans. Radar's consultant PlaceWorks will work throughout the course of the project to identify the most appropriate methods and mechanisms to track future building permit applications and completed projects.

Deliverables:

- 1.7.1 Prototype Plan Data Collection & Reporting Metrics



TASK 2: PUBLIC OUTREACH

Duration: 8.5 months

Task 2.1 Development of Public Outreach and Engagement Plan

Duration: 8 weeks

The Radar team recognizes the importance of engaging disadvantaged communities (DACs) and historically underrepresented groups to address the housing needs and priorities specific to these neighborhoods as part of the Infill Housing implementation. PlaceWorks will create a Public Outreach Plan detailing meeting schedules, topics, stakeholder identification, and methods for collecting feedback. The plan will prioritize language accessibility, culturally sensitive approaches, and appropriate communication channels, including considerations for technological access.

Additionally, PlaceWorks will develop social media posts and announcements to be distributed through the Grantee's platforms. All public-facing materials will acknowledge and provide credit to SCAG, using its logo or appropriate language.

PlaceWorks will organize and lead (3) three public events or workshops to gather community input on design

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considerations, unit types and sizes, accessibility, and affordability before the design brief is developed. Following the release of the prototype plans, PlaceWorks will conduct (3) three additional events or workshops to educate and promote the plans, including providing technical assistance. Local officials will be invited to participate, and the events will be coordinated with SCAG's Media & Public Affairs manager for any media inquiries.

Deliverables:

- 2.1.1. Draft Public Outreach and Engagement Plan with dates, locations, topics, and key audiences
- 2.1.2. Final Public Outreach and Engagement Plan with dates, locations, topics and key audiences
- 2.1.3. Public outreach materials including printed information materials, print and online publications, websites, video, public service announcements, social media postings, events, media advisories, and all other related materials
- 2.1.4. Outreach Summary Memo which summarizes outreach efforts and how the feedback was incorporated into the Design Recommendation's Report

Task 2.2: Community Outreach and Engagement Materials

Duration: 8 weeks

Following approval of the final plans outlined in Task 2.1, PlaceWorks will conduct public workshops to present project outcomes and demonstrate how community feedback was integrated into the prototype plans. Technical

assistance will be offered to small-scale, community-based or first-time developers using the prototype plans. PlaceWorks will also create promotional materials for distribution in multiple languages and formats.

Deliverables:

- 2.2.1. Workshop presentation materials, handouts and sign-in sheets
- 2.2.2. Handouts, FAQs, brochures, web assets and copy
- 2.2.3. Public outreach materials including event signage, printed information materials, print and online publications, website content, advertisements, video, public service announcements, social media postings, events, media advisories, news releases and all other related materials

Task 2.3: Education and Promotion: Applications Materials

Duration: 1 month

PlaceWorks will collaborate with the City of Riverside to prepare application forms, checklists, technical guidance, and related materials for developing projects using the prototype plans. These resources will include FAQs, step-by-step guides for obtaining building permits, and other relevant department checklists. One round of feedback will be incorporated into the final versions.

Deliverables:

- 2.3.1. Draft application forms and checklists
- 2.3.2. Final application forms and checklists

Task 2.4 Technical Advisory Committee (TAC)

Duration: Approx. 8 months

The City of Riverside will recruit local stakeholders and area experts from the fields of real estate, finance, development, and construction to form an 8-10 member Technical Advisory Committee (TAC). The TAC will provide insights on local housing needs, community concerns, and development considerations to inform the design brief. Specific attention should be paid to financing hurdles and access to capital, as well as education of general contractors to provide a steady supply of teams to deliver this housing, once approved.

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PlaceWorks will support the TAC by preparing agendas, minutes, and presentation materials for bi-monthly meetings over approximately (8) eight months (four meetings in total).

Radar will draft and finalize the Design Brief, incorporating feedback from both community outreach efforts (Task 2.1) and TAC input.

Deliverables:

- 2.4.1. TAC meeting agendas, minutes, and presentation materials
- 2.4.2. Draft Design Brief
- 2.4.2. Final Design Brief

TASK 3: TECHNICAL WORK

Duration: 9 months

Task 3.1 Site Analysis: Land Inventory and Suitable Sites Identification

Duration: 5 weeks

Following the completion of Community Engagement and the Design Brief, the team will begin technical work, focusing on developing construction-level drawings. This process starts with evaluating the existing conditions of suitable sites through data collection, followed by the development of design concepts. Feedback from community engagement and the Technical Advisory Committee (TAC) will guide the analysis, including typologies, design elements, and data analysis.

PlaceWorks will lead the site analysis by requesting data from the Grantee and supplementing any missing information.

PlaceWorks will develop a customized, easy-to-use GIS Viewer that allows City staff and decision makers to evaluate, review, and comment on eligible inventory sites based on the agreed upon list of site suitability factors. The Viewer will allow for any combination of site opportunities and constraints to be toggled on and off so users can closely investigate any combinations of parcels within the project area.



Deliverables:

- 3.1.1. Data Request;
- 3.1.2. Approach Memo
- 3.1.3. Draft Suitable Sites Inventory
- 3.1.4. Final Suitable Sites Inventory

Task 3.2 Site Analysis: Development Feasibility Analysis

Duration: 5 weeks

PlaceWorks will evaluate the financial feasibility of the missing middle prototypes and prepare a development pro forma for each to determine the equity investment required of the developer and the expected rate of return on that investment. The pro forma determines the maximum amount the developer can pay to acquire each evaluated site (given market rate rents or sales values and estimated construction costs) and compares that to the estimated market value of sites. PlaceWorks will prepare a pro forma for up to six building types. For each, PlaceWorks will evaluate a variety of scenarios, such as density, parking requirements, and unit size (square footage and bedrooms), to identify financially feasible development standards.

Deliverables:

- 3.2.1. Draft Development Feasibility Report;
- 3.2.2. Final Development Feasibility Report

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Task 3.3 Design Development: Design Development Meetings

Duration: 10 weeks

Using data from the site analysis and Design Brief, Radar will begin developing prototype plans with a comprehensive mix of configurations and options. Radar will organize biweekly meetings to review design concepts, technical analysis, and progress toward construction-level plans.

Deliverables:

- 3.3.1. Design development meeting agendas and minutes including action items for the next meeting and responsible party

Task 3.4 Design Development: Design Concept Approval

Duration: 10 weeks (overlapping with Site Analysis)

This Task includes work traditionally termed “Concept Design and/or Schematic Design” combined into one phase.

Radar will create conceptual design plans and present at least two alternatives for each housing typology to the Grantee and relevant City departments. These plans will address seismic design, wind pressures, and geological considerations.

We are proposing an approach that will include both duplex and triplex plan options, which will be designed in such a way that they be able to be mirrored or conjoined into larger unit properties (four- or six-, or more). These plans will also be designed in anticipation of cluster site plans. Our past experience indicates that a combination of unit types will be needed, such as 2 BR/1 BA and 3BR/2 BA units.

Radar will produce a test fit of at least two designs to actual sites (as identified in Task 3.1) to confirm feasibility.

Deliverables:

- 3.4.1. Draft 50% Concept Design Drawings (after first 3 weeks, plus 1 week for review)
- 3.4.2. Final 50% Concept Design Drawings (next 3 weeks, plus 1 week for review)



- 3.4.3. (Optional) Concept Design Alternatives (included in above)
- 3.4.4 Test fit application for at least two concept design (final 3 weeks)

Task 3.5: Design Development: Plan Set preparation (80%)

Duration: 8 weeks

This phase combines work traditionally termed “Design Development and/or Construction Documents” into one phase.

Radar will prepare and present an 80% construction-level progress set for final design direction prior to the production of plans for plan check submission.

Radar will produce a second round to test fit of at least two designs to actual sites (as identified in Task 3.1) to confirm feasibility.

Deliverables:

- 3.5.1. Draft 80% construction-level drawings
- 3.5.2. Final 80% construction-level drawings

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Task 3.6: Design Development: Supporting Technical Analyses, Reports, and Calculations

Duration: 8 weeks (simultaneous with above)

The Design team will produce supporting documentation, reports and calculations following approval of the 80% set (as described in Task 3.5). This includes structural calculations, framing plans, acoustical analysis, energy compliance, and mechanical, electrical, and plumbing plans for plan check submittal.

Deliverables:

- 3.6.1. Supporting documents, technical reports and calculations

Task 3.7: Code Compliance Review: Construction Documents and Plan Check Review (100%)

Duration: 3 weeks + 10 weeks (assumed)

Radar and the design team will prepare 100% construction-level drawings following the approval of the 80% progress set as well as updated supporting documentation and calculations.

Radar will submit plans to the City of Riverside Building and Safety for plan check review and we anticipate at least (3) three rounds of plan check review. It is understood that the Grantee will waive fees for plan check.

Deliverables:

- 3.7.1. Draft 100% construction-level drawings submitted for at least three rounds of plan check review
- 3.7.2. Final 100% construction-level drawings and documentation for submittal

Task 3.8: Code Compliance Review: Deferred and Supplemental Submittals

Duration: 8 weeks (simultaneous with above)

Radar will develop an approach for deferred submittals, such as solar, fire sprinkler, and utility plans. Site-dependent elements like grading and off-site plans will also be reviewed through a deferred process.

Deliverables:

- 3.8.1. Deferred and separated submittal plans approach (including but not limited to: fire sprinklers, solar PV, etc.)

Task 3.9: Code Compliance Review: Plan Approval

Duration: 3 weeks

Radar will prepare fully approved “public” plans to be made available to the public, following the completion of plan check review. On our pre-approved plans for the County of El Dorado, we worked with public counsel to establish release of liability language and are familiar with the importance of integrating this aspect of the work into the process. The Grantee shall approve these plans.

Deliverables:

- 3.9.1. Approved plan sets



TASK 4: PUBLIC HEARINGS AND ADOPTION

Task 4.1: Public Hearing and Adoption

Duration: 3 weeks

Radar will collaborate with the City of Riverside to promote and present the approved prototype plans at a public meeting with the City Council. Radar will provide supporting materials and attend the meeting in person or virtually as directed by City staff.

Deliverables:

- 4.1.1. Approved Missing Middle Prototype Plans for Infill Housing Sites
- 4.1.2. Council presentation support material

SCHEDULE

Project Schedule																		
	Start Date	End Date	Duration	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<div><div></div><div>City of Riverside Infill Housing Sites RFP</div></div>	04/01/25	06/30/26	326d															326d
<div><div></div><div>TASK 1. PROJECT MANAGEMENT AND COORDINATION</div></div>	04/01/25	06/30/26	326d															326d
<div><div></div><div>Project Starts, NTP</div></div>	04/01/25	0	0															
<div><div></div><div>1.1 Project Kick-off Meeting</div></div>	04/01/25	05/16/25	34d															
<div><div></div><div>Develop Draft Project Management Plan, including Project Scope, Schedule, Budget, Meetings</div></div>	04/01/25	04/21/25	3w															
<div><div></div><div>Deliverables: Agenda, Presentation and Handouts</div></div>	04/25/25	04/28/25	2d															
<div><div></div><div>Virtual Kick-off Meeting with Project Management Team (SCAG PM and Deputy PM, Riverside PM and Staff)</div></div>	04/29/25	04/29/25	0															
<div><div></div><div>Deliverable: Meeting Minutes + List of Attendees</div></div>	05/01/25	05/02/25	2d															
<div><div></div><div>Client Review Period</div></div>	05/05/25	05/16/25	2w															
<div><div></div><div>1.2 Project Management Plan and Schedule</div></div>	05/19/25	06/20/25	25d															
<div><div></div><div>Develop Final Project Management Plan + Invoicing Process, Reporting Details, Document Control/QAQC procedures</div></div>	05/19/25	06/06/25	3w															
<div><div></div><div>Deliverable: PMP, Project Schedule, Comment Resolution Log</div></div>	06/09/25	06/20/25	2w															
<div><div></div><div>1.3 Project Management Meetings</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>Prepare Monthly Check-In Meetings with PMT + Additional Check-Ins</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>Deliverable: Agenda, Meeting Notes, List of Attendees, Meeting Materials</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>1.4 Monthly Invoicing and Reporting</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>Develop Monthly Progress Report and Invoices</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>Deliverables: Monthly Invoices, Progress Report</div></div>	05/29/25	06/30/26	284d															284d
<div><div></div><div>1.5 Project Close-Out Files</div></div>	05/19/26	06/29/26	30d															30d
<div><div></div><div>Document and Assemble all project deliverables</div></div>	05/19/26	06/29/26	30d															30d
<div><div></div><div>Deliverable: Project close-out files</div></div>	05/19/26	06/29/26	30d															30d
<div><div></div><div>1.6 REAP Metrics Data Collection and Reporting</div></div>	04/01/25	06/30/26	326d															326d
<div><div></div><div>Obtain measurable outcomes and metrics with City of Riverside and SCAG PM</div></div>	04/01/25	06/09/25	10w															
<div><div></div><div>Deliverable: REAP Metric Data collection and reporting</div></div>	06/10/25	06/30/26	276d															276d
<div><div></div><div>1.7 Prototype Plan Data Collection and Reporting</div></div>	04/01/25	06/30/26	326d															326d
<div><div></div><div>Obtain Measurable outcomes and metrics that monitor and track the usage of prototypes plans; identify mechanism to best track formal building permit application</div></div>	04/01/25	06/09/25	10w															
<div><div></div><div>Deliverable: Prototype Plan Data Collection and Reporting metrics reporting</div></div>	06/10/25	06/30/26	276d															276d

SCHEDULE CONTINUED

Project Schedule		Start Date	End Date	Duration	Q1			Q2			Q3			Q4			Q1			Q2			Q3		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TASK 2: PUBLIC OUTREACH		04/29/25	01/19/26	190d																					
	2.1 Outreach and Engagement Plan	04/29/25	08/18/25	80d																					
	Develop Public Outreach Plan	04/29/25	06/23/25	8w																					
	Organize (3) public workshops to solicit community feedback prior to Design Brief	06/24/25	08/18/25	8w																					
	Deliverable: Draft Plan, Final Plan, Outreach materials, Summary Memo	04/29/25	06/23/25	40d																					
2.2 Community Outreach and Engagement Materials		04/29/25	06/23/25	40d																					
	Deliverable: Workshop Materials, Handouts, Public Outreach Materials, etc	04/29/25	06/23/25	40d																					
2.3 Education and Promotion: Application Materials		12/23/25	01/19/26	20d																					
	Education and Promotion of Prototype Plans - Organize (3) public meetings	12/23/25	01/19/26	4w																					
	Prepare necessary City application forms, checklists, technical guidance and related materials	12/23/25	01/19/26	20d																					
	Deliverable: Draft Application forms and checklists; Final Application forms and checklists	12/23/25																							
2.4 Technical Advisory Committee (TAC)		04/29/25	12/08/25	160d																					
	Organize meetings with TAC panel for approx. 8 months, 4 meetings total	04/29/25	12/08/25	32w																					
	Draft Design Brief	08/19/25	10/13/25	8w																					
	Produce Final Design Brief	10/14/25	12/08/25	8w																					
	Deliverable: Meeting agenda, minutes, presentation; Draft Design Brief, Final Design Brief	04/29/25	12/08/25	160d																					
TASK 3: TECHNICAL WORK		10/14/25	06/08/26	170d																					
	3.1 Site Analysis: Land Inventory and Suitable Site Identification	10/14/25	11/17/25	25d																					
	Identify and request data for Suitable Site Analysis Inventory	10/14/25	11/17/25	5w																					
	Deliverable: Data Request, Approach Memo, Draft Suitable Site Inventory, Final Suitable Site Inventory	10/14/25	11/17/25	25d																					
3.2 Site Analysis: Development Feasibility Analysis		10/14/25	11/17/25	25d																					
	Analysis of Suitable Sites Inventory from Task 3.1 to assess building envelope and potential development yield	10/14/25	11/17/25	5w																					
	Deliverable: Draft Development Feasibility Report, Final Feasibility Report	10/14/25	11/17/25	25d																					
3.3 Design Development: Design Development Meetings		10/14/25	12/22/25	50d																					
	Design Development for prototype plans: mix of plan configurations and biweekly meetings with Grantee to discuss drawings	10/14/25	12/22/25	10w																					
	Deliverable: Meeting Agenda and Minutes	10/14/25	11/24/25	30d																					

