

## AGREEMENT FOR PROFESSIONAL SERVICES BY INDEPENDENT CONTRACTOR

THIS AGREEMENT FOR PROFESSIONAL SERVICES BY INDEPENDENT CONTRACTOR is made and effective as of the 1<sup>st</sup> day of November, 2022, by and between the CITY OF BEAUMONT (“CITY”) whose address is 550 E. 6<sup>th</sup> Street, Beaumont, California 92223 and GHD, Inc., a corporation whose address is 320 Goodard, Suite #200, Irvine, CA 92618 (“CONTRACTOR”).

### RECITALS

This Agreement is entered into on the basis of the following facts, understandings and intentions of the parties to this Agreement:

A. CITY desires to engage CONTRACTOR to provide professional services for the preparation of a Downtown Beaumont Revitalization Plan; and

B. CONTRACTOR has made a proposal (“Proposal”) to the CITY to provide such professional services, which Proposal is attached hereto as Exhibit “A”; and

C. CONTRACTOR agrees to provide such services pursuant to, and in accordance with, the terms and conditions of this Agreement, and represents and warrants to CITY that CONTRACTOR possesses the necessary skills, licenses, certifications, qualifications, personnel and equipment to provide such services.

### AGREEMENT

NOW, THEREFORE, in consideration of the foregoing Recitals and mutual covenants contained herein, CITY and CONTRACTOR agree as follows:

1. Term of Agreement. This Agreement is effective as of the date first above written and shall continue until terminated as provided for herein. Notwithstanding anything in this Agreement to the contrary, this Agreement shall automatically terminate after one (1) year unless extended by the parties with the approval of the City Council of the CITY.

2. Services to be Performed. CONTRACTOR agrees to provide the services (“Services”) as follows: Preparation of a Downtown Beaumont Revitalization Plan per Exhibit “A” and any other services which the City may request in writing. All Services shall be performed in the manner and according to the timeframe set forth in the Proposal. CONTRACTOR designates Jonathan Linkus and Charles Smith as CONTRACTOR’S professionals responsible for overseeing the Services provided by CONTRACTOR.

3. Associates and Subcontractors. CONTRACTOR may, at CONTRACTOR’S sole cost and expense, employ such competent and qualified independent associates, subcontractors and consultants as CONTRACTOR deems necessary to perform the Services; provided, however, that CONTRACTOR shall not subcontract any of the Services without the written consent of CITY.

4. Compensation.

4.01 CONTRACTOR shall be paid at the rates set forth in the Proposal and shall not increase any rate without the prior written consent of the CITY. Notwithstanding anything in this Agreement to the contrary, total fees and charges paid by CITY to CONTRACTOR under this Agreement for full completion of the services outlined in the Proposal shall not exceed the amount of Two Hundred Seventy-Four Thousand, Seven Hundred Fifty-Eight Dollars. (\$274,758).

4.02 CONTRACTOR shall not be compensated for any Services rendered nor reimbursed for any expenses incurred in excess of those authorized unless approved in advance by the CITY, in writing.

4.03 CONTRACTOR shall submit to CITY, on or before the fifteenth (15<sup>th</sup>) of each month, itemized invoices for the Services rendered in the previous month. The CITY shall not be obligated to pay any invoice that is submitted more than sixty (60) days after the due date of such invoice. CITY shall have the right to review and audit all invoices prior to or after payment to CONTRACTOR. This review and audit may include, but not be limited to CITY's:

a. Determination that any hourly fee charged is consistent with this Agreement's approved hourly rate schedule;

b. Determination that the multiplication of the hours billed times the approved rate schedule dollars is correct;

c. Determination that each item charged is the usual, customary, and reasonable charge for the particular item. If CITY determines an item charged is greater than usual, customary, or reasonable, or is duplicative, ambiguous, excessive, or inappropriate, CITY shall either return the bill to CONTRACTOR with a request for explanation or adjust the payment accordingly, and give notice to CONTRACTOR of the adjustment.

4.04 If the work is satisfactorily completed, CITY shall pay such invoice within thirty (30) days of its receipt. Should CITY dispute any portion of any invoice, CITY shall pay the undisputed portion within the time stated above, and at the same time advise CONTRACTOR in writing of the disputed portion.

5. Obligations of CONTRACTOR.

5.01 CONTRACTOR agrees to perform all Services in accordance with the terms and conditions of this Agreement and the Proposal. In the event that the terms of the Proposal shall conflict with the terms of this Agreement, or contain additional terms other than the Services to be rendered and the price for the Services, the terms of this Agreement shall govern and said additional or conflicting terms shall be of no force or effect.

5.02 Except as otherwise agreed by the parties, CONTRACTOR will supply all personnel, materials and equipment required to perform the Services. CONTRACTOR shall provide its own offices, telephones, vehicles and computers and set its own work hours. CONTRACTOR will determine the method, details, and means of performing the

Services under this Agreement.

5.03 CONTRACTOR shall keep CITY informed as to the progress of the Services by means of regular and frequent consultations. Additionally, when requested by CITY, CONTRACTOR shall prepare written status reports.

5.04 CONTRACTOR is responsible for paying, when due, all income and other taxes, fees and withholding, including withholding state and federal taxes, social security, unemployment and worker's compensation, incurred as a result of the compensation paid under this Agreement. CONTRACTOR agrees to indemnify, defend and hold harmless CITY for any claims, costs, losses, fees, penalties, interest, or damages suffered by CITY resulting from CONTRACTOR's failure to comply with this provision.

5.05 In the event CONTRACTOR is required to prepare plans, drawings, specifications and/or estimates, the same shall be furnished in conformance with local, state and federal laws, rules and regulations.

5.06 CONTRACTOR represents that it possesses all required licenses necessary or applicable to the performance of Services under this Agreement and the Proposal and shall obtain and keep in full force and effect all permits and approvals required to perform the Services herein. In the event CITY is required to obtain an approval or permit from another governmental entity, CONTRACTOR shall provide all necessary supporting documents to be filed with such entity.

5.07 CONTRACTOR shall be solely responsible for obtaining Employment Eligibility Verification information from CONTRACTOR's employees, in compliance with the Immigration Reform and Control Act of 1986, Pub. L. 99-603 (8 U.S.C. 1324a), and shall ensure that CONTRACTOR's employees are eligible to work in the United States.

5.08 In the event that CONTRACTOR employs, contracts with, or otherwise utilizes any CalPers retirees in completing any of the Services performed hereunder, such instances shall be disclosed in advance to the CITY and shall be subject to the CITY's advance written approval.

5.09 Drug-free Workplace Certification. By signing this Agreement, the CONTRACTOR hereby certifies under penalty of perjury under the laws of the State of California that the CONTRACTOR will comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code, Section 8350 et seq.) and will provide a drug-free workplace.