SCHEDULE CONTINUED

Project Schedule		Start Date	End Date	Duration	Q1		Q2		Q3		Q4		Q1		Q2		Q3					
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ 3.4 Design Development: Design Concept Approval	Design Development for prototype plans: mix of plan configurations and biweekly meetings with Grantee to discuss drawings	10/14/25	12/22/25	50d																		
	Deliverable: Draft 50% Concept, Final 50% Concept, Design Alternatives (Optional), Test Fit of at least (2) Concept Designs	10/14/25	12/22/25	10w																		
■ 3.5 Design Development: Plan Set Preparation	Prepare 80% CDs/Progress Set to confirm design direction for plan check production; produce test fit application of at least two designs	12/23/25	02/16/26	40d																		
	Deliverable: Draft 80% CDs, Final 80% CDs	12/23/25	02/16/26	8w																		
■ 3.6 Design Development: Supporting Technical Analysis, Reports and Calcs	Produce all required supporting documentation, reports and calcs of Task 3.5 80% CD/Progress Set	12/23/25	02/16/26	40d																		
	Deliverable: Supporting documents, technical reports, and calcs	12/23/25	02/16/26	8w																		
■ 3.7 Code Compliance Review: Construction Documents and Plan Check Review	Prepare 100% CDs for City Building & Safety Division (Grantee will waive fees for PC submittal);	02/17/26	05/18/26	65d																		
	Submit to Plan Check (Date)	02/17/26	03/09/26	3w																		
■ 3.8 Code Compliance Review: Deferred and Supplemental Submittals	Submit for Plan Check Review - at least (3) rounds; Plan Check by City of Riverside B&S	03/09/26	03/09/26	0																		
	Deliverable: Draft 100% CD; Final 100% CD	03/09/26	05/18/26	10w																		
■ 3.9 Code Compliance Review: Deferred and Supplemental Submittals	Develop approach and methodology for all necessary deferred submittals and supplemental plans for permit issuance (example: fire sprinkler, solar/PV, Alarms, Utility, Grading, Offsite Improvements, etc)	02/17/26	02/16/26	40d																		
	Deliverable: Deferred and Separated Submittal Plans	12/23/25	02/16/26	8w																		
■ 3.9 Code Compliance Review: Plan Approval	Prepare fully approved plan set to be made available to public for Grantee approval	12/23/25	06/08/26	15d																		
	Deliverable: Approved (Public) Plan Set	05/19/26	06/08/26	3w																		
■ TASK 4: PUBLIC HEARING AND ADOPTION		06/09/26	06/29/26	15d																		
■ 4.1 Public Hearing and Adoption	Prepare supporting material to promote and publicize Prototype Plans	06/09/26	06/29/26	15d																		
	Attend (1) In-Person or Virtual Public Meeting with City Council	06/09/26	06/29/26	3w																		
	Deliverable: Approved Plans and Council Presentation Support Materials	06/29/26	06/29/26	0																		



COMPANY INFORMATION

COMPANY INFORMATION



FIRM INFORMATION

NAME OF COMPANY

Radar

YEAR FOUNDED

Rachel Allen Architecture
(RAA) - 2002

Radar Inc. - 2018

CONTACT PERSON

Rachel Allen, AIA, FAAR,
Principal-in-Charge
m. 213.926.5228
rachel@radarinc.net
License #C28585

ADDRESS

423 Gin Ling Way
Los Angeles, CA 90012

WEBSITE

radarinc.net

PHONE NUMBER

213.617.0075 ext.103

BUSINESS TYPE

S-Corporation

TAX ID

83-2772589

NAICS CODE

54131, Architectural
Services, 54141, Interior
Design Services, 54134,
Drafting Services

CERTIFICATIONS

State of CA: SB-Micro

City of LA: SBE, SBE
Proprietary, LBE, SLB,
WBE, EBE, HARBOR
VSBE

LA METRO: SBE and DBE



OUR TEAM MOTTO: “BUILDING CONNECTION”

Radar is a full-service architecture office that has been serving the Southern California community and beyond for 20 years. The firm is proud to be a certified woman-owned, small business enterprise. **Radar works with interesting clients to develop thoughtful and inventive architecture that sustains—and is sustained by—community.**

Our portfolio of built work includes a broad range of project types, including civic, institutional, housing of many types, office space, retail, and food service. Our team makes a special effort to efficiently and thoughtfully consider client needs from the early phases of programming and site planning through the completion of construction. Strong relationships and excellent communication skills have enabled us to work on many of our projects with the same core team of consultants and engineers.

Radar is proud to have gained recognition from our industry peers for our community-focused work. Some of these acknowledgments include: an SCDF Design Award (Civic Category, 2019) for **Libros Schmibros**, a free library and bookstore in Boyle Heights, an honorable mention in the Low Rise Competition: Housing Ideas for Los Angeles (Corner Category, 2021) for **Esquina Pacoima**, an AIA LA Design Award (2023) and a SCDF Citation (2023) for **The Bowtie**. We are particularly proud of our part in the winning submission for the 2016 **Pershing Square Renew** competition, which reflects our desire to work on behalf of our fellow Los Angeles residents to make public space more accessible, engaging, and safe.

We are also proud that Radar Principal Rachel Allen was recently appointed the first Senior Fellow of the **Los Angeles County Metropolitan Transportation Authority (Metro)’s Housing Lab**, which is funded by **SCAG** and operates within Metro’s Joint Development department. The Lab is studying ways that Metro might build housing on its lands faster, cheaper and more equitably.

Radar has not been the subject of any litigation, mediation, or arbitration regarding the performance of any offered services. No claims or disciplinary action have been taken against Radar or any of Radar’s key personnel, including professionally licensed individuals.

SUBCONSULTANTS



PROJECT FUNCTION

Community Engagement

ADDRESS

700 S. Flower St. Ste. 600
Los Angeles CA 90017

*Local, lead office

Santa Ana (Headquarters),
Ontario, San Luis Obispo,
Berkeley, Sacramento

CONTACT

Alan Loomis, AICP
Principal, Urban Design
213-623-1443 x2101
aloomis@placeworks.com

SUBCONSULTANT RELATIONSHIP

Radar has worked with PlaceWorks since 2021, most notably as a subconsultant on the County of El Dorado Pre-Approved ADU.

SELECTED KEY PROJECTS

- County of El Dorado Pre-Approved ADU (with Radar)
- SCAG Metrolink Station Area Analysis
- Sacramento County Infill Program Update
- Western Riverside Council of Governments Objective Design Standards
- Long Beach Tenant Displacement Solutions
- Elk Grove Missing Middle Economic Analysis
- Butte County Upper Ridge Community Plan 2024-2029
- Tuolumne County Housing Element Update
- SW Fresno Specific Plan

PlaceWorks is a 100% employee-owned full-service planning, design, and environmental consulting serving both public- and private-sector clients since its founding in 1975. The firm now employs a staff of 145 people in six offices. PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. Its staff are passionate about how they work with our clients. Just as each place they work on and in is distinctly different, so is their thinking about it. As communities grow and change, they need to balance diverse interests: the physical with the social, the governmental and economic with the environmental. PlaceWorks crafts forward-thinking, inventive solutions around long-term consequences. Their talented, multidisciplinary team thrives on tackling complex problems and provides creativity grounded in research and systems-based thinking. Services include: Design, Community Planning, Economics, Landscape Architecture, and Environmental Services.

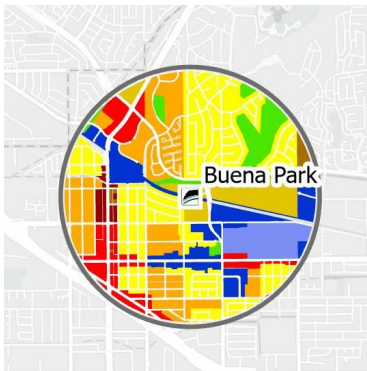
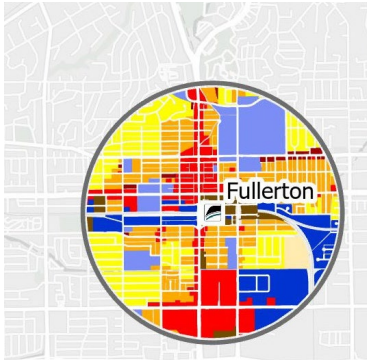
RELEVANT QUALIFICATIONS

Award-Winning Community Outreach and Engagement - The PlaceWorks team is invested not only in producing plans that are adoptable and implementable, but in developing an open, engaging, and interactive process that truly incorporates feedback from the public. PlaceWorks' work is founded on the principle that the success of a project lies with the ownership and involvement of community members. They integrate technical expertise with a community-based approach, developing a thorough understanding of the issues, existing conditions, and challenges that are relevant to each community.



Geographic Information Systems - Offering expertise in all stages of the GIS project cycle, GIS mapping and analyses are an integral part of all PlaceWorks service areas, including planning, design, and public participation efforts. With skills in spatial data processing and visualization, they deliver databases, models, web-based applications, and presentation-quality maps that harness the power of GIS. Their GIS staff possess a comprehensive knowledge of municipal GIS and data management practices and over 25 years of technical experience in GIS development, support, and analysis for a wide range of municipal clients. PlaceWorks is at the forefront of GIS technology because they understand how data will—and should—be combined and used.

SUBCONSULTANTS



Sacramento County Infill Program Update



Urban Design - To successfully create an urban environment requires an in-depth understanding of both land use planning and design. PlaceWorks' approach to urban design is enhanced by expert understanding of transit-oriented development, downtown revitalization, and corridor planning. They integrate cohesive transit and streetscape networks with their surrounding neighborhoods, buildings, open spaces, and public facilities—all while maintaining the unique character of each community. As experts in neighborhood design and site development, PlaceWorks' interdisciplinary approach effectively integrates site engineering, land forming, project programming, community structure, building design, and landscape architecture. We provide our public- and private-sector clients with plans and designs that work.

Zoning Codes and Design Guidelines - When preparing design guidelines, PlaceWorks' urban designers, planners, and landscape architects focus on the necessary design components to create or preserve good urban fabric and encourage high-quality building design. They address the broader issues, such as building massing, rhythm, and setback, as well as more detailed criteria such as signage, fenestration, and lighting, to ensure that consistent yet flexible standards guide future development. PlaceWorks constantly updates its in-house technical specifications and construction details to reflect the latest codes, trends, and sustainable practices, and is experienced with high-efficiency irrigation design and reclaimed water systems.

Economic Development Opportunities - PlaceWorks crafts plans, policies, and development projects that are grounded in regional and global economic realities. They help clients leverage market forces to achieve their goals and help jurisdictions overcome existing challenges and help communities create visionary plans that capitalize on the possibilities, not just past trends. This work helps communities bridge the gap between long-range planning policies and economic development, with community organizations and special districts to fund and implement priority projects, and with developers to guide project decision-making and obtain entitlements based on sound economic and market analysis. PlaceWorks helps jurisdictions answer why the market is not producing missing-middle housing types and how well the market provided housing for middle-income households. Its market analyses summarize trends that influence demand, describe the regional market of middle-income households, and analyze the development feasibility of missing-middle housing products. Each analysis includes findings and recommendations tailored to each community

Leaders in Planning Policy Regulation to Promote Housing Development - Working closely with HCD, PlaceWorks provided technical assistance to SB 2 grant applicants throughout the state and helped jurisdictions identify projects and tools to help them increase housing production and secure grant funding. During and since that time, PlaceWorks has assisted clients statewide with work that has included targeted general plan updates, community plans and specific plans, zoning updates and by-right zoning for housing, objective design standards, ADU regulations, streamlined environmental analyses, and process updates to improve and expedite local permitting.

SUBCONSULTANTS



PROJECT FUNCTION

Structural Engineering

ADDRESS

700 S. Flower St. Ste. 1200
Los Angeles CA 90017

CONTACT

Jim Pearson, SE, President
(213) 596-4606
JPearson@bjsce.com

SUBCONSULTANT RELATIONSHIP

Radar has worked with B&J since 2019, on such projects as the County of El Dorado Pre-Approved ADU and the 4th Street Pomona Rehab.

Our Structural Engineering services begin at the earliest stages of project conception and continue throughout project planning, final design and construction, ensuring client satisfaction. We provide responsible engineering, efficient designs, and we are committed to creating sustainable and low impact developments. Catering to both public and private clients, we pride ourselves in maintaining long-term relationships based on successful work performed and integrity.

Our firm is proud to be identified among those who built the Los Angeles we see today. Since 1945, we have engineered many notable projects and served a broad spectrum of clients, encompassing: Education, Civic, High-Rise, Community, Housing, and Healthcare.

KEY PROJECTS

- 252 E. 4th Street Rehabilitation (with Radar), Pomona CA
- County of El Dorado Pre-Approved ADU (with Radar), County of El Dorado, CA
- Central Cities Navigation Center, Garden Grove, CA
- La Mesa Emergency Bed Shelter, Anaheim, CA
- Costa Mesa Permanent Bridge Shelter, Costa Mesa, CA
- Fullerton Navigation Center, Fullerton, CA
- Hilda L. Solis First Care Village, Los Angeles, CA (Civil)
- Whittier Supporting Housing I and II, Los Angeles County, CA (Civil)
- CSU Northridge Student Housing I and II, Northridge, CA



PROJECT FUNCTION

MEP Engineering

ADDRESS

901 Corporate Center Dr. #404
Monterey Park, CA 91754

CONTACT

David Tea, Principal
(323) 673-8811 X122
dtea@lamteaeng.com

SUBCONSULTANT RELATIONSHIP

Radar has worked with LTE since their beginning in 2022, and with Principal David Tea (at previous firms) since 2016. LTE was also a sub on the 4th Street Pomona Rehab.

Lam+Tea Engineering is a full service outcome-oriented technical consulting firm grounded in the disciplines of mechanical and electrical engineering. Our team of expert engineers has provided cost effective MEP system solutions to some of the industry's most prestigious and visible projects around the world. Utilizing cutting edge design tools, we provide our clients with MEP design services aimed at delivering practical, functional and innovative custom solutions. We provide tailored design solutions in heating, ventilating, air conditioning systems, electrical, plumbing and fire protection systems.

Lam+Tea Engineering brings in devoted teams of integrated, multi-disciplinary, expert engineers that offer decades of knowledge and experience to your project. We view ourselves as a true partner, assisting our clients in all phases of a project from consulting and design to construction and post-occupancy survey.

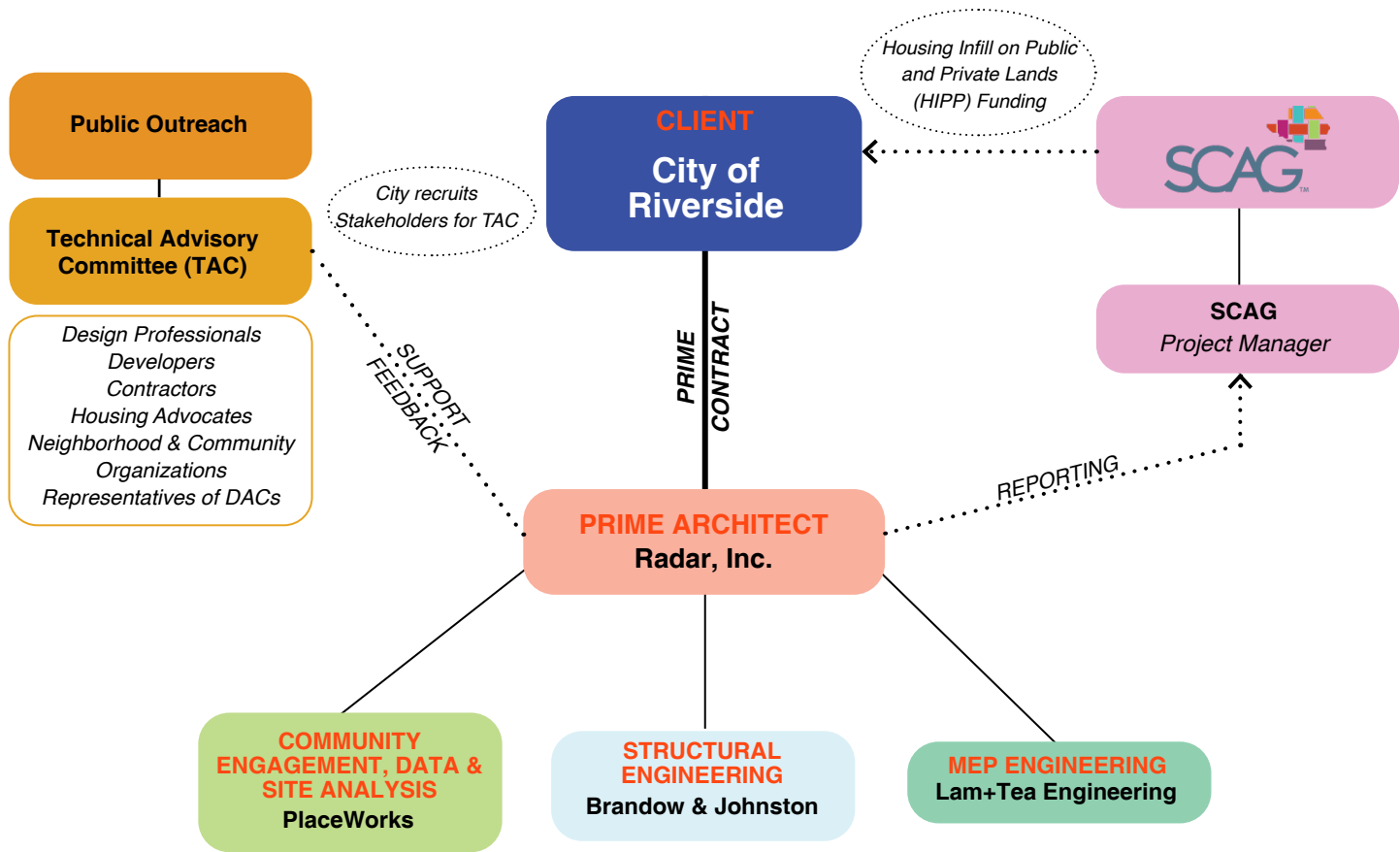
KEY PROJECTS

- 4th Street Rehabilitation (w/ Radar), Pomona CA
- PHK Housing, 200+ Unit Hotel Adaptive Reuse, Los Angeles, CA
- 8209 Sepulveda Buildings, New & Existing Hotel Adaptive Reuse, Van Nuys, CA
- PANO Supportive Housing Renovation and Expansion, Van Nuys, CA
- 6531 Sepulveda Supportive Housing, Los Angeles, CA
- Terahachi Senior Homes, Los Angeles, California



COMPANY PERSONNEL

ORGANIZATIONAL CHART





RACHEL ALLEN, AIA, FAAR

Founder
Principal-in-Charge
Radar, Inc.



Rachel grew up in San Francisco and studied architecture at Princeton University. Following graduate school, she worked at Gehry Partners and then won the 2002-2003 Rome Prize in architecture, a yearlong fellowship at the American Academy in Rome. She returned to found the award-winning firm now known as Radar, Inc, part of the team which won the international competition to redesign Downtown Los Angeles's landmark park Pershing Square. She was Mayor Garcetti's Appointee to the HPOZ Board of NELA neighborhood Lincoln Heights, and graduated from ICIC's executive leadership training program and Goldman Sachs' 10K Small Businesses Program. She lectures widely and has taught architecture for Cal Poly Pomona, SCI-Arc, UCLA, USC, and Woodbury University. In 2023 LA Metro appointed Rachel the first-ever Senior Fellow of its Housing Lab, which is researching ways that Metro might build housing on its land faster, cheaper, and more equitably.

EDUCATION

Master of Architecture.
1996. Princeton University
School of Architecture.
Princeton, NJ.

Bachelor of Arts in
Architecture. 1996.
Princeton University School
of Architecture. Princeton,
NJ. Summa Cum Laude.

LICENSES

Licensed Architect - CA
#C28585

PROFESSIONAL AFFILIATIONS

American Institute of
Architects, #30209218

ULI Urban Land Institute Los
Angeles Housing Council,
Technical Assistance Panel
(TAP) Committee Member

CONTACT

o. (213) 617-0075 x109
d. (213) 269-5746
m. (213) 926-5228

PROFESSIONAL EXPERIENCE

Radar, Inc., Los Angeles, CA. 2019 - Present. Founder and Principal

Rachel Allen Architecture, Los Angeles, CA. 2002 - 2018. Founder and Principal

Gehry Partners, Santa Monica, CA. 1996 – 2001. Assistant Project Designer, Project Architect, Associate

SELECTED PROJECT EXPERIENCE

Anew Direction, San Pedro, CA. 2024-Ongoing. Los Angeles County Development Authority. Renovations and infrastructural updates to a 38-room Adult Residential Care Facility, work funded by a CCE grant. Principal.

4th Street Rehabilitation, Pomona CA. 2024. Pomona Housing Authority. Renovations and infrastructural updates to an 12-unit building providing public housing. Principal.

Flower Park Plaza, Santa Ana, CA. CCH Senior Homes. 2022-Ongoing. Renovations and infrastructural updates to an 199-unit hi-rise providing affordable housing. Principal.

El Dorado County ADU, 2021-2023. County of El Dorado. Prototype Design and Construction Documents, Public Education & Marketing Program to develop prototypical ADU plans. Principal.

The Bowtie, Los Angeles CA, 2019-2022. State of CA Dept. of Parks and Recreation. New 18-acre park on the LA River. Conceptual Design and Community Outreach. Principal.

ARLA Homes Small Lot Development, Eagle Rock, CA. 2018 - 2021. Encore Capital Mgmt. Design Architect for 38 small lot homes with ground floor retail. Principal.

Pershing Square Renew/City of LA BOE, 2016-2018. Design Architect for 30,000 gsf of built amenities in the new park, including a below-ground MetroHUB for bicycle commuters; Competition team leader and Principal-in-Charge of Design Architecture.



JEREMY QUINN,
AIA

Associate Principal
QA/QC Architect
Radar, Inc.

EDUCATION

Master of Architecture.
2003. Southern California
Institute of Architecture. Los
Angeles, CA. Graduated
with Distinction.

Bachelor of Science. 1998.
Ward College of Technology,
University of Hartford.
Hartford, CT. Summa Cum
Laude.

LICENSES

Licensed Architect - CA
#C34312

**PROFESSIONAL
AFFILIATIONS**

American Institute of
Architects

CONTACT

o. (213) 617-0075 x101
d. (213) 261-0606
e. jeremy@radarinc.net

Jeremy is a registered architect in California with wide ranging experience on project types including public schools, affordable housing, mixed-use retail, commercial and single-family homes. He has worked on projects in California, New England, Miami, as well as Dubai, Abu Dhabi and various cities in China. Originally from Massachusetts, he started his career in Connecticut before moving to Los Angeles for graduate studies. Jeremy's Master's degree is from the Southern California Institute of Architecture and undergraduate from the University of Hartford, CT. His work has been recognized with awards from the AIA San Fernando Valley, The Southern California Association of Non-Profit Housing, the Los Angeles Forum, Los Angeles Business Council, and the AIA California Council.

SELECTED PROFESSIONAL EXPERIENCE

Radar, Inc., Los Angeles, CA. 2019 - Present. Associate Principal.

Jeremy J Quinn Architecture and Design, Los Angeles, CA. 2013 - 2019. Owner.

Roger Sherman Architecture + Urban Design, Venice, CA, 2013-2014. Consulting Project Architect.

SELECTED PROJECT EXPERIENCE

Anew Direction, San Pedro, CA. 2024-Ongoing. Los Angeles County Development Authority. Renovations and infrastructural updates to a 38-room Adult Residential Care Facility, work funded by a CCE grant. QA/QC Architect.

4th Street Rehabilitation, Pomona CA. 2024. Pomona Housing Authority. Renovations and infrastructural updates to an 12-unit building providing public housing. QA/QC Architect.

Tomat Restaurant, Westchester, CA. 2021-2024. Tenant Improvements for new fast-casual restaurant with outdoor dining on roof deck. Senior Architect/Project Architect.

Class 5, Torrance, CA 2020-2024. Touchstone Climbing. Commercial T.I., adaptive reuse of an existing big box retail store into a rock-climbing gym. Senior Architect.

El Dorado County ADU, 2021-2023. Prototype Design and Construction Documents, Public Education & Marketing Program to develop prototypical ADU plans for homeowners at no cost. QA/QC Architect.

Galt Senior Housing, Galt, CA. 2022. 41,100 sqft concept design for a 46 unit, mixed-use housing project for seniors. Senior Architect.

Dorothy Peyton Gray Transportation Library, Los Angeles, CA. 2020. LACMTA. High-Rise tenant improvement and library relocation. QA/QC Architect.

The Sycamore at Catalina, Burbank, CA. 2011. Project management from Design Development through 50% Construction Documents for a 20-unit publicly funded apartment building. Winner of the AIA and Southern California Association of Non-Profit Housing Awards. Consulting Project Manager with PMA.



KARINA CONTRERAS, LEED AP

Senior Associate, Project
Manager
Radar, Inc.

EDUCATION

Master of Landscape
Architecture. Harvard
University, Graduate
School of Design. 2014.
Cambridge, MA.

Bachelor of Architecture.
University of Southern
California, School of
Architecture. 2007. Los
Angeles, CA.

PROFESSIONAL AFFILIATIONS

Planning Committee,
Mujeres de REAL (Real
Estate Association of Latinx
Professionals)

Leadership Confab of
Women Architects (LCWA)

CONTACT

o. (213) 617-0075 x102
d. (213) 261-0872
e. karina@radarinc.net



Karina is native of Ojai in Ventura County and a graduate of USC Architecture and Harvard GSD, she has studied Architecture and Landscape Architecture. She brings both disciplinary approaches to bear on every project, ranging from residential, to institutional and commercial. She's been program manager for the plaza and parklet program People St at LADOT and project manager for large teams like State Park's Bowtie Conceptual Design and Community Engagement and El Dorado County's pre-approved ADU. She enjoys taking part in volunteering efforts and community service in various forms, using design for the greater good. She is known for her friendliness, diplomacy, and grace under pressure.

SELECTED PROFESSIONAL EXPERIENCE

Radar, Inc., Los Angeles, CA. 2015 - Present. Project Manager, Senior Associate.

SALT Landscape Architects, Los Angeles, CA. 2014 - 2015. Designer.

SELECTED PROJECT EXPERIENCE

Anew Direction, San Pedro, CA. 2024-Ongoing. Los Angeles County Development Authority. Renovations and infrastructural updates to a 38-room Adult Residential Care Facility, work funded by a CCE grant. Project Manager.

4th Street Rehabilitation, Pomona CA. 2024. Pomona Housing Authority. Renovations and infrastructural updates to an 12-unit building providing public housing. Project Manager.

Flower Park Plaza, Santa Ana, CA. 2022-Ongoing. CCH. Renovations and infrastructural updates to an 11-story hi-rise providing affordable housing. Project Manager.

El Dorado County ADU, 2021-2023. County of El Dorado. Prototype Design and Construction Documents, Public Education & Marketing Program to develop prototypical ADU plans. Project Manager.

The Bowtie, Los Angeles CA, 2019-2022. State of CA Dept. of Parks and Recreation. New 18-acre park on the LA River. Conceptual Design and Community Outreach. Project Manager.

Dorothy Peyton Gray Transportation Library, Los Angeles, CA. 2020. LACMTA. High-Rise tenant improvement and library relocation. Project Manager.

ARLA Homes Small Lot Development, Eagle Rock, CA. 2018 - 2021. Encore Capital Mgmt. Design Architect for 38 small lot homes with ground floor retail. Project Manager.

Pershing Square Renew/City of LA BOE, 2016-2018. Design Architect for 30,000 gsf of built amenities in the new park, including a below-ground MetroHUB for bicycle commuters. Project Manager.

People St, Los Angeles, CA 2016. LADOT. Project management consulting services on People St, a program through which communities can transform underused areas of L.A.'s city streets into vibrant, and accessible public space. Project Manager.



ZAIRA HERNANDEZ

Job Captain
Radar, Inc.

Zaira is a Los Angeles native and a graduate of Cal Poly Pomona. Since joining Radar in 2018 as a designer, she has worked on a variety of projects from commercial to educational to residential. She learns ridiculously fast and draws like the wind. Her leadership skills play an important role in the office from arranging day-to-day meetings to happy hours. In her free time, she enjoys spending time in her ceramics studio.

EDUCATION

California Polytechnic University, Pomona.
Pomona, CA. Bachelor of Architecture, 2018

North China University of Technology, School of Architecture and Art.
Beijing, China. Summer Study Abroad in Bachelor of Architecture Program, 2016

PROFESSIONAL AFFILIATIONS

Architecture for Communities Los Angeles, Design x Diversity Committee, 2021 – Ongoing

SELECTED PROFESSIONAL EXPERIENCE

Radar, Inc., Los Angeles, CA. 2018 - Present. Job Captain, Designer.

Citrus Community College, Glendora, CA. 2022 - Present. Part-time Instructor.

Los Angeles Forum for Architecture & Urban Design, Los Angeles, CA. 2019 - 2021. Administrative Assistant.

SELECTED PROJECT EXPERIENCE

4th Street Rehabilitation, Pomona CA. 2024. Pomona Housing Authority. Renovations and infrastructural updates to an 12-unit building providing public housing. Job Captain.

Aging-in-Place ADU, Los Angeles, CA. 2020-2024. New ground-up 1 bedroom unit featuring accessible and universal design elements. Designer.

Tomat Restaurant, Westchester, CA. 2021-2024. Tenant Improvements for new fast-casual restaurant with outdoor dining on roof deck. Designer.

Supreme on Sunset, West Hollywood, CA. 2021-2023. Substantial renovations and tenant improvement. Job Captain.

The Bowtie, Los Angeles CA, 2019-2022. State of CA Dept. of Parks and Recreation. New 18-acre park on the LA River. Conceptual Design and Community Outreach. Designer.

Dorothy Peyton Gray Transportation Library, Los Angeles, CA. 2020. LACMTA. High-Rise tenant improvement and library relocation. Designer.

Emerald Ridge, Jurupa Valley, CA. 2018-2019. Roy USA. 28 acre housing subdivision featuring 112 small lot townhomes and 97 SFR. Designer.

KEY PERSONNEL - SUBCONSULTANTS

ALAN LOOMIS AICP Principal, Urban Design

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

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

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

HIGHLIGHTS OF EXPERIENCE

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



EDUCATION

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

AFFILIATIONS

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

LEADERSHIP & COMMUNITY

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

Team member since 2020



KEY PERSONNEL - SUBCONSULTANTS



ALAN LOOMIS
Principal, Urban Design
aloomis@placeworks.com

PRIOR EXPERIENCE

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

PUBLICATIONS

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

SPEAKING ENGAGEMENTS

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

AWARDS

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

KEY PERSONNEL - SUBCONSULTANTS

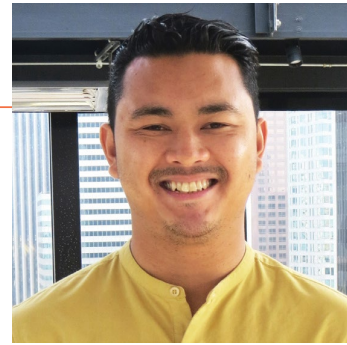
CHAD SO AICP Associate

Chad So is a valued member of PlaceWorks' community planning and design team, with a background in landscape architecture and a deep passion for urban design. He develops urban design and streetscape design concepts, first/last mile plans for transit stations, and multimodal strategic and specific plans. In his design work, Chad combines technical analysis with computer-aided design programs and GIS to create eye-catching graphics, maps, and diagrams. These are incorporated into plans and used to convey and present planning and urban design concepts to clients, other consultants, and community members.

Before joining PlaceWorks, Chad was an urban designer at Here LA. He developed concepts, illustrations, maps, and narratives for multimodal, bicycle, and pedestrian strategic and specific plans at a scale from county to corridor to site. He trained community members in first/last mile audit methodology, oversaw station area analysis, and recommended urban design improvements. In other work experience, Chad was a design architect intern for the City of Los Angeles Department of Transportation's Active Transportation Division.