5.10 CONTRACTOR shall comply with all applicable local, state and federal laws, rules, regulations, entitlements and/or permits applicable to, or governing the Services authorized hereunder.

6. Insurance. CONTRACTOR hereby agrees to be solely responsible for the health and safety of its employees and agents in performing the Services under this Agreement and shall comply with all laws applicable to worker safety including but not limited to Cal-OSHA.

Therefore, throughout the duration of this Agreement, CONTRACTOR hereby covenants and agrees to maintain insurance in conformance with the requirements set forth below. Attached hereto as **Exhibit “B”** are copies of Certificates of Insurance and endorsements as required by Section 7.02. If existing coverage does not meet the requirements set forth herein, CONTRACTOR agrees to amend, supplement or endorse the existing coverage to do so. CONTRACTOR shall provide the following types and amounts of insurance:

6.01 Commercial general liability insurance in an amount of not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate; CONTRACTOR agrees to have its insurer endorse the general liability coverage required herein to include as additional insured’s CITY, its officials, employees and agents. CONTRACTOR also agrees to require all contractors and subcontractors to provide the same coverage required under this Section 6.

6.02 Business Auto Coverage in an amount no less than \$1 million per accident. If CONTRACTOR or CONTRACTOR’s employees will use personal autos in performance of the Services hereunder, CONTRACTOR shall provide evidence of personal auto liability coverage for each such person.

6.03 Workers’ Compensation coverage for any of CONTRACTOR’s employees that will be providing any Services hereunder. CONTRACTOR will have a state-approved policy form providing statutory benefits as required by California law. The provisions of any workers’ compensation will not limit the obligations of CONTRACTOR under this Agreement. CONTRACTOR expressly agrees not to use any statutory immunity defenses under such laws with respect to CITY, its employees, officials and agents.

6.04 Optional Insurance Coverage. Choose and check one: Required X /Not Required   ; Errors and omissions insurance in a minimum amount of \$2 million per occurrence to cover any negligent acts or omissions committed by CONTRACTOR, its employees and/or agents in the performance of any Services for CITY.

## 7. General Conditions pertaining to Insurance Coverage

7.01 No liability insurance coverage provided shall prohibit CONTRACTOR from waiving the right of subrogation prior to a loss. CONTRACTOR waives all rights of subrogation against CITY regardless of the applicability of insurance proceeds and shall require all contractors and subcontractors to do likewise.

7.02. Prior to beginning the Services under this Agreement, CONTRACTOR shall furnish CITY with certificates of insurance, endorsements, and upon request, complete copies of all policies, including complete copies of all endorsements. All copies of policies and endorsements shall show the signature of a person authorized by that insurer to bind coverage on its behalf.

7.03. All required policies shall be issued by a highly rated insurer with a minimum A.M. Best rating of “A:VII”). The insurer(s) shall be admitted and licensed to do business in California. The certificates of insurance hereunder shall state that coverage shall not be suspended, voided, canceled by either party, or reduced in coverage or in limits, except

after thirty (30) days' prior written notice has been given to CITY.

7.04 Self-insurance does not comply with these insurance specifications. CONTRACTOR acknowledges and agrees that that all insurance coverage required to be provided by CONTRACTOR or any subcontractor, shall apply first and on a primary, non-contributing basis in relation to any other insurance, indemnity or self-insurance available to CITY.

7.05 All coverage types and limits required are subject to approval, modification and additional requirements by CITY, as the need arises. CONTRACTOR shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect CITY's protection without CITY's prior written consent.

7.06 CONTRACTOR agrees to provide immediate notice to CITY of any claim or loss against CONTRACTOR or arising out of the Services performed under this Agreement. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.

8. Indemnification.

8.01 CONTRACTOR and CITY agree that CITY, its employees, agents and officials should, to the extent permitted by law, be fully protected from any loss, injury, damage, claim, lawsuit, cost, expense, reasonable attorneys' fees, litigation costs, defense costs, court costs or any other costs to the extent caused by negligent acts, errors, or omissions in the performance of this Agreement by CONTRACTOR or any subcontractor or agent of either as set forth herein. Accordingly, the provisions of this indemnity are intended by the parties to be interpreted and construed to provide the fullest protection possible under the law to CITY. CONTRACTOR acknowledges that CITY would not enter into this Agreement in the absence of the commitment of CONTRACTOR to indemnify and protect CITY as set forth herein.

a. To the fullest extent permitted by law, CONTRACTOR shall defend, indemnify and hold harmless CITY, its employees, agents and officials, from any liability, claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses, damages or costs of any kind, actual attorneys' fees incurred by CITY, court costs, interest, defense costs, including expert witness fees and any other costs or expenses of any kind whatsoever without restriction or limitation incurred to the extent caused by Contractors negligence acts, errors, omissions or willful misconduct in the the performance of this Agreement. CONTRACTOR's obligation to defend, indemnify and hold harmless shall include any and all claims, suits and proceedings in which CONTRACTOR (and/or CONTRACTOR's agents and/or employees) is alleged to be an employee of CITY. All obligations under this provision are to be paid by CONTRACTOR as they are incurred by CITY.

b. Without affecting the rights of CITY under any provision of this

Agreement or this Section, CONTRACTOR shall not be required to indemnify and hold harmless CITY as set forth above for liability attributable solely to the fault of CITY, provided such fault is determined by agreement between the parties or the findings of a court of competent jurisdiction.

c. CONTRACTOR shall have no duty to provide or to pay for an up-front defense against unproven claims or allegations, but shall promptly reimburse CITY for reasonable attorney's fees and costs of suit actually incurred by CITY in defense of those claims which are determined in the final judgment to have been caused by CONTRACTOR's negligent act or negligent error or omission.

9. Additional Services, Changes and Deletions.

9.01 In the event CONTRACTOR performs additional or different services than those described herein without the prior written approval of the City Manager and/or City Council of CITY, CONTRACTOR shall not be compensated for such services. CONTRACTOR expressly waives any right to be compensated for services and materials not covered by the scope of this Agreement or authorized by the CITY in writing.

9.02 CONTRACTOR shall promptly advise the City Manager and Finance Director of CITY as soon as reasonably practicable upon gaining knowledge of a condition, event or accumulation of events which may affect the scope and/or cost of Services. All proposed changes, modifications, deletions and/or requests for additional services shall be reduced to writing for review and approval by the CITY and/or City Council.

10. Termination of Agreement.

10.01 Notwithstanding any other provision of this Agreement, CITY, at its sole option, may terminate this Agreement with or without cause, or for no cause, at any time by giving twenty (20) days' written notice to CONTRACTOR.

10.02 In the event of termination, the payment of monies due CONTRACTOR for undisputed Services performed prior to the effective date of such termination shall be paid within thirty (30) business days after receipt of an invoice as provided in this Agreement. Immediately upon termination, CONTRACTOR agrees to promptly provide and deliver to CITY all original documents, reports, studies, plans, specifications and the like which are in the possession or control of CONTRACTOR and pertain to CITY.