HIGHLIGHTS OF EXPERIENCE

- Glendora Objective Design Standards | Glendora CA
- Orange County Council of Governments Objective Design Standards | Orange County CA
- Sunnyvale Housing Development Objective Design Standards | Sunnyvale CA
- Downtown Shoreline Vision Plan | Long Beach CA
- Glendora Station Area Plan | Glendora CA
- Artesia Downtown Specific Plan | Artesia CA
- MdR for All Comprehensive Plan | Marina Del Rey CA
- Bristol Street Recreation Corridor Vision Plan | Santa Ana CA
- Fairview Developmental Center Specific Plan | Costa Mesa CA
- Chapman Corridor Revitalization Plan | Placentia CA
- Long Beach LGBTQ+ Cultural District Community Outreach | Long Beach CA
- San Bernardino (City) General Plan, Specific Plans, and Downtown Urban Design | San Bernardino CA
- Wildomar General Plan Update | Wildomar CA
- Daly City Commercial Mixed Use Zone Development | Daly City CA
- South 9th Street Corridor Plan | Stanislaus County CA
- Butte County Upper Ridge Community Plan | Butte County CA
- Cupertino General Plan 2040 | Cupertino CA
- Five Wounds Station Area Plan | San Jose CA
- Fresno Housing Parkway Master Plan | Fresno CA
- Greater Higgins Area Plan | Nevada County CA
- Hercules Waterfront Blocks ABCD Outreach | Hercules CA



EDUCATION

- BS, Landscape Architecture, California State Polytechnic University, Pomona
- Study Abroad, Santa Chiara Study Center, Castiglion Fiorentino, Tuscany, Italy

CERTIFICATIONS

- American Institute of Certified Planners #35134

AFFILIATIONS

- American Planning Association

Team member since 2022



KEY PERSONNEL - SUBCONSULTANTS



CHAD SO
Associate
cso@placeworks.com

- Hollister General Plan Design Guidelines | Hollister CA
- Livermore General Plan Update | Livermore CA
- Madera Station Relocation Transit Area | Madera CA
- Millbrae Station Area Specific Plan Update | Millbrae CA
- Stockton General Plan Update | Stockton CA

PRIOR EXPERIENCE

Design and Planning

- 405 Multimodal Corridor Plan | LA County CA
- Blue Line First/Last Mile Plan | Los Angeles, Long Beach, Compton CA
- Brea Connecting the Core Active Transportation Plan | Brea CA
- Crenshaw/LAX Northern Feasibility Study and TOC Analysis | LA County CA
- Downey Pedestrian Plan | Downey CA
- Expo/Crenshaw First/Last Mile Plan | Los Angeles CA
- Glendale Pedestrian Master Plan | Glendale CA
- Golden State District Specific Plan | Burbank CA
- Inglewood First/Last Mile Plan | Inglewood CA
- LA Metro Station Evaluation Program | LA County
- NextGen Bus Study | LA County CA
- North Hollywood to Pasadena BRT Urban Design Integration Guide | Los Angeles CA
- One San Pedro Transformation Plan | San Pedro CA
- Ocean Ave Artist in Residence | Santa Monica CA
- Purple (D Line) Extension First/Last Mile Plan | Los Angeles CA
- Regional Dedicated Transit Lanes Study | Southern CA
- Transit to Parks Strategic Plan | LA County CA
- Willoughby Streetscape Design Project | West Hollywood CA

Creative Community Outreach

- Climate Talks Box | LA County CA
- East San Gabriel Mobility Action Plan | LA County CA
- Little Tokyo Joint Development Guidelines | Los Angeles CA
- Long Beach Vision Zero | Long Beach CA
- One Arroyo Creative Outreach | Pasadena CA
- Oxnard Sustainable Transportation Plan | Oxnard CA
- Santa Barbara Active Transportation Plan | Santa Barbara County CA
- Uptown Land Use & Neighborhood Strategy | Long Beach CA

KEY PERSONNEL - SUBCONSULTANTS

ROBERT MAZUR

Associate Principal, Director of GIS

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

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

HIGHLIGHTS OF EXPERIENCE

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



EDUCATION

- BA, Geography, Edinboro University, Edinboro, PA

CERTIFICATIONS

- GIS Professional

AFFILIATIONS

- Bay Area Automated Mapping Association

Team member since 2011



KEY PERSONNEL - SUBCONSULTANTS



ROBERT MAZUR

GIS Director

rmazur@placeworks.com

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

PRIOR EXPERIENCE

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

SPEAKING ENGAGEMENTS

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

KEY PERSONNEL - SUBCONSULTANTS

STEVE GUNNELLS

Chief Economist



Steve's career spans the spectrum of community planning and economic development. As PlaceWorks' in-house economist, he plays a role in a great many of the firm's active projects. He focuses on crafting plans, policies, and development projects that are grounded in regional and global economic realities. He helps his clients leverage market forces to achieve their goals. And most importantly, he uses his grasp of economics and real estate markets not only to overcome existing challenges but to help communities create visionary plans that capitalize on the possibilities, not just past trends.

Steve works with communities to bridge the gap between long-range planning policies and economic development—with community organizations and special districts to fund and implement priority projects—and with developers to guide project decision-making and obtain entitlements based on sound economic and market analysis. Steve has also served as the field director for a consulting team on a World Bank project in Yemen, an Economic Development Fellow with the International Economic Development Council, a county planning director in Virginia, and a planning and economic consultant in Michigan and Ohio.

HIGHLIGHTS OF EXPERIENCE

Economic and Market Analysis

- Logistics Industry Analysis | San Bernardino County CA
- TDR Bank Benefits Analysis | Santa Fe County NM
- Fiscal Impact Analysis, New Jersey Highlands Water Quality Protection and Regional Planning Act | Chester NJ
- Economic Analysis, Collier County Rural Fringe Mixed-Use District TDR Restudy | Naples FL
- Evaluation of Irvine Business Complex TDR Program | Irvine CA
- Market Analysis for the Downtown Redding Specific Plan | Redding CA
- Market Analysis, Southwest Fresno Specific Plan | Fresno CA
- Economic, Market, and Fiscal Analysis | San Clemente CA
- Market Analysis and Mixed-Use Development Feasibility Study | Chino CA
- Downtown Market Assessment and TOD Feasibility Study | Fontana CA
- Washoe County Economic Forecast and Analysis | Washoe County NV
- Fresno Marketplace | Fresno CA
- Dole Foods Atwater Plan and Market Analysis | Atwater CA

Economic Development Planning

- Economic Development Element and Economic Development Strategic Action Plan | Corcoran CA
- Re-envisioning Chino: Implementing the 2025 General Plan | Chino CA

EDUCATION

- MSc, Development Management, London School of Economics
- Master of Urban and Environmental Planning, University of Virginia
- BA, Urban Planning, Virginia Tech

AFFILIATIONS

- American Planning Association
- Urban Land Institute

AWARDS

- 2013 Best of the Best Award, ULI Orange County/Inland Empire | WRCOG Sustainability Framework
- 2012 SCAG Compass Blueprint Recognition Award, Achievement in Sustainability | Re-envisioning Chino: Implementing the 2025 General Plan
- Michael A. Hoffman Award (co-recipient), Council of Virginia Archaeologists | Acquisition and Preservation of the Morgan Jones Kiln Site, a National Register Site

Team member since 2007



KEY PERSONNEL - SUBCONSULTANTS



STEVE GUNNELLS

Chief Economist

sgunnells@placeworks.com

- Economic Development Feasibility Study for the California Community Foundation | El Monte CA
- North Hemet Revitalization Plan | Riverside County CA
- Economic Development Recommendations for the Southeast Industrial Area, SCAG Compass Blueprint Demonstration Project | Fullerton CA
- Coachella Commercial Entertainment District Planning Study | Coachella CA

Comprehensive Planning

- San Bernardino Countywide Plan | San Bernardino County CA
- Bloomington Community Plan | Bloomington CA
- Westminster General Plan and EIR | Westminster CA
- Yucca Valley General Plan and EIR | Yucca Valley CA
- San Clemente General Plan and EIR | San Clemente CA
- Menifee General Plan and EIR | Menifee CA
- Industry General Plan Update and EIR | Industry CA
- Clovis General Plan Update and EIR | Clovis CA
- Economic Development Element, El Monte General Plan | El Monte CA
- Economic Development Element, The Ontario Plan | Ontario CA
- Strategic Plan Update: Community Profile and Environmental Scan | Torrance CA

Urban and Regional Planning

- Sustainability Plan Framework, Western Riverside COG | Riverside County CA
- 2015–2050 Growth Forecast Update | Kern Council of Governments
- San Joaquin Valley Demographic Forecasts 2010 to 2050, Fresno COG | San Joaquin Valley CA
- Life on State Corridor Plan, Wasatch Front Regional Council | Multi-jurisdictional, Salt Lake County UT
- 5600 West BRT Phase I Station Area Plan | Salt Lake County UT
- Development Options around Transit Stations, SCAG Compass Demonstration Project | Azusa CA

PRIOR EXPERIENCE

- Downtown Development Plan, Buena Vista Charter Township | Saginaw County MI
- Downtown Development Plan and Tax Increment Financing Plan, Lyon Charter Township | Oakland County MI
- Development Plan and Tax Increment Financing Plan, Van Buren Charter Township | Wayne County MI
- Tax-Increment-Financing Plan, Detroit Armory Redevelopment | Oak Park MI
- Economic Development Program | Richmond County VA
- Overall Economic Development Program | Westmoreland County VA
- Urban Development, Management, and Tourism Assessment, World Bank | Republic of Yemen

SPEAKING ENGAGEMENTS

- “Rail and TOD: Getting on the Right Track” | 2015 ULI OC/IE District Council | Santa Ana CA
- “Economic Development for Planners” | 2011 Southern California Association of Governments’ Toolbox Tuesdays | Los Angeles CA
- “TOD and Downtown Development Opportunities” | 2010 Downtown Fontana Technical Advisory Roundtable | Fontana CA
- “Mixed-Use Development: Myth or Must” (Panelist) | 2009 Developer Conference, Multifamily Executive Conference | Las Vegas NV

KEY PERSONNEL - SUBCONSULTANTS

PRANJALI DEOKULE

Associate

Pranjali is an adaptable, creative, and energetic professional who brings valuable skills from architecture, urban planning disciplines to any project. She focuses on architecture and urban planning, with an emphasis on urban design and GIS application. She has experience working on a variety of tasks including land use planning, GIS mapping, surveying, policy analysis, community development, community outreach, transportation, and bicycle and pedestrian analysis. Aside from her planning and design skills, Ms. Deokule is recognized for her software skills, hand-sketching abilities, commitment to high-quality graphic and written products, and timely completion of projects. Prior to joining PlaceWorks, she worked as a GIS assistant and data analysis intern for HIP Housing in San Mateo.

HIGHLIGHTS OF EXPERIENCE

Planning and Urban Design

- Master Plan Along Parkway Drive | Fresno CA
- Millbrae Station Area Specific Plan (MSASP) Image Amendment | Millbrae CA
- Sunnyvale Election System Community Engagement | Sunnyvale CA
- Contra Costa Transportation Authority (CCTA) Ongoing Planning Services | Contra Costa County CA
- Livermore General Plan Update | Livermore CA
- El Dorado County ADU Prototypes | El Dorado County CA
- Millbrae SB 9 Ordinance | Millbrae CA
- Daly City Precise Plan | Daly City CA
- 888 North Douglas Specific Plan | El Segundo CA
- South County Area Plan Preparation | Nevada County CA
- Gilroy HSR Station Area Planning Phase 2 | Gilroy CA
- South San Francisco Downtown Transit Core Rezoning and Downtown Residential Rezoning | South San Francisco CA
- Expedited Permit Review Services for 1446 Campus Drive and 1140 Wildcat Canyon | Berkeley CA
- Redding Downtown Specific Plan | Redding CA

Transportation

- Central County Complete Streets Implementation Project | Alameda County CA
- Los Gatos Bicycle and Pedestrian Master Plan | Los Gatos CA
- Avenal Active Transportation and Safe Routes to School Plan | Avenal CA
- Murphys Complete Street Plan | Murphys CA



EDUCATION

- Master of Urban Planning, San Jose State University, CA
- Bachelor of Architecture, Pune University, India

AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals

Team member since 2015



KEY PERSONNEL - SUBCONSULTANTS



PRANJALI DEOKULE
Associate
pdeokule@placeworks.com

- Alisal Complete Streets Plan | Salinas CA
- Richmond Ferry to Bridge to Greenway Complete Streets Plan | Richmond CA

GIS/Spatial Analysis

- Strategies for Increasing Equitable Access to Parks | Richmond CA
- Los Banos General Plan Update 2040 | Los Banos CA
- Emeryville 2023-2031 Housing Element | Emeryville CA
- Solano Transportation Authority | Solano County, CA
- Santa Rosa General Plan Update and EIR | Santa Rosa CA
- San Mateo General Plan Update | San Mateo CA
- Contra Costa County General Plan Update Briefing Book | Contra Costa County CA
- Richmond Ferry to Bridge to Greenway Complete Streets Plan | Richmond CA
- Los Angeles County Parks and Recreation Needs Assessment | Los Angeles County CA
- Moraga Hillsides and Ridgelines Project | Moraga CA
- Concord Hills Regional Park Project | Concord CA
- Connect Menlo: General Plan and M-2 Area Zoning Update | Menlo Park CA

KEY PERSONNEL - SUBCONSULTANTS

MARIA CEJA

Associate

Maria's passion for socially equitable communities drives her work in community planning and her insight into how the built environment impacts community health and well-being. In a short period of time, Maria has applied her excellent research, analysis, and writing skills to a wide variety of comprehensive planning projects.

Maria began at PlaceWorks as an intern in her last year of graduate school and stayed on as a project planner. She has worked mainly on general plans and housing elements and has been of great assistance with public engagement activities because of her enthusiasm and her interpretation skills for Spanish-speaking participants.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning and Community Outreach

- Tenant Outreach for Long Beach Displaced Housing | Long Beach CA
- Outreach for Downtown Shoreline and Vision Plan | Long Beach CA
- San Bernardino Countywide Plan and EIR | San Bernardino County CA
- San Bernardino (City) Downtown Specific Plan and EIR | San Bernardino CA
- Palm Springs General Plan Update and EIR | Palm Springs CA
- Santa Ana General Plan Update and EIR | Santa Ana CA
- Ontario General Plan and EIR | Ontario CA
- Fountain Valley General Plan and EIR | Fountain Valley CA
- Rancho Cucamonga General Plan Element and EIR | Rancho Cucamonga CA
- Moorpark General Plan Update and EIR | Moorpark CA
- Redondo Beach General Plan Update and EIR | Redondo Beach CA
- Laguna Hills Housing & Safety Elements Update | Laguna Hills CA
- Dana Point Safety Element Update | Dana Point CA
- Needles General Plan Land Use Element | Needles CA
-

Housing

- SB 2 Planning Technical Assistance Consulting | California Statewide
- San Bernardino Co. LEAP Grant/Housing Element | San Bernardino County CA
- Santa Ana Housing Element Update and EIR | Santa Ana CA
- Fresno County Multijurisdictional Housing Element | Fresno County CA
- Stockton Housing Action Plan and Housing Element Update | Stockton CA
- Housing Programs Administration for the City of Rohnert Park | Rohnert Park CA

Other Community Planning

- Staff Support for WRCOG Resilient IE, Captivate | Western Riverside County CA
- Dana Point Economic Analysis | Dana Point CA
- Tustin Legacy Research | Tustin CA
- Jerome Park Outdoor Library | Santa Ana CA



EDUCATION

- Master of Urban & Regional Planning, University of California, Irvine
- BA, Sociology, California State University, Long Beach
- Certificates from the International Association for Public Participation
 - » Planning for Effective Public Participation

Team member since 2020



KEY PERSONNEL - SUBCONSULTANTS



MARIA CEJA

Associate

mceja@placeworks.com

PROFESSIONAL ACTIVITIES

- Orange County Planning Commissioner, November 2022 to Present

LEADERSHIP & COMMUNITY

- Volunteer, Santa Ana Active Streets (SAAS) Advocate Subcommittee, 2021 to February 2023
- 2022 SCAG Orange County Housing Policy Leadership Academy, February 2022 to December 2022
- Co-chair, Urban Planners of Color (UPOC) at UCI, 2020 to 2021
- Volunteer, Tenants United Santa Ana (Tú Santa Ana), 2018 to 2022
- Tenants Together Tenant Counselor Bootcamp, 2019
- Public Policy and International Affairs Program, University of Albany, New York, 2018

AWARDS

- Santa Ana General Plan Update | 2024 Award of Excellence, APACA-OC; 2024 Award of Merit, APACA
- 2021 Malancha Ghosh Memorial Fellowship
- 2020 and 2021 MURP Impact Award
- 2020 summer fellowship, UCI Community Resilience Projects
- 2020 Diversity in Planning Fellowship
- President's Honor List, Fall 2018 to Spring 2019
- Dean's Honor List, Fall 2017 to Spring 2018

KEY PERSONNEL - SUBCONSULTANTS



JIM PEARSON, P.E., S.E.

President
BRANDOW & JOHNSTON

EDUCATION

BS, Architectural Engineering,
California Polytechnic University,
San Luis Obispo, CA

REGISTRATIONS

Civil Engineer, CA #54484

Structural Engineer, CA #4335

PROFESSIONAL ASSOCIATIONS

Structural Engineers Association of
Southern California (SEAOSC) >
since 1992

American Institute of Steel
Construction (AISC)

American Concrete Institute (ACI)

Coalition for Adequate School
Housing (CASH)

Jim Pearson, President of Brandow & Johnston, leads an award-winning team in new design and building rehabilitation projects. Structural systems range from concrete, steel, wood and masonry to metal studs. His diversified portfolio includes education, civic, retail, residential and office buildings, completing hundreds of structural engineering projects for public agencies, developers and architects. At Brandow & Johnston and prior firms, Jim has overseen the structural engineering design of aquatics facilities, recreation and community centers, educational, and institutional facilities in Southern California.

SELECTED PROJECT EXPERIENCE

252 4th Street Rehabilitation, Pomona Housing Authority, Pomona, CA (with Radar)

El Dorado Pre-Approved ADU, County of El Dorado, CA (with Radar)

Allessandro Apartments, New 2-story Apartment Complex with 18 units for disabled households for Hollywood Community Housing Corporation, Los Angeles, CA*

Atria Senior Living, Memory Care Conversions, Palm Springs, San Juan Capistrano & Thousand Oaks, CA*

Heritage Square, 70 Unit Affordable Senior Housing, Bridge Housing, Pasadena, CA*

Locust Street Senior Center/ Housing, Senior Center with apartment style housing for seniors, Inglewood, CA*

Magnolia Court, Senior Housing at Hollenbeck Palms, Los Angeles, CA*

Views at 270, Apartment Complex with Retail and Low Income Housing for Hollywood Community Housing Corporation, Los Angeles, CA*

County Fire Fleet Maintenance Office, Los Angeles, CA

New Office Space at LADPW Data Center Feasibility Study, Pomona, CA

LA-RICS Land Mobile Radio 13 Full Design Sites + 5 Partial Design Sites, Los Angeles, CA

LA County Fire Fleet Maintenance Office, Los Angeles, CA

LA County Department of Public Works Data Center Feasibility Study, Pomona, CA

Manhattan Beach Library, Manhattan Beach, CA

Topanga Canyon Library, Topanga, CA

Allendale Library Branch, Pasadena, Schematic Design, Pasadena CA

** Completed at another firm.*

KEY PERSONNEL - SUBCONSULTANTS



RYAN GRASSE, P.E.

Project Manager
BRANDOW & JOHNSTON

EDUCATION

Masters in Science, University of Nebraska

Bachelors in Science, University of Nebraska

REGISTRATIONS

Civil Engineer, CA #75266

Structural Engineer, CA #5873

PROFESSIONAL ASSOCIATIONS

American Institute of Steel Construction

Ryan Grasse has been with Brandow & Johnston since 2022 and has 17 years of hands-on experience in structural engineering, designing commercial, educational, and residential structures, using concrete, masonry, structural and light gauge steel, and wood. Ryan coordinates across multiple disciplines to generate workable solutions and deliverables; manages a team of engineers to deliver complete and on time projects which meet the client's expectations; fields RFIs and review vendor/manufacture shop drawings for plan conformance; generates in-house computational tools to automate calculation processes; and reviews scope and project requirements and writes proposals.

SELECTED PROJECT EXPERIENCE

Central Metro, 14513 Central Ave, Baldwin Park, CA - Four- Story mixed use senior affordable apartment building, 42,000 SF (2021)

Westgrove Condos, 125 Hurlbut St, Pasadena, CA - Two-story, type V multifamily residential over 1 level concrete subterranean parking, 24,000 SF (2015)

Millard Creek, 2000 N Lake Ave, Altadena, CA - Three-Story type V multifamily residential over concrete podium (parking & retail), 17,000 SF (2015)

Mohawk Altadena, 2488 Mohawk St, Pasadena, CA - Three-story, type V multifamily residential over 1 level concrete subterranean parking (2016)

Nor Windsor, 518 E Windsor Rd, Glendale, CA - 34-Unit Multifamily residential type, 4 story type IIIA over Type 1A garage, 48,000 SF (2017)

Hill-Holliston, 226 N Holliston Ave, Pasadena, CA - Three-Story, Type V multifamily residential over concrete podium, 19,000 SF (2020)

Covina Townhomes, 342 4th Ave, Covina, CA - Three 2-story buildings townhomes, Type V, 20,000 SF (2021)

Broadway, 216-220 East Broadway, San Gabriel, CA - Ten- Unit Multi Family Residential Type V across four buildings, 16,800 SF (2022)

Irving Glendale, 413-417 Irving Avenue, Glendale, CA - Four- Story Multi-Family Type V over Conc. Podium, 45,000 SF (2022)

LACCD, East Los Angeles, Community College Nursing Allied Health & Public Service Building, Los Angeles, CA

LAUSD, 7th Street Elementary School New Food Services Building, San Pedro, CA

LAUSD, Lincoln High School, Modernization Design Build, Los Angeles, CA

LAUSD, Sylmar Charter High School, Major Modernization Preliminary Site Analysis & Program Development, Sylmar, CA

LAUSD, Reseda Charter High School, Design-Build Comprehensive Modernization, Reseda, CA

KEY PERSONNEL - SUBCONSULTANTS



ERIC MCNEELY, S.E.

Project Manager
BRANDOW & JOHNSTON

EDUCATION

BS Architectural Engineering,
California

Polytechnic State University, San
Luis Obispo

REGISTRATIONS

Civil Engineer, CA #C85591

Structural Engineer, CA #6787

PROFESSIONAL ASSOCIATIONS

American Institute of Steel
Construction (AISC)

Structural Engineers Association of
Southern California (SEAOSC)

Eric McNeely has been working with Brandow & Johnston since 2013. He offers over 10 years of engineering, design and CAD production experience in a variety of institutional and educational facilities, office commercial, tenant improvements, and Healthcare projects. His role as a project engineer is to produce high-quality and cost efficient design solutions, review of CAD production, construction plans, and specifications.

SELECTED PROJECT EXPERIENCE

LAUSD, Ascot Elementary School Comprehensive Modernization, Los Angeles, CA

LAUSD, Moneta High School, HVAC Replacement, Los Angeles, CA

LAUSD, Sherman Oaks Center for Enriched Studies Comprehensive Modernization Project, Tarzana, CA

Delhi USD, Delhi High School, New CTE Facility Plan Review, Delhi, CA

Long Beach USD, Browning High School #2, Long Beach, CA

Santa Monica-Malibu USD, Santa Monica High School, Santa Monica, CA - Site Improvements, New Science & Tech Building (Innovation Building), Michigan Street Fencing

Chapman University, Orange, CA - DeMille Hall Renovation, Keck Center for Science and Engineering Building, Doti Hall Historical Core Classroom Building, Argyros Forum/Student Union

San Bernardino CCD, Crafton Hills College, Central Complex 2 Renovation, Yucaipa, CA

Kaiser Panorama City Medical Center, Central Plant Upgrade, Panorama City, California

Kaiser Carson North Medical Center, MOB & Ambulatory Surgery Center, Carson, CA

Santa Monica UCLA Medical Center, Equipment Anchorage

Ronald Reagan UCLA Medical Center, Kitchen Upgrade, Los Angeles, CA

KEY PERSONNEL - SUBCONSULTANTS



DAVID TEA

Principal
LAM+TEA ENGINEERING

David has over 30 years of experience in providing electrical engineering designs for a wide variety of project types. He is responsible for planning, organizing, and executing MEP design, project control and staffing assignment. He has performed key roles on complex projects including site master planning, infrastructure improvement, and street improvement for complex healthcare and commercial projects.

EDUCATION

B.S. Electrical Engineering,
University of California, Irvine

OFFICE ADDRESS

901 Corporate Center Drive
Suite 404
Monterey Park, CA 91754

SELECTED PROJECT EXPERIENCE

252 4th Street Rehabilitation, Pomona Housing Authority, Pomona, CA (with Radar)

Rainbow House, Interior Renovations/Expansion, San Pedro, CA

Terahachi Senior Homes, New Multifamily Residential, Los Angeles, CA

PANO Supportive Housing, Renovation and Expansion, Van Nuys, CA

6531 Sepulveda Supportive Housing, Interior Renovation, Los Angeles, CA

Momentum Disability Care Facility, Thousand Oaks, CA

YMCA Women's Center Interior Renovations, Los Angeles, CA

Los Angeles County Dept of Health Service, 1000 South Fremont Ave, Building A-11, Alhambra, CA

Los Angeles County of Public Health, 14500 Roscoe Boulevard, 5th and 6th Floors, Panorama City, CA

SELECTED ADAPTIVE REUSE PROJECT EXPERIENCE

Project Homekey Housing, 200+ Unit Hotel, Los Angeles, California

WilWest Apartments, 3807 Wilshire Blvd., Los Angeles, CA

8209 Sepulveda Buildings, New and Existing Hotel Conversion, Van Nuys, CA

600 Commonwealth Building, 250+ Unit High Rise, Los Angeles, CA

695 Vermont Apts, 250+ Unit High Rise, Los Angeles, CA

3600 Wilshire Apts, 250+ Unit High Rise, Los Angeles, CA

KEY PERSONNEL - SUBCONSULTANTS



JERRY LAM, P.E., LEED AP

Principal
LAM+TEA ENGINEERING

EDUCATION

B.S. Mechanical Engineering,
Rensselaer Polytechnic Institute

M.S. Mechanical Engineering,
University of Southern California

OFFICE ADDRESS

901 Corporate Center Drive
Suite 404
Monterey Park, CA 91754

Jerry has over 30 years of consulting engineering experience in a wide variety of project types including healthcare, research, and commercial projects. His unique background in design, consulting, and project management enables him to utilize practical, proven design techniques to achieve optimal building performance. Jerry leads an integrated multi-disciplinary team to deliver a building as a totality that should operate in concert rather than a collection of individual parts working in isolation.

SELECTED PROJECT EXPERIENCE

Rainbow House, Interior Renovations/Expansion, San Pedro, CA

Terahachi Senior Homes, New Multifamily Residential, Los Angeles, CA

PANO Supportive Housing, Renovation and Expansion, Van Nuys, CA

Santa Anita Convalescent Hospital Residential Bldg Renovations, Arcadia, CA

6531 Sepulveda Supportive Housing, Interior Renovation, Los Angeles, CA

Casa Convent Residential Building Renovations, Duarte, CA

Momentum Disability Care Facility, Thousand Oaks, CA

YMCA Women's Center Interior Renovations, Los Angeles, CA

Department of Children and Family Services 1933 South Broadway Avenue, 7th Floor, Los Angeles, CA

Department of Transportation, 888 Figueroa Street, 4th Floor, Los Angeles, CA

SELECTED ADAPTIVE REUSE PROJECT EXPERIENCE

3550, 3325, Wilshire Apts, 250+ Unit (each) High Rise, Los Angeles, CA

695 Vermont Apts, 250+ Unit High Rise, Los Angeles, CA

WilWest Apartments, 3807 Wilshire Blvd., Los Angeles, CA

600 Commonwealth Building, 250+ Unit High Rise, Los Angeles, CA

3545 Wilshire Blvd Apts, 350+ Unit, Los Angeles, CA

KEY PERSONNEL - SUBCONSULTANTS



TAMARA VOSS, P.E.

Senior Project Manager
LAM+TEA ENGINEERING

EDUCATION

Bachelor of Science, Electrical
Engineering Texas A&M University,
College Station

OFFICE ADDRESS

901 Corporate Center Drive
Suite 404
Monterey Park, CA 91754

Tamara has over 15 years of consulting experience in a wide variety of project types including industrial, commercial, and facilities projects. She is responsible for electrical system design including power distribution, emergency generator distribution, lighting and controls according to Title 24 Standards, power system analysis, load calculations, and short-circuit current and protective device coordination studies. Tamara is highly skilled in lighting design and lighting photometric analysis.

SELECTED PROJECT EXPERIENCE

252 4th Street Rehabilitation, Pomona Housing Authority, Pomona, CA (with Radar)

PANO Supportive Housing, Renovation and Expansion, Van Nuys, CA

Rainbow House, Interior Renovations/Expansion, San Pedro, CA

YMCA Women's Center Interior Renovations, Los Angeles, CA

6531 Sepulveda Supportive Housing, Interior Renovation, Los Angeles, CA

Casa Convent Residential Building Renovations, Duarte, CA

Department of Children and Family Services 1933 South Broadway Avenue, 7th Floor, Los Angeles, CA

Los Angeles County Dept of Health Service 1000 South Fremont Ave, Building A-11, Alhambra, CA

Los Angeles Dept of Beaches and Harbors, 4640 Admiralty Way, 3rd Floor, Marina Del Rey, CA

SELECTED ADAPTIVE REUSE PROJECT EXPERIENCE

PHK Housing, 200+ Unit Hotel, Los Angeles, California

8209 Sepulveda Buildings, New and Existing Hotel Conversion, Van Nuys, CA

WilWest Apartments, 3807 Wilshire Blvd., Los Angeles, CA

695 Vermont Apts, 250+ Unit High Rise, Los Angeles, CA

3545 Wilshire Apts, 350+ Unit High Rise, Los Angeles, CA



**EXPERIENCE AND
REFERENCES**

THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT

CLIENT

California State Parks

CLIENT REFERENCE

Amy Schuessler, Senior Architect
2797 Truxtun Road Barracks 26
San Diego, CA 92106
p: (619) 221-7075
e: Amy.Schuessler@parks.ca.gov

YEAR

2020-2023

SCOPE OF WORK

Pre-Schematics, Community Outreach,
Needs Assessment & Concept Design

LOCATION

Los Angeles, CA

KEY STAFF

Rachel Allen, Principal-in-Charge,
Karina Contreras, Project Manager

SIZE

18 acres

COST OF CONSTRUCTION

\$10MM projected, park & buildings

AWARDS & ACKNOWLEDGMENTS

AIA LA 2023 NextLA Merit Award, SCDF
Citation Award Unbuilt Category 2023



PROJECT DESCRIPTION

Radar was prime firm for the Concept Design and Community Engagement for the Bowtie, a CA State Parks site along the LA River and a part of the 100 Acre Partnership. Radar led a diverse team of consultants including land surveyors, the community outreach team, and coordinated with a wetlands demonstration project by The Nature Conservancy.

Radar conducted a robust Needs Assessment including extensive interviews with park staff at all levels and was solely responsible for the design and documentation of all buildings in the park. The results of the community outreach yielded much higher than expected engagement and the Bowtie received a \$5M Outdoor Recreation Legacy Partnership (ORLP) grant to be matched in kind by State Parks in order to build the park.

The Community Engagement period ran for 18 months and was conducted during periods of Covid-19 related limitations on public gathering. The team pivoted from conventional engagement methods such as large in-person meetings to online events and one-on-one outreach at grocery stores and vaccination clinics as well as interactive outreach events at local parks in addition to virtual meeting opportunities.

REAP 2.0 RELEVANCE

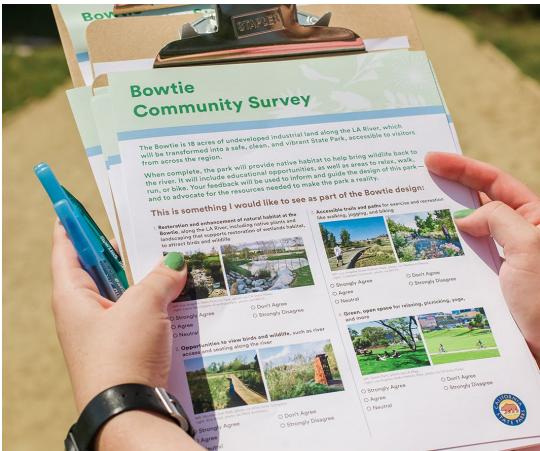
Affirmatively further fair housing - The Bowtie seeks to provide more green space in a minority-majority, historically underserved, neighborhood. The CE process uplifted local young people's voices, which are often missed by traditional outreach methods, via the Bowtie Youth Council. The Bowtie Community Survey was available in five languages and over 1,200 surveys were collected in-person and through online engagement.

Reduce VMT - Create more local park and recreation space, bike path

The Bowtie is in a SCAG Priority Growth Area per the 2020-2045 Regional Transportation Plan/Sustainable Communities Strategy .



THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT



“Working with the Radar team on the Bowtie project was not only a very successful effort, but they also made it an enjoyable process as well. Their ability to listen, synthesize information, and translate that to design resulted in a project that will not only meet operational needs but also reflect the desires and needs of the future users of the park.”

- Amy Schuessler, Architect, California State Parks

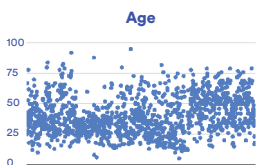
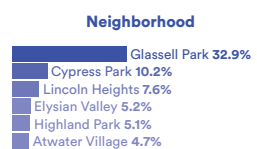
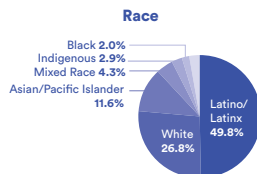


THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT

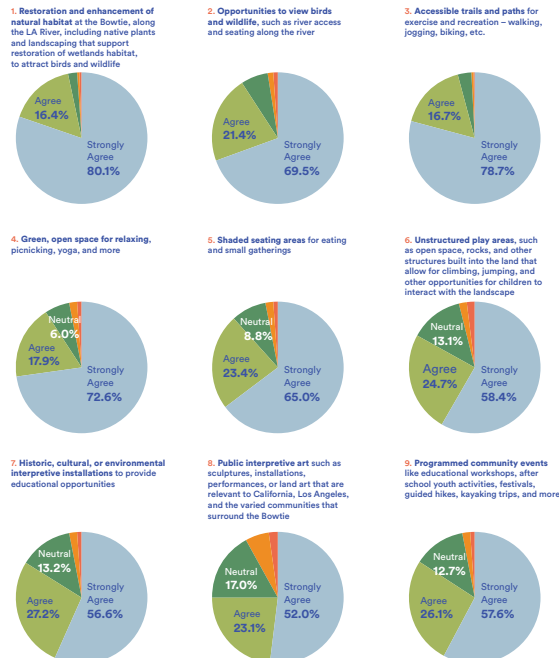
The Bowtie

Community Survey Responses

1,737
Total Responses



This is something I would like to see as part of the Bowtie design:



What is most important to you at The Bowtie?