11. Status of CONTRACTOR.

11.01 CONTRACTOR shall perform the Services in CONTRACTOR's own way as an independent contractor, and in pursuit of CONTRACTOR's independent calling, and not as an employee of CITY. However, CONTRACTOR shall regularly confer with CITY's City Manager as provided for in this Agreement.

11.02 CONTRACTOR agrees that it is not entitled to the rights and benefits

afforded to CITY's employees, including disability or unemployment insurance, workers' compensation, retirement, CalPers, medical insurance, sick leave, or any other employment benefit. CONTRACTOR is responsible for providing, at its own expense, disability, unemployment, workers' compensation and other insurance, training, permits, and licenses for itself and its employees and subcontractors.

11.03 CONTRACTOR hereby specifically represents and warrants to CITY that it possesses the qualifications and skills necessary to perform the Services under this Agreement in a competent, professional manner, without the advice or direction of CITY and that the Services to be rendered pursuant to this Agreement shall be performed in accordance with the standards customarily applicable to an experienced and competent professional rendering the same or similar services in the same geographic area where the CITY is located. Further, CONTRACTOR represents and warrants that the individual signing this Agreement on behalf of CONTRACTOR has the full authority to bind CONTRACTOR to this Agreement.

12. Ownership of Documents; Audit.

12.01 All draft and final reports, plans, drawings, studies, maps, photographs, specifications, data, notes, manuals, warranties and all other documents of any kind or nature prepared, developed or obtained by CONTRACTOR in connection with the performance of Services performed for the CITY shall become the sole property of CITY, and CONTRACTOR shall promptly deliver all such materials to CITY upon request. At the CITY's sole discretion, CONTRACTOR may be permitted to retain original documents, and furnish reproductions to CITY upon request, at no cost to CITY.

12.02 Subject to applicable federal and state laws, rules and regulations, CITY shall hold all intellectual property rights to any materials developed pursuant to this Agreement. CONTRACTOR shall not such use data or documents for purposes other than the performance of this Agreement, nor shall CONTRACTOR release, reproduce, distribute, publish, adapt for future use or any other purposes, or otherwise use, any data or other materials first produced in the performance of this Agreement, nor authorize others to do so, without the prior written consent of CITY.

12.03 CONTRACTOR shall retain and maintain, for a period not less than four years following termination of this Agreement, all time records, accounting records and vouchers and all other records with respect to all matters concerning Services performed, compensation paid and expenses reimbursed. At any time during normal business hours and as often as CITY may deem necessary, CONTRACTOR shall make available to CITY's agents for examination all of such records and shall permit CITY's agents to audit, examine and reproduce such records.

13. Miscellaneous Provisions.

13.01 This Agreement, which includes all attached exhibits, supersedes any and all previous agreements, either oral or written, between the parties hereto with respect to the rendering of Services by CONTRACTOR for CITY and contains all of the covenants and agreements between the parties with respect to the rendering of such Services in any

manner whatsoever. Any modification of this Agreement will be effective only if it is in writing signed by both parties.

13.02 CONTRACTOR shall not assign or otherwise transfer any rights or interest in this Agreement without the prior written consent of CITY. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.

13.03 CONTRACTOR shall timely file FPPC Form 700 Conflict of Interest Statements with CITY if required by California law and/or the CITY's conflict of interest policy.

13.04 If any legal action or proceeding, including an action for declaratory relief, is brought to enforce or interpret the provisions of this Agreement, the prevailing party will be entitled to reasonable attorneys' fees and costs, in addition to any other relief to which that party may be entitled.

13.05 This Agreement is made, entered into and shall be performed in the County of Riverside in the State of California and shall in all respects be interpreted, enforced and governed under the laws of the State of California.

13.06 CONTRACTOR covenants that neither it nor any officer or principal of its firm has any interest, nor shall they acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of their Services hereunder. CONTRACTOR further covenants that in the performance of this Agreement, no person having such interest shall be employed by it as an officer, employee, agent, or subcontractor.

13.07 CONTRACTOR has read and is aware of the provisions of Section 1090 et seq. and Section 87100 et seq. of the Government Code relating to conflicts of interest of public officers and employees. CONTRACTOR agrees that they are unaware of any financial or economic interest of any public officer or employee of the CITY relating to this Agreement. It is further understood and agreed that if such a financial interest does exist at the inception of this Agreement, the CITY may immediately terminate this Agreement by giving notice thereof. CONTRACTOR shall comply with the requirements of Government Code section 87100 et seq. and section 1090 in the performance of and during the term of this Agreement.

13.08 Improper Consideration. CONTRACTOR shall not offer (either directly or through an intermediary) any improper consideration such as, but not limited to, cash, discounts, services, the provision of travel or entertainment, or any items of value to any officer, employee or agent of the CITY in an attempt to secure favorable treatment regarding this Agreement or any contract awarded by CITY. The CITY, by notice, may immediately terminate this Agreement if it determines that any improper consideration as described in the preceding sentence was offered to any officer, employee or agent of the CITY with respect to the proposal and award process of this Agreement or any CITY contract. This prohibition shall apply to any amendment, extension or evaluation process once this Agreement or any CITY contract has been awarded. CONTRACTOR shall



immediately report any attempt by any CITY officer, employee or agent to solicit (either directly or through an intermediary) improper consideration from CONTRACTOR.

13.09 Severability. If any portion of this Agreement is declared invalid, illegal or otherwise unenforceable by a court of competent jurisdiction, the entire balance of this Agreement not so affected shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereby have made and executed this Agreement to be effective as of the day and year first above-written.

**CITY:**

CITY OF BEAUMONT

By: \_\_\_\_\_  
Lloyd White, Mayor

**CONTRACTOR:**

GHD, Inc.

By:  \_\_\_\_\_

Print Name: Charles Smith, AICP, LEED AP

Title: Project Director

**EXHIBIT "A"**

**PROPOSAL**

**(insert behind this page)**



RFP Professional Services for

# **DOWNTOWN BEAUMONT REVITALIZATION PLAN**

City of Beaumont  
15 September 2022

→ **The Power of Commitment**

320 Goddard, Suite 200  
Irvine, CA 92618  
United States  
www.ghd.com



September 15, 2022

**Kyle Warsinski – Economic Development Manager**  
**City of Beaumont**  
**550 E. 6th Street**  
**Beaumont, CA 92223**

**RE: Proposal for Downtown Beaumont Revitalization Plan**

Dear Mr. Warsinski:

GHD Inc. (GHD), a global planning, environmental services and engineering firm, supported by sub-consultant, L.S. Congleton & Associates, a respected real estate research and consulting company with 35+ years of downtown consulting expertise, is pleased to present this proposal to prepare planning and economic development goalposts, strategies, and implementation action steps for the Downtown Beaumont Revitalization Plan (DBRP). Our team will prepare an implementation plan that serves as a doable, action-oriented plan for your Management Team, resulting in tangible, economically feasible and forward-thinking revitalization efforts.