"Equal opportunity for play, for kids with disabilities and sensory issues."

"Community events that invite younger generation folks to get involved with these local issues, including the Bowtie."

"Housing and programs to help the unhoused community. Over 9,000 unhoused people live on the Los Angeles River. While I am thankful for public parks, gentrification and increased patrol at parks lead to more homelessness. We need to take care of our unhoused neighbors and make parks more accessible to all."

"Creating space for indigenous communities to come back and honor the land as their own and giving them autonomy to have their own programming at the Bowtie."

"This should not be another big green grassy park, I want the Bowtie to be water wise and reflect the native ecology of the area."

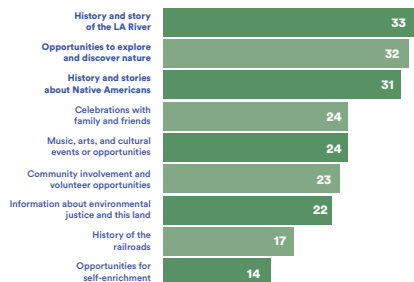


The Bowtie

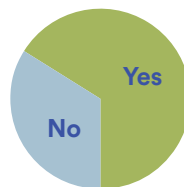
What the community wants to see at the Bowtie...

The following responses were collected from 50 participants—park visitors and soccer club members/families present at Rio de Los Angeles State Park on October 16, 2021

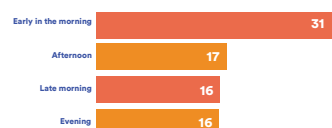
What types of stories, history, memories, and experiences are important to create at this park?



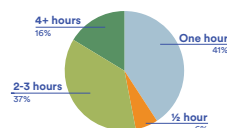
The selection of the name of The Bowtie site was influenced by the shape of the site. Should we continue to use the name The Bowtie?



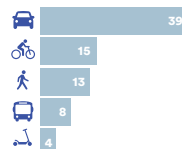
What time would you typically arrive?



How long would you stay?



How would you arrive?



Are there any obstacles that would limit or prevent you from coming to the park?

Safety concerns

Lack of shade

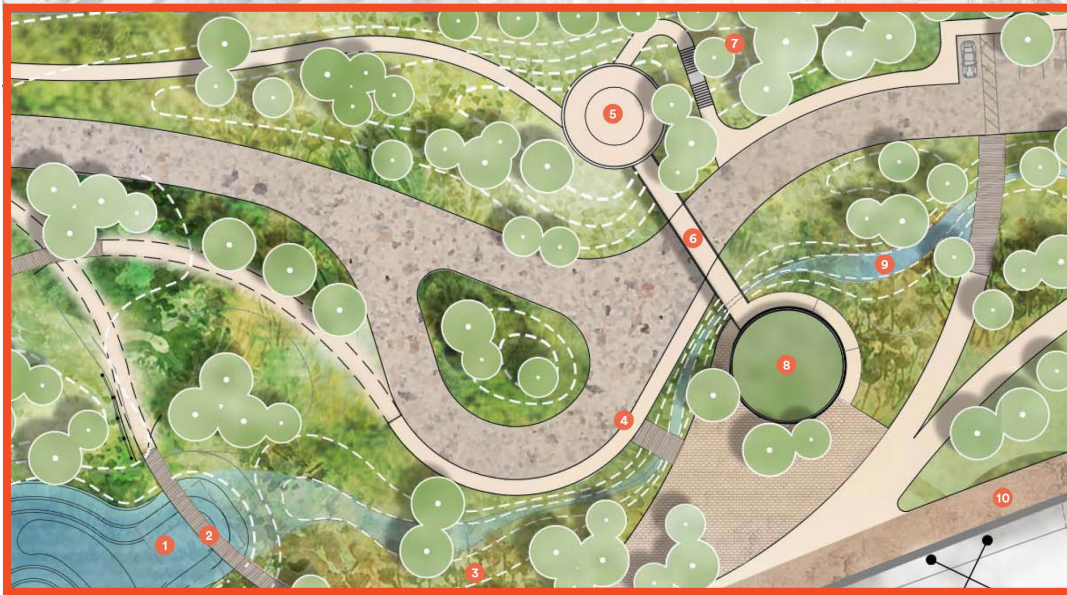
Not allowing dogs (on leash, but an off leash section would be great)

Entry points need to be clearly marked

If there is no parking nearby



THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT



1. The Nature Conservancy (TNC) Water Filtration Wetland
2. Boardwalk
3. Discovery Area
4. Drop Off
5. Pedestrian Overlook
6. Pedestrian Overpass
7. Hillside Woodland
8. Visitor Pavilion
9. Bioswale
10. Paseo Del Rio



THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT

BUILDINGS OF THE BOWTIE

The buildings of the Bowtie - Visitors Center, Restroom Kiosk, and Grounds Maintenance Building with Equipment Yard - support the user experience as well as operations.

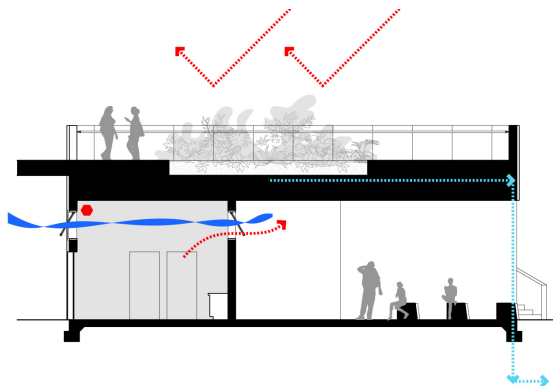
First encountered upon entering, the Visitors Center serves as a welcoming and gathering point and offers wayfinding as well as restrooms, staff offices and an outdoor community room in deep shade. Half a mile further, the Restroom Kiosk provides additional gender-neutral, fully accessible stalls.

Tucked away from the main path, the Grounds Maintenance Building with Equipment Yard completes the trio. Easy maintenance and upkeep of a park is of vital importance and this building will function as a satellite to the larger maintenance yard found at nearby LA State Historic Park and store bulk materials, tools and vehicles.

The design team generated programming diagrams through feedback and conversations with State Park team members. Taking cues from the natural shapes found on-site, the buildings all have radii that are also identifiable within the planted areas, tree canopy and multi-modal paths.

Although the buildings are separate, they share a similar formal language and approach to sustainability goals. These include PV panels, green roofs, natural ventilation and deep shade. Integrated into the design of the Bowtie, the buildings are elegant additions to a site which will be animated by rich historical, cultural, and nature-based programming as well as passive recreation.

They are all equipped to be self-sustaining and in that way consistent with the spirit of the park itself: universally accessible and welcoming to every member of the LA



THE BOWTIE PARK CONCEPT PLAN & COMMUNITY ENGAGEMENT



Above: Final community presentation of the Bowtie Concept Design, March of 2022. At Left: Outreach and Design Team pose with CA State Senator Maria Elena Durazo. Below: Final Concept Rendering



COUNTY OF EL DORADO PRE-APPROVED ADU

CLIENT

County of El Dorado

REFERENCE

Thea Graybill, Senior Planner
2850 Fairlane Ct. #C
Placerville, CA 95667
p: (530) 573-7908
e: thea.graybill@edcgov.us

YEAR

2021-2023

LOCATION

County of El Dorado, CA

SCOPE OF WORK

Community Outreach, Pre-Schematics, Design and Documentation of Pre-Approved Standard Plan

KEY STAFF

Rachel Allen, Principal-in-Charge
Karina Contreras, Project Manager
Jeremy Quinn, QA/QC Architect

SIZE

816 sqft

COST OF CONSTRUCTION

\$500k, projected

“The staff with Radar, Inc. are tremendously professional and have superb level of expertise, listening skills, and responsiveness. I very much enjoyed working with and felt comfortable relying on Radar, Inc. staff”

- Thea Graybill, Senior Planner,
County of El Dorado



PROJECT DESCRIPTION

Working as a subconsultant to PlaceWorks, Radar participated in Community Outreach with local building industry professionals and surveyed building supply retailers in order to understand how to make the most accessible design for members of the El Dorado County community.

Radar coordinated structural and MEP subcontractors, the team addressed unique efficiency and resiliency needs while designing a flexible unit that is: not site-specific, considers the urban-wildlife interface, and prioritizes the region's propensity to wildfires, which required special flame-resistive materials and detailing. The County straddles two climate zones, which affects energy efficiency requirements for the same floor plan. The County also required special attention to foundational design, snow loads and wind exposure that are regionally relevant but not equal across the County.

The resulting 1,000 sqft 2-bedroom, 1-bath unit can be delivered in two styles: Cabin Rustic (above) and Mountain Modern (next page). Plans for the ADU are currently online and available at no cost to residents of the County.

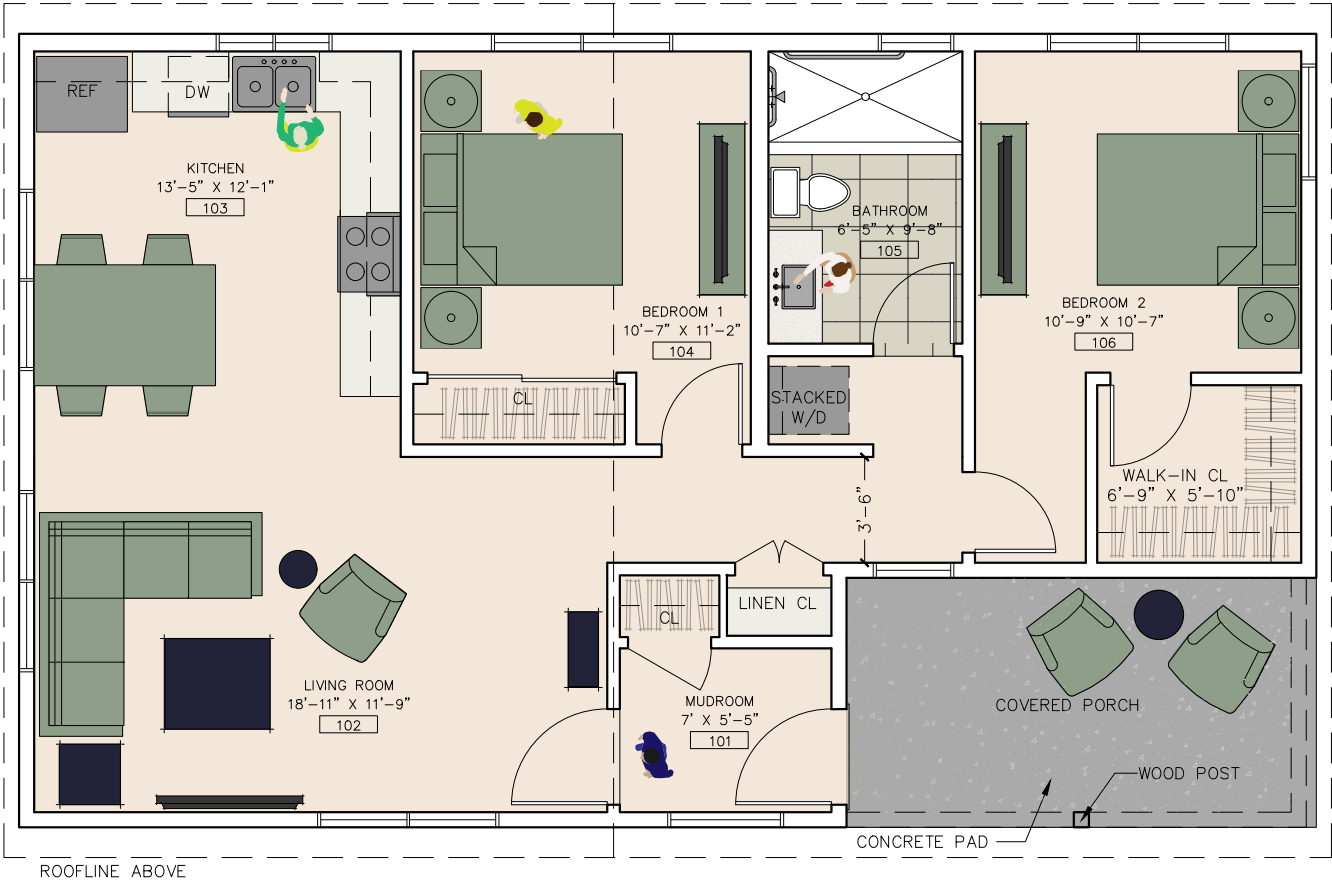
[Link to County of El Dorado ADU Public Plan Set & Renderings](#)

REAP 2.0 RELEVANCE

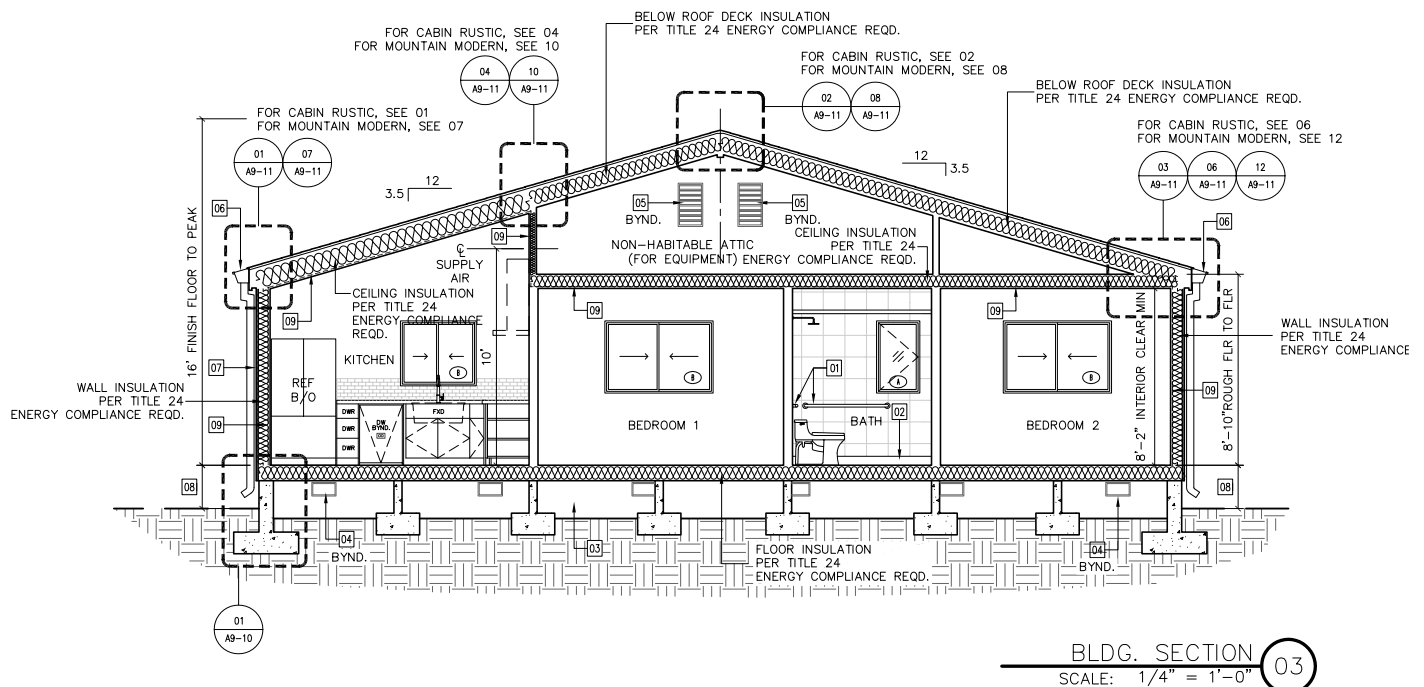
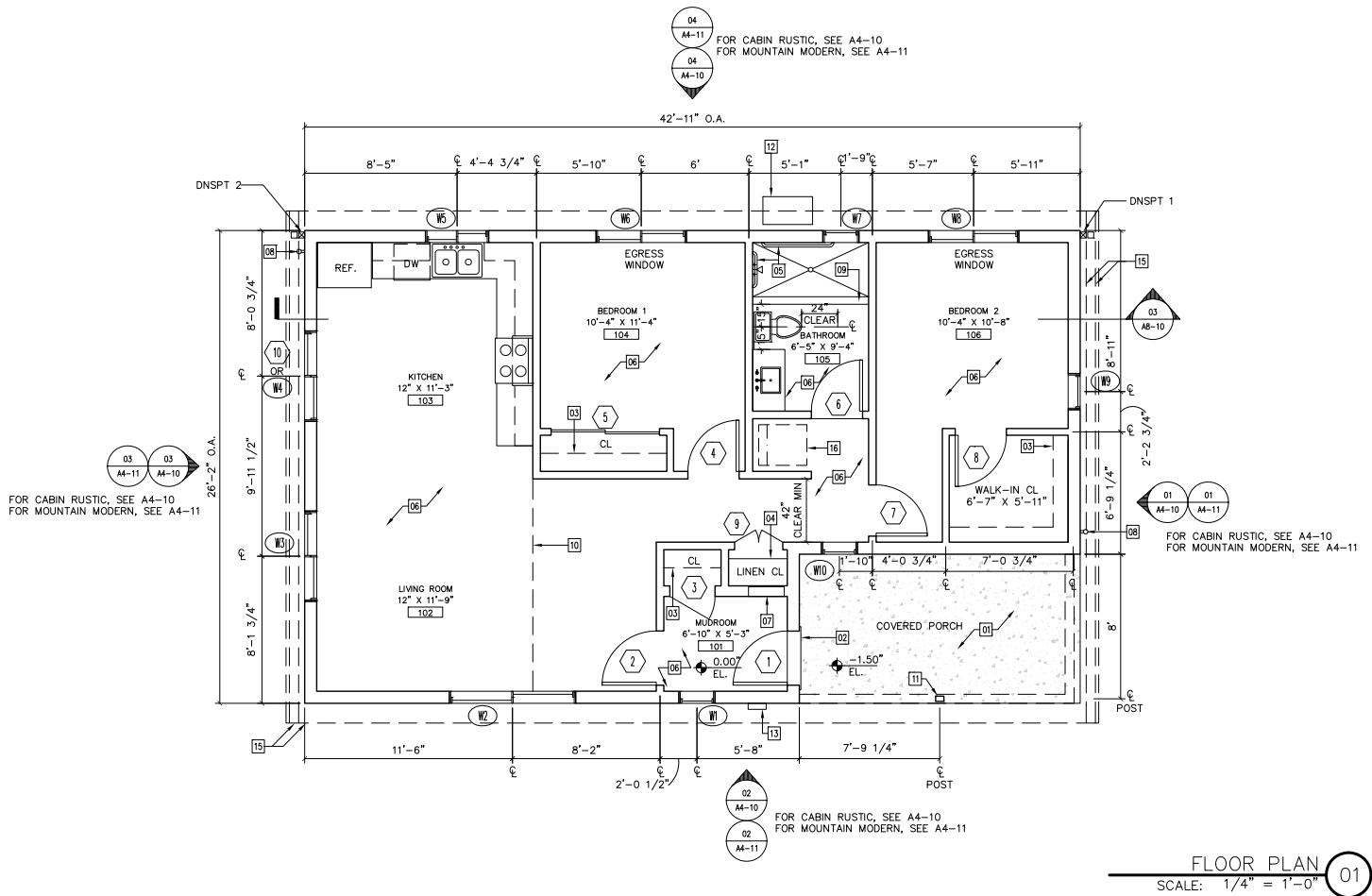
Accelerate infill housing - This pre-approved ADU is intended to increase and diversify housing supply and affordability in El Dorado County by making it easier for homeowners to add a unit to their property.

Reduce vehicle miles traveled (VMT) - Intended to increase housing stock closer to job centers in this rural county

COUNTY OF EL DORADO PRE-APPROVED ADU



COUNTY OF EL DORADO PRE-APPROVED ADU



Radar and Team | City of Riverside RFP No.2439 Missing Middle Prototype Plans for Infill Housing Sites

[illegible]

POMONA HOUSING REHABILITATION

CLIENT

Pomona Housing Authority

CLIENT REFERENCE

George Montano

Housing Authority Manager

505 S. Garey Ave.

Pomona CA 91766

p: (909) 620-2426

e: george.montano@pomonaca.gov

YEAR

2024

LOCATION

Pomona, CA

This project is in a SCAG Priority Growth Area per the 2020-2045 Regional Transportation Plan/ Sustainable Communities Strategy

SCOPE OF WORK

Full A/E services, infrastructural overhaul and accessibility-compliance renovations

KEY STAFF

Rachel Allen, Principal-in-Charge

Jeremy Quinn, QA/QC Architect

Karina Contreras, Project Manager

Zaira Hernandez, Job Captain

Kleon Tran, Designer

SIZE

12 units

COST OF CONSTRUCTION

\$4.5 MM, projected



Historic Photo via City of Pomona

PROJECT DESCRIPTION

Full A/E services for the substantial rehabilitation of an existing two-story, 12-unit building complex from the 1920s. The scope of work includes significant interior and exterior improvements and upgrades, such as: a new laundry room on the first floor, entry landing, steps, and accessible ramp, partial demolition/removal of plaster-drywall on all floors, reconfiguration of unit bathrooms on the first floor, and complete renovation of unit kitchens.

Radar coordinated all subcontractors, whose work included a retrofit of the foundation system, new interior shear walls, a complete replacement of mechanical, electrical, and plumbing systems, including the exterior electrical panel. Exterior scope includes new planting, lighting exterior gates and trash enclosure.

This project had an expedited timeline in order to complete design work in accordance with allocated HUD grant funding. Radar developed a schedule that met the grant requirement deadlines and successfully guided the Client and all subcontractors toward all key milestones.

In addition to the typical challenges inherent in the design and documentation of permanently affordable housing (universal accessibility, durability, etc), this project also included comprehensive rethinking of the energy efficiency of this historic structure and coordination of its upgrading and repair which will maintain its character-defining features.

REAP 2.0 RELEVANCE

Support efforts for Affirmatively Furthering Fair Housing (AFFH) - these units are public housing stock owned by the City of Pomona for use by low-income residents

FLOWER PARK PLAZA AFFORDABLE HOUSING

CLIENT

CCH Senior Homes

REFERENCE

Jevon Allen
Project Manager, Real Estate
Development
1855 Olympic Blvd. Suite 300
Walnut Creek CA 94596
p: (510) 746-4222
e: jallen@cchnc.org

YEAR

Ongoing

SCOPE OF WORK

Full A/E services, infrastructural
overhaul and accessibility-
compliance renovations

LOCATION

Santa Ana, CA

*Flower Park Plaza is in a SCAG
Priority Growth Area per the 2020-
2045 Regional Transportation Plan/
Sustainable Communities Strategy*

KEY STAFF

Rachel Allen, Principal-in-Charge
Karina Contreras, Project Manager
Jeremy Quinn, QA/QC Architect

SIZE

199 units, studios and 1-BR

COST OF CONSTRUCTION

\$3.2 MM



PROJECT DESCRIPTION

Full A/E services for a complex infrastructural overhaul and accessibility-compliance renovations to an existing pre-cast concrete high-rise of 199 units of affordable housing. Improvements to ground floor Common Areas including lobbies, office, mail room and community room. The scope included new solar at parking lot and roof, new community room design (later deleted), and re-roofing including re-sloping and -surfacing.

Radar is the lead architect of the team which includes structural, MEP engineers and CASp. Radar's focus, along with the coordination of work, included the selection of new finishes for the building's public areas (lobbies, office, mail room and community room), redesign and correction of areas deemed inaccessible by the full CASp report as well as the design for a TPO roofing system replacement.

Deferred maintenance of infrastructure necessitated complete overall of water management system and utilities. The MEP engineers also provided a large extent of the required infrastructural upgrades, including new HVAC equipment and Electrical with energy-efficient fixtures. This project has required close tracking and monitoring of requirements imposed by CalHFA funding.

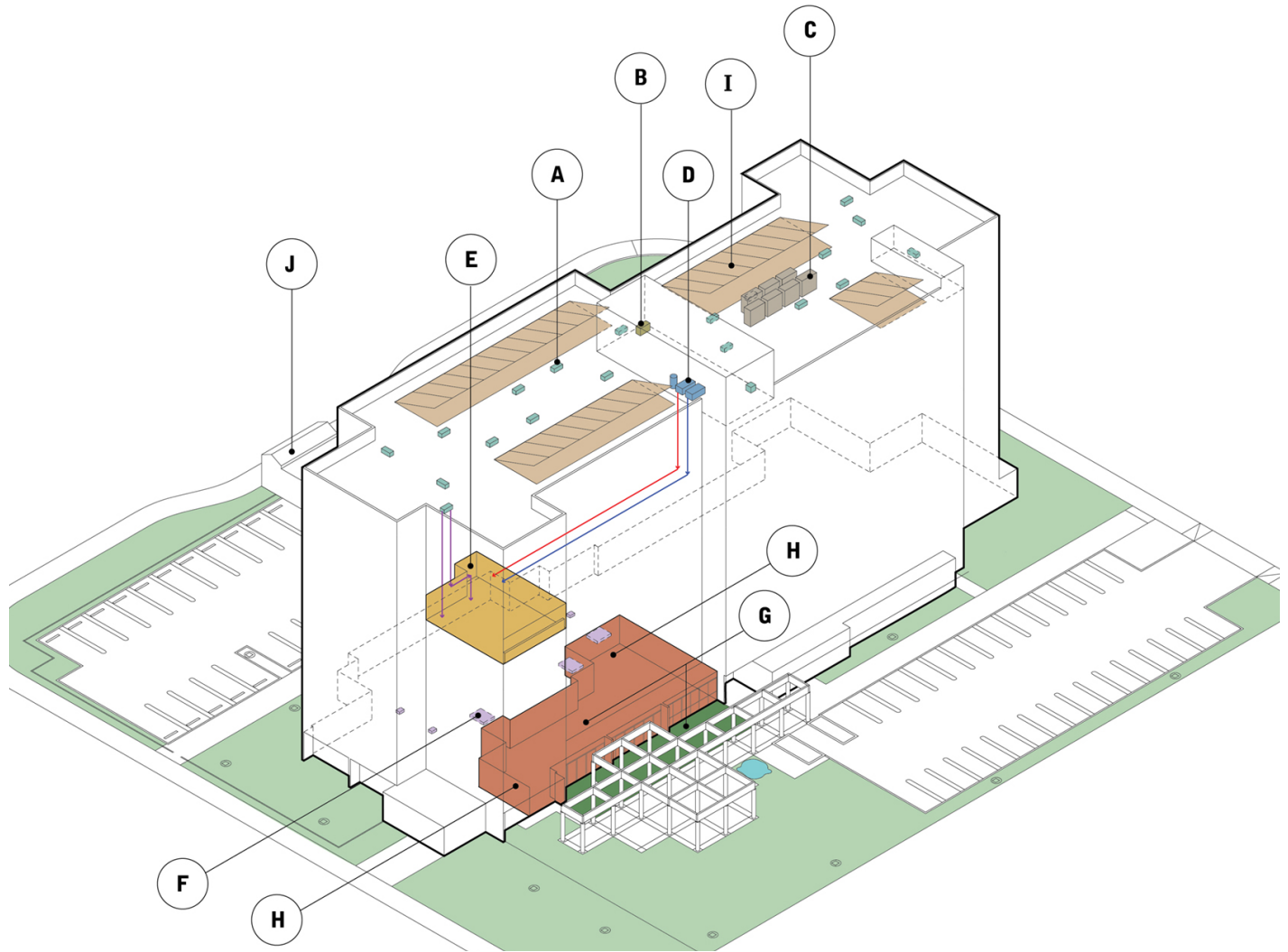
REAP 2.0 RELEVANCE

Support efforts for Affirmatively Furthering Fair Housing (AFFH) - These units are all housing for seniors and adults with disabilities.

Reduce vehicle miles traveled (VMT) - Integrated bus stop in front of the building.



FLOWER PARK PLAZA AFFORDABLE HOUSING



INFRASTRUCTURAL UPGRADES DIAGRAM

- A.** Two Continuous Exhaust Fans per common curb providing exhaust to kitchen
- B.** Air-Handling Unit thermostatic controls
- C.** Heat Pump Chillers running on standard control pattern
- D.** Chilled and Hot Water Pumps & Expansion Tank
- E.** Typical Housing Unit
- F.** Split System Heat Pump Unit
- G.** Multi-Purpose Room opened to garden to allow for outdoor congregation
- H.** Kitchen & Mailroom redesigned for universal accessibility
- I.** Solar PV Panel Areas replacing outdated hydroponic pv
- J.** Bus Stop integrated with public transit



ARLA HOMES

CLIENT

Encore Capital Management

CLIENT REFERENCE

David Hardy, Vice President

951-704-4508

David.Hardy@encorefunds.com

SCOPE OF WORK

Design Architect

LOCATION

Los Angeles, CA

ARLA is in a SCAG Priority Growth Area per the 2020-2045 Regional Transportation Plan/Sustainable Communities Strategy

KEY STAFF

Rachel Allen, Principal-in-Charge

Karina Contreras, Project Manager

SIZE

79,800 sqft, 38 units

COST OF CONSTRUCTION

\$15.5 MM



PROJECT DESCRIPTION

ARLA is a large-scale small lot subdivision (38 units) with ground-floor retail along Eagle Rock. The project developer had a fully-entitled project and was encountering significant community opposition based on design mismatch with neighborhood parameters and expectations - they expressed the goal of a redesign which would fit into the neighborhood better.

Radar was engaged as “Design Architect” and completed an exterior elevations and site plan redesign. The redesign included all exterior openings (doors, windows, garage doors), specified all new materials (including hardware, lighting, roof access ladders) and made new color selections. Massing of the structures was also changed and was made more appropriate in relation to Eagle Rock Blvd. The redesign captured underutilized exterior space to create an internal pocket park and landscape entry paths. Radar coordinated the work of landscape and civil consultants to remove curbs and create LID compliance features.

The curbless, landscaped drive aisles take inspiration from the Dutch concept of woonerf or “living street”. Ground floor retail spaces along the Boulevard encourage sidewalk activity and multi-modal transportation, connecting the community to bike lanes, public transit and an easy walk to the neighborhood’s public schools. A 31,000 gallon underground cistern for storm water capture. The final presentation to the local city council office’s planning deputy led to complete endorsement and approval to proceed. Note: project completely sold out before completion.

REAP 2.0 RELEVANCE

Accelerate infill housing - ARLA is a small lot subdivision infill project



ARLA HOMES



ESQUINA PACOIMA - LOW RISE COMPETITION

CLIENT

2021 Low-Rise: Housing Ideas for Los Angeles Competition, organized by the Mayor's Fund for Los Angeles

SCOPE OF WORK

Site Analysis, Concept Design

LOCATION

Pacoima, CA

Esquina Pacoima is in a SCAG Priority Growth Area

KEY STAFF

Rachel Allen, Principal-in-Charge
Karina Contreras, Project Manager
Zaira Hernandez, Designer

SIZE

8,900 sqft, 9 units

AWARDS & ACKNOWLEDGMENTS

Honorable Mention

PROJECT DESCRIPTION

In response to the challenge to imagine appealing and sustainable new models of low-rise, multi-unit housing, Radar proposed an approach intended to help small-scale property owners develop multi-unit buildings and provide affordable rents.

Esquina Pacoima converts 2 SFR into a total of 9 diversely scaled residential units, a total increase of 7 units. These are pleasant, affordable, scaled appropriately to the neighborhood. There are amenities such as retail, a central green common, and adjacent private patios off ground floor units.

REAP 2.0 RELEVANCE

Accelerate infill housing - plan to enable an increase in infill housing for suburban parts of LA

Support efforts for Affirmatively Furthering Fair Housing (AFFH)



ESQUINA PACOIMA - LOW RISE COMPETITION



“This project should have been first prize. For LA’s working classes, housing is about cultural production.”