Over many years, Downtown Beaumont has been the unfortunate victim of competition from big box retail centers along I-10, as well as from new, suburban-serving shopping centers. Even before the COVID-19 pandemic, the City's *2019 Beaumont Economic Development Strategic Plan* identified the "Lack of an attractive downtown" as one of Beaumont's Potential Threats and Barriers to Economic Progress (page 5). Post-pandemic, many small businesses in Southern California downtown locations have had tough times recovering revenues, maintaining staff, and are struggling with an uncertain future impacted by inflation, high energy prices, and housing affordability.

Within this context, Downtown Beaumont stands at a critical juncture in setting forth an actionable plan for its future revitalization. While the City has experienced impressive residential growth in recent years, the Downtown Area still needs creative, innovative solutions to turn existing conditions into a vibrant, pedestrian-oriented downtown that encourages local shopping, dining, and business investment.

The City recently prepared a Downtown Vision Area Plan that provides stated guiding principles, goals and policies. A Downtown Revitalization Plan will build upon this Vision Plan and help guide the City Management to determine what redevelopment implementation steps are feasible based on today's market conditions, timing and financing issues, anticipated costs, and funding sources. Today's challenging times require practical strategies, real-world

solutions, and City planning tools that are workable for residents, businesses, and developers—and implementable within a reasonable time frame.

The GHD team is highly experienced in providing economic implementation strategies and development plans that result in achievable, successful, residential and commercial projects. In contrast to many implementation plans which are written but rarely used, our team has in-depth experience producing action-oriented plans and programs that appeal to public agencies, local businesses, residents, visitors, and other stakeholders. We are highly sensitive to the real-world needs of thriving communities, directing work products that result in actual, built, and occupied projects. We also provide grant writing assistance to help secure project funding.

Our Southern California-based team is eager to collaborate with the City on this project. Project Manager, **Jonathan Linkus, AICP, LEED AP**, emphasizes thoughtful client and stakeholder inclusion, graphical storytelling, and strategic, urban solutions for novel downtown concepts. His approach has garnered ten regional, state, and national planning awards as lead planner or planning project manager. Real estate consultant, **Linda S. Congleton (MBA) of L.S. Congleton & Associates (LSCA)**, has specialized expertise in national, Downtown shopping, mixed-use districts. Founded in 1984, LSCA's past assignments include about 50 Downtown public and private projects in California, out-of-state, and abroad. Unlike many public sector economic/feasibility consulting firms, LSCA's dual in-depth experience working also with private-sector retail/dining businesses and mixed-use urban developers, brings invaluable assistance to City Management staff desiring market-oriented, thriving businesses. GHD's Project Director and environmental lead, **Charles Smith, AICP, LEED AP**, has over 30 years of experience leading CEQA analyses for projects throughout southern California, including the recent City of Twentynine Palms Downtown Specific Plan.

In sum, the GHD team offers the City award winning expertise in planning, economically feasible real estate advisement, civil engineering and transportation, environmental review, and grant funding, all under the roof of one of the world's most respected consulting firms. These strengths will prove invaluable in assisting the City's efforts in implementing a DBRP process with attention to cost, schedule, and community interest. We enthusiastically look forward to the opportunity to work with the City. Should you have any questions regarding this proposal, please contact our project manager, Jonathan Linkus (949) 585-5265, [jonathan.linkus@ghd.com](mailto:jonathan.linkus@ghd.com).

Sincerely,



**Charles Smith** AICP, LEED AP  
Project Director  
949.585.5257  
[charles.smith@ghd.com](mailto:charles.smith@ghd.com)



**Jonathan Linkus** AICP, LEED AP  
Project Manager  
949.585.5265  
[jonathan.linkus@ghd.com](mailto:jonathan.linkus@ghd.com)



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# B. Introduction & Understanding

The City of Beaumont (the City) proposes to develop a Downtown Beaumont Revitalization Plan (DBRP) for areas identified at the heart of this rapidly growing community. Beaumont’s potential downtown is located along the 6<sup>th</sup> Street corridor which includes two subdistricts called the “Downtown District” and the “Extended Sixth Street District”; Downtown also includes a north-south corridor called the “Beaumont Avenue District”.

## Statement of Understanding

### Types of Services: Overview and a Comprehensive Plan

A Downtown Vision was established in December 2020 as *Chapter 11 – Beaumont Downtown Area Plan* of the City’s *General Plan*. It paints a clear picture of a future heart for the city, offering economic diversity, a range of housing and cultural opportunities, all in a pedestrian friendly mixed-use setting. Instrumental to this Area Plan are the Mixed-Use and Residential multifamily zone districts that feature an added Active Ground Use frontage requirement from California Ave to the landscaped Palm Ave. This and more walkable landscaped street sections serve Guiding Principles that emphasize vibrancy (human activity), retail presence (mixed use especially), and infill growth (capturing the City’s significant annual housing unit absorption).

The goal of the new Downtown Revitalization Plan is to build on this, as well as the economic development work, and plug that work into to a more granular and comprehensive planning picture with market-relevant development types and opportunity sites specified. The plan should be additive, with it’s own development goals, strategies, and rough-costed implementation plan that encourages the development in each of those sites.

### Types of Services: Economic Development and Strategies for Prototypes

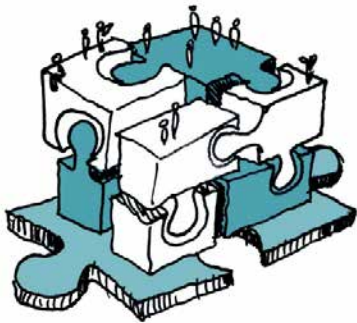
Economic development details required for this DBRP include measurable economic development targets, and a site-by-site strategy for business attraction, retention, or expansion. The DBRP will clarify the highest and best use development prototypes for each opportunity site, provide architectural prototype examples, image-driven architectural guidelines, and show plan concepts for streetscape improvements that fulfill the intent of the sections in the *Downtown Area Plan*.

This pairing of prototype examples and economic development strategies will be facilitated by placing our Economics consultant LSCA as a forward stakeholder-facing listener who will speak the language of property owners and developers. A generalized massing model of the relevant prototypes, and a fresh top-down layout for potentially more aggressive streetscape improvements on 6<sup>th</sup> and Beaumont Aves will provide the City a market-tested vision for the future Downtown.





The City desires this Revitalization Plan to serve as an active guidebook for retail retention and recruitment, as well as committed incentives targeted to reduce catalogued barriers to entry for those new retail or workplace business. Other key guidance will include input on a Downtown Business Association, including the goals and approach to regular Downtown business meetings. This strategic plan aspect of the DBRP, in essence, will shape conversations and cooperation with the business community.