*— James Rojas,
Latino Urban Forum*

CCH INFILL HOUSING STUDIES

CLIENT

CCH Senior Homes

REFERENCE

Jevon Allen, Project Manager, Real Estate Development
1855 Olympic Blvd. Suite 300
Walnut Creek CA 94596
p: (510) 746-4222
e: jallen@cchnc.org

SCOPE OF WORK

Pre-Schematic Services - Site and Code Analysis, Concept Design

LOCATIONS

Riverside, Long Beach, Galt (shown here), Santa Maria, Rocklin, CA

KEY STAFF

Rachel Allen, Principal-in-Charge
Jeremy Quinn, Senior Architect
Karina Contreras, Project Manager
Kleon Tran, Designer

SIZE

Various

PROJECT DESCRIPTION

Code research, site analysis, design research, programing, massing studies including physical and digital modeling

REAP 2.0 RELEVANCE

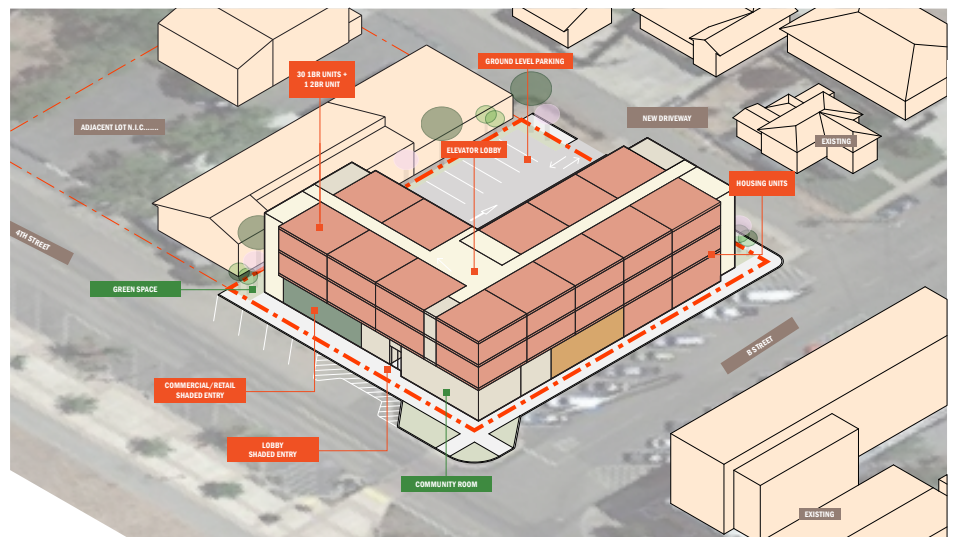
Accelerate infill housing

Support efforts for Affirmatively Furthering Fair Housing (AFFH) -

Affordable housing for seniors and adults with disabilities



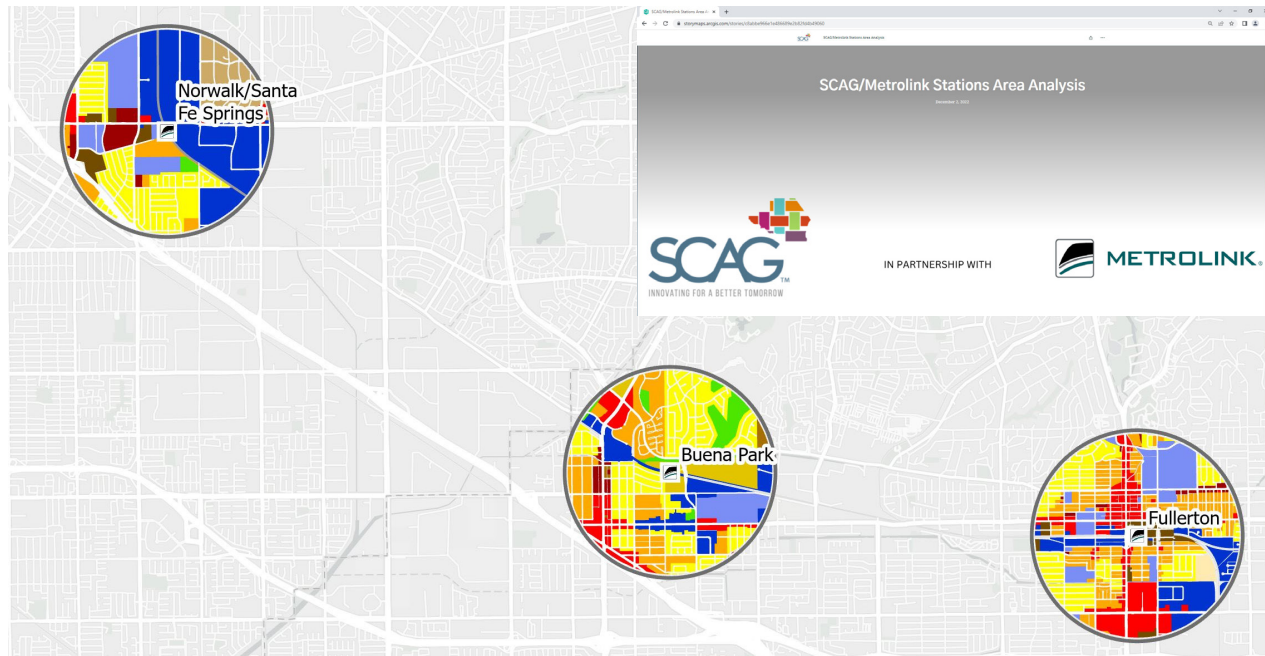
4TH & 5TH STREET ALLEY





SCAG METROLINK STATION AREA ANALYSIS

Implementing Connect SoCal and 6th-Cycle Housing Elements



PlaceWorks and BAE have been working with SCAG to analyze Metrolink station areas and find those best suited for transit-oriented development. In Phase 1, all 61 stations were analyzed through GIS metrics such as housing capacity, existing land utilization, and overall development potential. We analyzed all areas and narrowed the list to 32 and then 16 station areas and made a publicly available StoryMap to document the methodology and results. Phase 2 considered information from the cities' certified housing elements and required a commitment to participate in the next phase.

In Phase 3 we will develop land use, infrastructure, and financing strategies in collaboration with up to nine jurisdictions that make the final cut. This project is funded through the Regional Early Action Planning (REAP) grant program and is expected to be complete by December 2023.

With this project, SCAG hopes to fully realize the potential of the Metrolink network to implement policies from the 2020 RTP/SCS, "Connect SoCal." This will help cities implement their new 6th cycle housing elements.

Location

Metrolink Station Areas in 9 jurisdictions within the SCAG region: Buena Park, Corona (North), Fullerton, Laguna Niguel, Oxnard, Pomona, Rancho Cucamonga, Riverside, San Bernardino, California

Size

1 mile radius of 9 Metrolink stations

Client

SCAG

Date Completed

In Progress

Services Provided

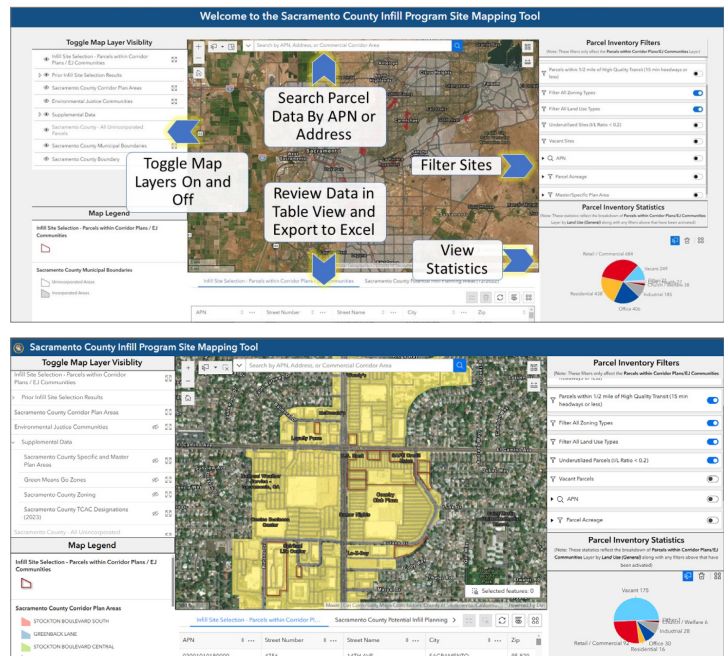
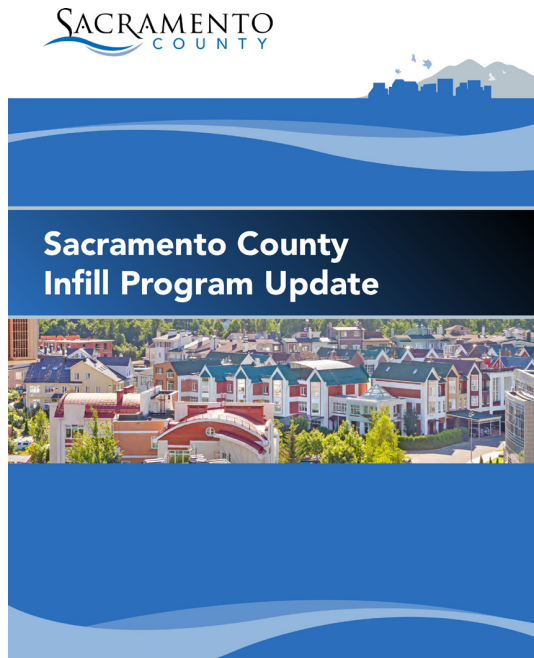
GIS Analysis, StoryMap, Land Use and TOD Policy, Housing Element Implementation





INFILL PROGRAM UPDATE

Encouraging infill development throughout Sacramento County



PlaceWorks is assisting the County of Sacramento in this effort to encourage infill development and increase and accelerate the production of housing, especially affordable housing.

PlaceWorks inventoried and prioritized potential areas for infill, analyzed development standards and regulatory impediments to development, and developed a toolkit of incentives and strategies to maximize infill opportunities. Findings and final recommendations for the Infill Program Update were informed by community and stakeholder outreach, including with County departments, partner agencies, and advocates. PlaceWorks was also asked to assist the County by updating its mixed-use development objective design standards as an initial implementation measure of the Infill Program Update.

As part of this work, PlaceWorks developed a customized, easy-to-use GIS Viewer that allows County staff and decision makers to evaluate and prioritize infill sites for development based on a variety of factors ranging from shovel-readiness to proximity to transit, services, parks and open space, and other community amenities. The Viewer allows any combination of site opportunities and constraints to be toggled on and off for any geographic extent selected by the user, including by bounding corridors, nodes, or other combinations of parcels.

Project Type

Infill Program Development

Location

Sacramento County, California

Size

995 sq mi

Client

County of Sacramento

Date Completed

Ongoing

Services Provided

GIS, Toolkit Development, Objective Design Standards





WRCOG OBJECTIVE DESIGN STANDARDS

Toolkit for creating



WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS

OBJECTIVE DESIGN STANDARDS TOOLKIT

Draft
June 2022

The Western Riverside Council of Governments (WRCOG) asked us to prepare an Objective Design Standards Toolkit. The purpose of the Toolkit is to outline the best practices in the arena of Objective Design Standards for distribution and use by WRCOG member agencies. The Toolkit addresses the process of creating standards, best methods for adopting the standards into local ordinances, and typical topics such standards may cover. Template standards the Toolkit covers range from Lot Coverage, Driveways and Parking Lots, Garages and Carports, Mailboxes and Trash Enclosures, Building Form and Articulation, Landscape Lighting, among others. Building upon our recent work in the County, the Toolkit additionally delineates a range of architectural styles that may be appropriate for WRCOG communities.

Location

Riverside County, California

Size

359 square miles

Client

Western Riverside Council of Governments

Date Completed

September 2022

Services Provided

Multi-Family Design Standards
in response to SB35

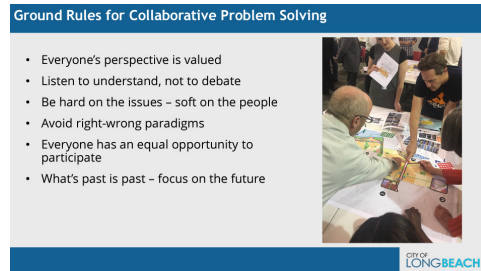




TENANT DISPLACEMENT SOLUTIONS

Productive Discussions About a Sensitive Topic in Long Beach

Housing typically requires major renovations at years 30 and 50 and more often after year 50. More than 80 percent of the city's housing was built before 1980, and 71 percent is more than 50 years old. To maintain a safe, dignified, quality housing stock, many of the city's rental units are expected to need upgrades in the coming years, especially because some construction may have been delayed during the COVID-19 pandemic.



PlaceWorks planned, organized, and hosted a series of hybrid online/in-person meetings for the Housing and Neighborhood Services Bureau of the City of Long Beach to evaluate the “substantial remodel” section of the “Just Cause for Termination” ordinance in the municipal code. Housing advocates argued that the ordinance allowed property owners to evict tenants with little justification. Property owners voiced concerns about the county eviction moratorium and city barriers to repairing their properties.

PlaceWorks organized a variety of virtual community engagement activities to gain multiple perspectives—e.g., a citywide workshop and two focused stakeholder meetings, one for tenants/housing advocates, one for property owners. Representatives of different perspectives discussed the ordinance and brainstormed fresh solutions so that property owners could renovate without subjecting tenants to uninhabitable conditions during construction or forced permanent displacement.

Based on feedback from these activities, PlaceWorks prepared summaries and draft recommendations, and staff from the Housing and Neighborhood Services Bureau presented them to the city council for consideration.

Location
Long Beach, California

Size
Citywide

Client
City of Long Beach, Development Services Department

Date Completed
December 2021

Services Provided
Targeted Outreach, Meeting Facilitation and Response Analysis, Web Content and Messaging, Online Survey, Coordination of Content for City's CIO (branding, messaging, web content), Live Spanish Interpretation

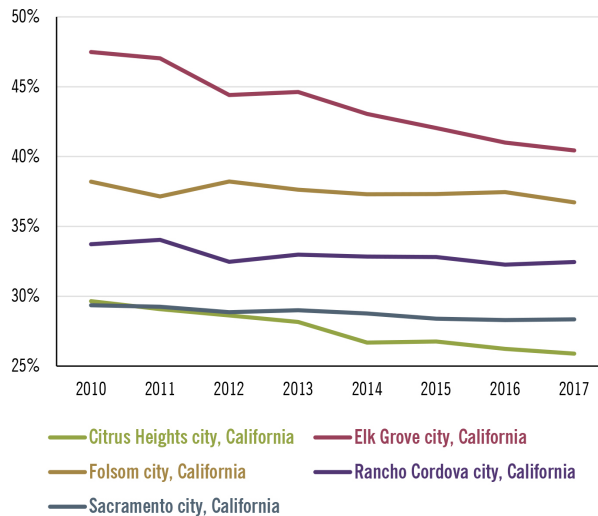




MISSING MIDDLE ECONOMIC ANALYSIS

Housing for Elk Grove's Middle-Income Households

Figure 28: Percentage of Households with Children under the Age of 18; Select Cities in Sacramento County; 2010 to 2017



Source: PlaceWorks, using data from the US Census Bureau's American Community Survey 5-Year Estimates.



During its housing element update, Elk Grove asked why the market was not producing missing-middle housing types and how well did the market provide housing for middle-income households. PlaceWorks' market analysis summarized trends that influenced demand, described the regional market of middle-income households, and analyzed the development feasibility of missing-middle housing products.

PlaceWorks analyzed the financial feasibility of 12 types of missing-middle housing with densities of 10.2 to 30 units per acre. The analysis found that small lot/small detached products would be affordable to 50.2 percent of middle-income households. The other 11 product types would not be affordable to the majority of middle-income households. The report recommended:

- Establish standards for small-lot middle-income housing.
- Establish landscaped open space standards for middle-income housing.
- Limit unit sizes for middle-income housing.
- Reduce development fees for middle-income housing.
- Expand first-time home buyers to include middle-income households.
- Promote regional housing development for middle-income households.

Location

Elk Grove, California

Size

Population: 175,000 Size: 42 sq. mi.

Client

City of Elk Grove

Date Completed

2020

Services Provided

Analyses of Housing Trends, Regional Middle-Income Housing Market, Financial Feasibility of Missing-Middle Housing Types, and Affordability of Housing for Middle-Income Households





EVIDENCE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/8/2025

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INSURED RADAR, Inc 423 Gin Ling Way Los Angeles CA 90012	INSURER(S) AFFORDING COVERAGE INSURER A : Aspen American Insurance Company INSURER B : Travelers Property Casualty Company of America INSURER C : INSURER D : INSURER E : INSURER F :	NAIC # 43460 25674

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THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

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B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	680-9R416851-24-47	4/28/2024	4/28/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y		680-9R416851-24-47	4/28/2024	4/28/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	Y	UB-0S990622-24-47-G	5/16/2024	5/16/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability			AAAE300141-04	2/24/2024	2/24/2025	per claim 1,000,000 per aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate Holder is/are included as additional insured on the General Liability policy per the attached endorsement, if required.
Waiver of Subrogation is included on Workers Compensation and General Liability policies per the attached endorsement, if required.
The City of Riverside, and its officers, employees and agents are included as an additional insured and primary with respects to the General Liability policy per the attached endorsements, if required. W

CERTIFICATE HOLDER**CANCELLATION**

The City of Riverside
Community and Economic Development Department
3900 Main Street
Riverside, CA 92522

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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