#### Types of Services: Emphasis on Communication and Consensus

A defining characteristic of this project for the GHD Team is a desire to develop consensus around the business attraction strategies and capital improvements list. This will be achieved by presenting desirable small downtown precedents alongside real estate prototype findings discussed in public workshops, as well as in meetings with Economic Development, the Planning Commission, and City Council. Confirming and unveiling both a refined development picture and a more finalized outline of revitalization strategies in a second round with all parties will ensure the plan is implementable and effective in the eyes of all at the table.

The GHD Team understands that the City is satisfied with the *Downtown Area Plan* and *Economic Development Strategic Plan* as frameworks that give overall structure to the Downtown Vision and key projects such as the Beaumont Civic Plaza, Park-Once Projects with public parking facilities and a parking in-lieu fee system, an online inventory of shovel ready sites, and permitting process streamlining efforts. The GHD Team’s DBRP will draw up more detailed content for these above items and start those conversations through it’s one-on-one and workshop style stakeholder interactions.

#### Meeting Objectives by Leading with Story

Lastly, the GHD Team is led by planners trained in an architecture background, accompanied by transportation planners that use highly visual design tools and are knowledgeable in community planning and geography. Our economics and market consultant also stands out by appreciating the viewpoints, human element, and unique lifestyle elements of specific communities. Therefore, the GHD Team is especially understanding of the importance of telling a story tied to a visualized future. Our team will build this DBRP as a highlight visual stand-alone document that appeals to the development community with personal stories that grow from community history. Our team is prepared to include key downtown perspective illustrations prepared by the locally based planning team (in-house) which can be used internally and externally which show how the future buildout, streetscape, and overall economic development strategy come together for a vibrant future in Beaumont.



The GHD Team primary point-of-contact, lead planner, and project manager will be:

**Jonathan Linkus**, AICP LEED AP

Direct Contact: 1-949-585-5265 | [Jonathan.Linkus@ghd.com](mailto:Jonathan.Linkus@ghd.com)

# C. GHD Project Approach

## Planning for Implementation and Usability

The GHD Team’s approach to the Downtown Beaumont Revitalization Plan will uniquely **feature site-specific economic development strategies** and small **achievable site-related public realm** solutions. This 16-page scope was written from scratch to uniquely:

- **Lead with Economic Intelligence**, which will allow “developer’s perspective” to shape our picture of realistic development.
- **Focus on Investible Places and Projects**, where each Opportunity Site includes a site plan of a viable prototype accompanied by a plan view of public improvements ready for further CIP/BID workup. GHD suggests the Revitalization plan document be organized in this way to complement the Downtown Area Plan in Chapter 11 of the General Plan. Action items will be catalytic in their prioritization and site specificity.
- **Imagine a Heart for the Community**, conveyed in this document through Streetscape and Identity driven designs with a common brand born of Beaumont’s stand-out characteristics in the region.
- **Communicate to Collaborate** so that all stakeholders can register their input and see it’s influence on an iterative and evolving revitalization plan. This is especially important to Beaumont’s small close-knit community. The GHD Team remain flexible and receptive to each review round through the public and internal City workshops that define each design-cycle in this scope.



Our proposed GHD Team is broad in expertise but will provide integrated solutions that meld public realm, mobility, land use, and wayfinding systems into wholistic “investible places”. A potential developer will see these projects as “yessible” commitments they find attractive and ready-baked. In GHD’s integrated model, planners, economists, and engineers work on the same problem in the same space to transcend disciplinary boundaries to generate non-traditional perspectives.

## Communication and Building a “Narrative” Document

The GHD approach to the Beaumont Specific Plan is grounded in collaboration. This will result in a **“narrative driven” list of key and priority projects**, where **stakeholders’ input is tied to projects** and design decisions, rather than an outreach or summary goals chapter. This will help the Revitalization Plan to be additive and to augment the Downtown Area Plan and Economic Development Strategic Plan. In service of that, our communication strategy defines:

Outside stakeholder Workshops

- The First Workshop, including: Confirming Vision, reviewing Economic Development Strategy report, placemaking options, SWOT with stakeholders, likely development types.
- The Second Workshop, including: Review of market study, show development projects, explain the economic development strategy by Linda Congleton, and include select development types alongside streetscapes.

In addition, the GHD Team brings its own SurveyMonkey web-interaction account frequently used to garner detailed and pictographic input from a larger public audience.

The first internal workshops will confirm the Downtown vision, a close review of GHD’s SWOT findings, public realm projects, and potential development types alongside them. The second-round internal workshops will review the results of the second public workshop in an intensive review/reading session. Developer types for targeted outreach and their preferred building prototypes to expect.

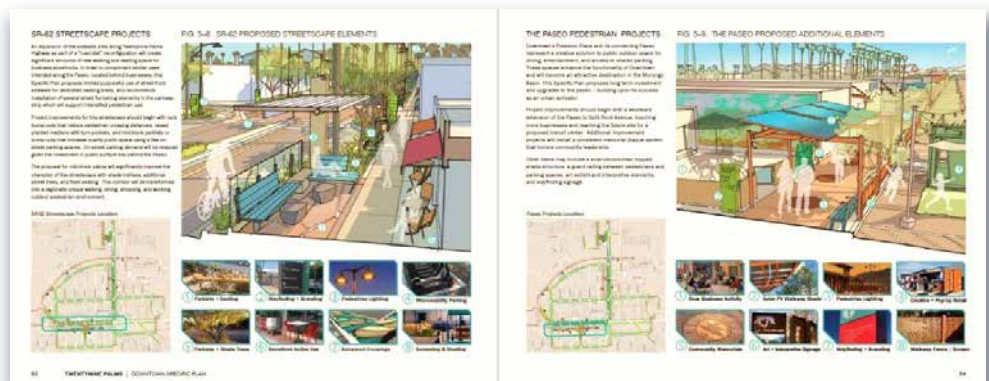
Internal Stakeholder Workshops:

- Economic Development Department (two workshops)
- Planning Commission (two workshops)
- City Council (two workshops)

GHD believes strongly in the value of overall availability to clients and particularly of the bi-weekly client-team meetings to confirm direction and listen for detailed inputs. In these meetings, GHD takes the opportunity to show new work progress in a video conference style, typically on Microsoft Teams (also Zoom and Webex per client preference).

Plan that Goes with You

Lastly, GHD Design prepares graphically advanced documents that are highly visual, legible to a range of audiences, and tell a story its implementers can share. Rather than a plan for the shelf, this Downtown Revitalization Plan could serve as a marketing brochure and meeting centerpiece that tells a visual and exciting story about Downtown’s future.



# D. Firm Profile

## About GHD

GHD provides urban planning, transportation planning and engineering, environmental, advisory, digital, and construction services to private and public sector clients. Operating globally and delivering services locally, we offer clients the ability to develop a working relationship with our local staff while having access to our global experience base.

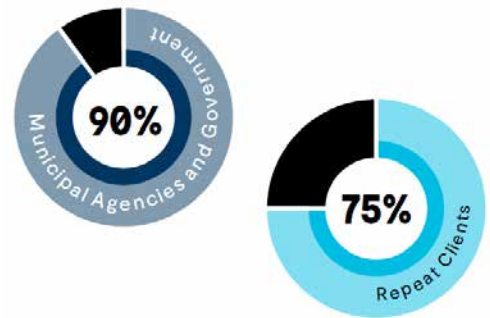
**90+ years in operation**  
**135+ countries served**  
**200+ offices worldwide**  
**\$2.3<sup>B</sup> revenue 2020**  
**5 global markets**  
**10<sup>K</sup> people**  
**50+ service lines**

↳ Providing engineering, environmental, advisory, architecture, digital and construction services

## Firm Background

Established in 1928, GHD is a wholly-owned subsidiary - a privately held international engineering firm owned by our people and operating across five continents. We are one of the world’s leading professional services companies operating in the global markets of Transportation, Water, Energy & Resources, Environment, and Property & Buildings. Our 450+ personell in the US West can offer decades of knowledge, as well as a deep understanding of the challenges facing businesses and communities today. We deliver projects with high standards of safety, quality, and ethics across the entire asset value chain. Driven by a client service-led culture, we connect the knowledge, skill, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits.

The cornerstone of our business is our client-centered culture and teamwork-based approach known as “One GHD.” We are proud of our long tradition of repeat, local government clients. **A full 90% of our clients are municipal agencies or government entities, and 75% of our work comes from repeat clients.** We believe this illustrates not only our knowledge of specialized engineering disciplines, but also our willingness to listen and respond to individual client needs.



**Organizational Structure:** Employee-owned North American corporate subsidiary of GHD Group, globally headquartered in Australia.

**Office Location:** Our California locations have existed in their respective cities for 50 years as GHD or as their respective prior enterprises. Fully integrated, these locations can work together to bring robust project delivery capacity. The project will be led by an urban planning professional in our Irvine office where most of the work will be completed and stored. Market and economic development input will be provided by a nearby subconsultant in Orange County, while

transportation planning will be provided by our experienced Complete Streets and ATP team in Roseville.

**GHD California Office Locations**

- Cameron Park
- Concord
- Emeryville
- Eureka
- Fresno
- **Irvine**
- Long Beach
- Redding
- **Roseville**
- Sacramento
- San Diego
- San Francisco
- San Luis Obispo
- Santa Rosa



**#08 in Canada firms**  
**#10 in US firms**  
**#06 in water**  
**#06 in sewer/waste**  
**#05 in hazardous waste**

↳ We rank #28 in the Top 150 Global Design Firms 2021

**Relevant Expertise**

GHD has an excellent performance record with municipal and government agencies throughout California. Many of GHD’s past and current projects include the following transportation services:

- Comprehensive Planning
- Transportation Planning/Design
- Complete Streets/Streetscape
- California Specific Plans
- Landscape Architecture
- Site Design for Development Types
- Roundabout Planning/Design
- Public Outreach and Interagency Coordination
- CEQA Analysis and Reporting

**E. Firm Experience/Qualifications**

**E1. Project Experience**

We have provided detailed project briefs that describe the five most recent, similar projects by the proposed project team, including at least three projects on which the principal team members worked together in **Appendix A**.

**E2. Consultant Contracts Terminated**

GHD and its officers have had no contracts terminated within the last seven years.

**F. Location of Principal Office**

The GHD Team will be led by a team based in our Irvine office at:

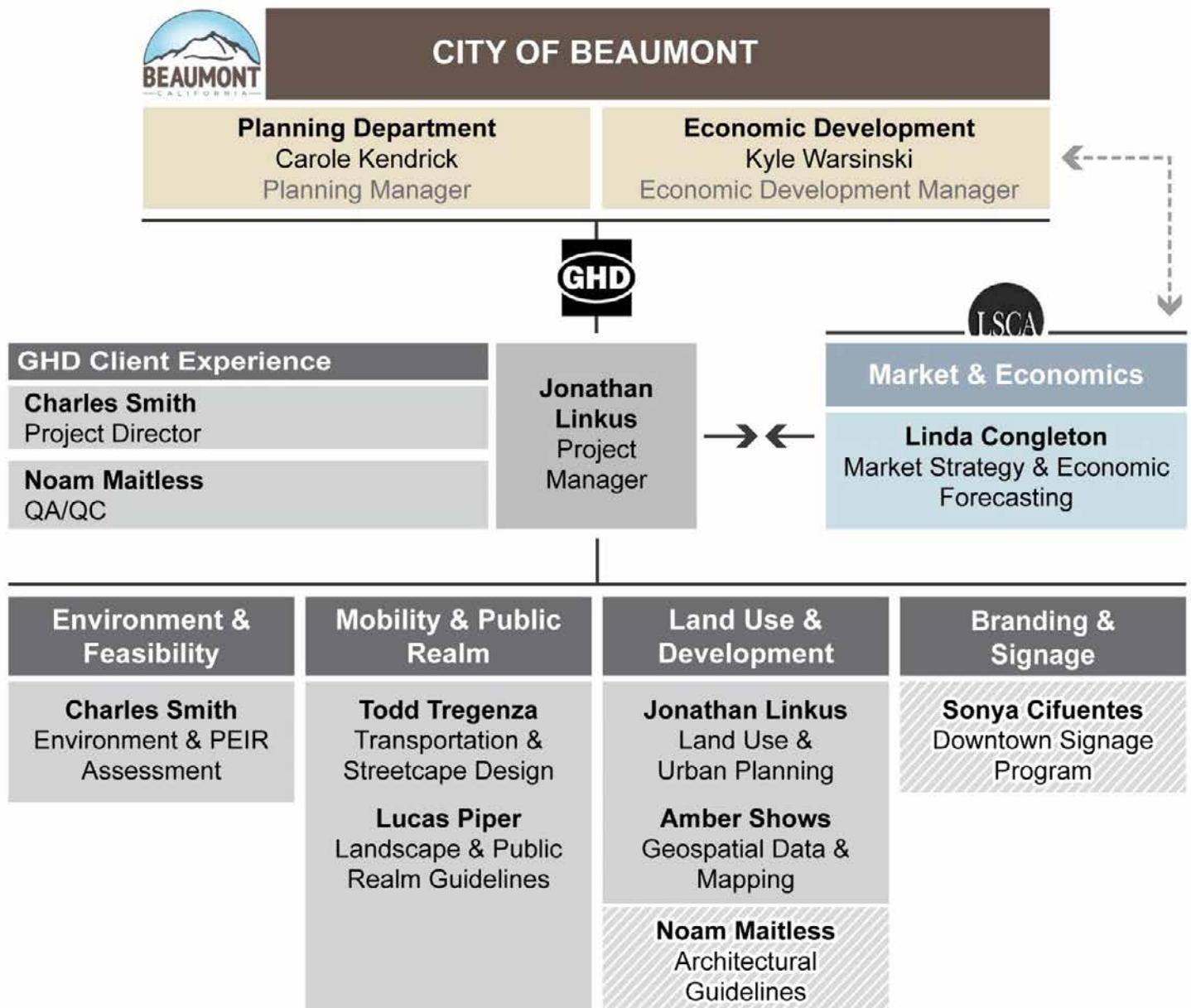
**GHD Inc.**  
 320 Goddard Suite #200  
 Irvine, CA 92618

# G. Proposed Team

## Key Personnel & Organizational Chart

GHD provides a multi-office capacity with global resources if-needed. GHD is fully staffed and capable of providing the right services to our clients in a timely fashion from our local Irvine and Roseville offices. The organizational chart below details our proposed team, including disciplinary-based roles tailored to your project. Many of our team members have worked together on other projects and additional staff may be called on if needed/desired.

We have provided full, detailed resumes for key staff only in **Appendix B**.



# H. References

GHD and LSCA are proud to submit the following references, all of whom represent our work experience in the last three years.

PROJECT	OWNER	CONTACT	DETAILS	EMAIL
<b>La Quinta Highway 111 Corridor Specific Plan</b>	<b>City of La Quinta</b> Design and Development	<b>Danny Castro</b> Director <b>Cheri Flores</b> Planning Manager	<b>T 760 777 7099</b> <b>E dcastro@laquintaca.gov</b> <b>T 760 777 7067</b> <b>E clflores@LaQuintaCA.gov</b>	
<b>Horizon 2045: Twentynine Palms Downtown Specific Plan</b>	<b>City of Twentynine Palms</b> Community Development	<b>Travis Clark</b> Director	<b>T 760 367 6799</b> <b>E tclark@29palms.org</b>	
<b>Flair Park Economic Feasibility Study</b>	<b>City of El Monte</b> Community and Economic	<b>Jason C. Mikaelian</b> Deputy Director	<b>T 626 580 2064</b> <b>E jmikaelian@elmonteca.gov</b>	

## Web Links

**Twentynine Palms Downtown Specific Plan** | Downtown Revitalization Specific Plan  
<https://www.ci.twentynine-palms.ca.us/index.asp?SEC=D3E43486-40E6-46F5-9212-34373B1C7A38>

**La Quinta Village Complete Streets Program** | Public Realm Design & Communications  
<https://www.laquintaca.gov/our-city/complete-streets>

➔ **APWA National Transportation Project of the Year for 2022**

# I. Scope of Services

## Task 1 - Project Meetings & Management

### 1.1 Monthly Project Management

The GHD Team project management task is an important and ongoing effort to ensure a satisfactory client experience for the City of Beaumont and its Economic Development department. Invoicing will include timesheet backup and a summary project funds cover sheet – to be assembled monthly by the Project Manager and GHD Administrative Team.

The GHD Project Manager and Project Director will be separately available on an ongoing basis by phone and email throughout the project timeline to discuss invoicing, project progress and deliverables, project logistics and coordination through one-on-one calls as-appropriate in addition to the Bi-Weekly Coordination Calls.

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

- Monthly invoice cover sheet documenting fee spent and remaining on each major task and direct cost item – tracking overall progress on project fee.

### 1.2 Bi-Weekly Coordination Calls & Kickoff

*Corresponds to part of RFP Scope Item M.*

#### Bi-Weekly Coordination

GHD will coordinate and regularly consult with the project team to ensure that necessary information and documentation are received and incorporated into the work product in a timely manner; this will include ongoing monitoring of the schedule and budget. For this task, members of the GHD team will participate on the phone with City staff to assess progress and direct forthcoming work. Additionally, we will participate in periodic conference calls with the project team (i.e. City staff and consultants) to track progress and coordinate efforts. It is anticipated that conference calls occur twice per month, depending on the needs of the project as the process moves forward.

#### Kick-Off Meeting

The GHD team will participate in an in-person “Kick-Off Meeting” for the project. The intent of this meeting is to accomplish the following. It is anticipated that City staff will organize the meeting.

- Introduce and identify the roles of key members of the consultant team, City staff, and other stakeholders as appropriate
- Establish reporting protocols, and evaluate how City staff and consultants will collectively function as one project team
- Discuss project objectives, issues, and opportunities
- Confirm project schedule and work program, and review outreach methods and timing
- Identify and transmit pertinent documents and studies, and other relevant data to the GHD team

#### Initial Field Tour

The GHD team will join key City staff representatives in a one-day initial field tour connected to the Kick-Off Meeting of the Downtown Beaumont study area and surrounding context to gain a holistic understanding of the physical and environmental context. It is recommended that this field tour is coordinated with the kick-off meeting.



As appropriate, members of the consultant team will engage in follow-up reconnaissance to record important site conditions and characteristics, and inventory potential opportunity sites.

***Deliverables:***

- Kick off meeting in-person with City staff and consultant team representatives to be determined. Summary word or email minutes of the kickoff meeting to be returned to the Client after.
- Site tour with City staff and a representative of GHD and LSCA. LSCA will conduct a separate in-field site analysis, competition review and opportunity site inventory analysis separately or in coordination with GHD.
- Participation in bi-weekly (every other week) GHD Team coordination calls with City staff in attendance; meetings will be 30 minutes.

**1.3 Economic Development Workshops**

*Corresponds to part of RFP Scope Item M.*

The GHD Team will lead a maximum of two in-person workshops with the Economic Development team and other City staff as-appropriate according to the City. The workshop objectives will be to review work to-date, receive direct input, and work collaboratively through conversation, note-taking, voting and shared maps to establish the next project steps. The workshop will utilize existing presentation boards from the last Community Workshop as well as potential new tabloid and letter size prints for use in the meeting.

GHD recommends the initial meeting occur immediately after Task 3.3 “Synthesis” is complete in order to use real estate market feasibility findings and first-cut recommended implementation plan program building prototypes in-hand. This will inform the illustration of a development scenario and public realm improvements. A second meeting will follow Task 4.2 to review the Administrative Draft.

***Deliverables:***

- PowerPoint presentation and participation in a 1 to 2 hour workshop including opportunities for input from Economic Development.
- PowerPoint will be the same presentation used for similar Planning Commission workshops.

**1.4 Planning Commission Workshops**

*Corresponds to part of RFP Scope Item M.*

The GHD Team will lead a maximum of two in-person workshops with the Planning Commission and other City staff as-appropriate according to the City. The workshop objectives will be to review work to-date, receive direct input, and work collaboratively through conversation, note-taking, voting and shared maps to establish the next project steps. The workshop will utilize existing presentation boards from the last Community Workshop as well as potential new tabloid and letter size prints for use in the meeting.

GHD recommends the initial meeting occur immediately after Task 3.3 “Synthesis” is complete in order to use real estate market feasibility findings and first-cut recommended implementation plan program building prototypes in-hand. This will inform the illustration of a development scenario and public realm improvements. A second meeting will follow Task 4.2 to review the Administrative Draft.

***Deliverables:***

- PowerPoint presentation and participation in a 1 to 2 hour workshop including opportunities for input from Economic Development.
- PowerPoint will be the same presentation used for similar Economic Development workshops.

## 1.5 City Council Workshops

*Corresponds to part of RFP Scope Item M.*

The GHD Team will lead a maximum of two in-person workshops with the City Council and other City staff as-appropriate according to the City. These workshops will be PowerPoint or PDF presentation opportunities to review work to-date and receive direct input to establish the next project steps. The workshop will utilize existing presentation boards from the last Community Workshop as well as potential tabloid and letter size prints document drafts for use in the meeting.

GHD recommends the initial meeting occur immediately after Task 4.1 "Initial Draft" complete in order to review draft depictions of a downtown implementation plan development scenario. This initial meeting should include review of options for Task 5.1, especially key visualizations, as well as the market feasibility findings to be presented by LSCA. A second meeting will follow Task 4.3 to review the Final Draft – this is presumed to be a final presentation.

### ***Deliverables:***

- PowerPoint presentation and participation in a 1 to 2 hour workshop including opportunities for input from the Council.

## Task 2 - Review & Analyze

### 2.1 Analyze & Document Existing Conditions

*Corresponds to RFP Scope Item A.*

The GHD Team will assemble, summarize, and carefully study the major relevant plan documents which address the future of Downtown Beaumont, as well gather an understanding of investment, enforcement, and approval patterns related to implementing these plans. In consultation with the GHD team market feasibility consultant, GHD will also highlight key near- and long-term opportunity sites for inclusion into the implementation plan. Key considerations related to each will include:

#### Downtown Area Plan

- Compare planned roadway and pedestrian improvements to specific needs of retailers, special event operations, and the future needs of mixed-use and residential infill developers. The potential of improvements to 6<sup>th</sup> Street from Beaumont to Palm Avenue, and from Palm Avenue to Pennsylvania Avenue will be analyzed in the plan, and assessed for potential building-street relationships for a range of development types that might occur in-lieu of mixed use.
- Understand connections drawn by previous planning work between the Parking Management Master Plan and the recently completed Downtown Area Plan.
- Identify and highlight General Plan and Downtown Area Plan Chapter 11 policies that support Capital Improvement planning, partnerships with land owners/developers; also, identify policy gaps that might enhance the effectiveness of the Downtown Area Plan portion of the General Plan.
- In consultation with LSCA, provide an inventory map highlighting the optimum Opportunity Sites in the Downtown Area Plan, based on market-driven and planning characteristics, as well as characteristics related to each site's ability to serve as a catalyst for future revitalization. Provide rationale for selecting sites based on near- and long-term actions, as well as sizing requirements, that will lead to implementation.

### General Plan Update

- Study and summarize the relationship between the Downtown Area Plan ambitions and policies as they pertain to the General Plan Housing Element, any RHNA housing objectives. Special attention will also be paid to identifying any conflating any Development Standard or Code details that might constrain the developability of viable and relevant building types that support and fulfill the Downtown Area Plan.

### Economic Development Strategic Plan

- The 2019 Beaumont Economic Development Strategic Plan is a well sourced context-driven outlay for development potential that informs the updated General Plan – primarily referring to SCAG and Census data, as well as a detailed competitive assessment. The GHD Team will pinpoint and highlight those development types and related economic sectors identified as absorbable while also supporting the Downtown Vision and goals of the Downtown Area Plan.
- Overall, GHD’s Downtown Revitalization Plan will act on Strategic Action Items found in Table 13 as well. Items 7B., 7C. are an example of Action Items where site-specificity can be enhanced in this proposed planning effort.
- The GHD Team in partnership with its market consultant, LSCA, will identify any market trends that have developed post-Covid and are likely to significantly impact the feasibility of the proposed implementation plan in a positive manner.

### Parking Management Plan

- The 2021 Parking Management Plan includes specific recommendations for Downtown’s Beaumont and 6<sup>th</sup> Street Corridors. The GHD Team will re-assemble the supply counts used to inform the plan and its Strategies. Strategy 2 for downtown includes recommendation for use of this and similar Pool supply as a resource for fee-in-lieu approach. Key to this includes: safety, wayfinding (part of Strategy 2 and included in GHD’s optional scope), landscape improvements, and a more precise understanding of the potential depth of use in this lot relative to development types. Strategy 6’s Parking Benefit District and overall recommendations for shared parking will be part of ongoing site-specific design analysis through this project. Documenting the details of underpinning these recommendations in the Parking Management Plan will support that.

The GHD Team will use this scope subtask to document existing conditions, identify opportunity sites, and prepare base drawings and document templates used throughout the project.

GHD and LSCA will study the historical land use and development patterns of the community to gain a clear understanding of Beaumont’s unique character. From this base and through thoughtful community engagement, a path to the desired growth and development patterns will be developed. Opportunity Sites will be identified and carefully explored to determine site-by-site development scenarios that are both economically realistic and consistent with community desires.

General existing conditions relevant to this work include:

- CAD: Roadway, curb, sidewalk and public realm layout
- CAD and 3D: Urban development massing
- Tables: Existing development uses and occupants
- Diagrams: Existing urban systems, including open space, transportation/parking
- Diagrams and Tables: Opportunity Sites with new/redevelopment potential
- Urban Design and Urban Character Context

- Existing major utility mains serving opportunity sites throughout the two Downtown corridors.

The Market & Economics consultants with LSCA will also document existing market conditions observable on the in-field review of the study area and competitive market, as well as any primary research conducted.

**Deliverables:**

- Existing Conditions Summary Memo (PDF) section with text, tables, or lists to be used in the final report, summarizing key findings of the General Plan overall, the Downtown Area Plan (Chapter 11), Parking Plan, Economic Development Strategy.

**2.2 Review Current Vision Concept & Policies**

*Corresponds to RFP Scope Item B.*

After documenting existing conditions and summarizing the existing plans relevant to the future of Downtown Beaumont, the GHD Team will confer with key internal City Stakeholders to ensure:

1. Current development interests for key sites and generally in the City’s market area are captured in the planning and vision for Downtown.
2. Policies and overall vision, especially a mixed-use emphasis is shared among City and private Stakeholders and is supported by the policies and CIP commitments intended to support that vision
3. Document and summarize all opportunities, including using district-wide diagrams, to expand and enrich the Downtown Vision, including suggestions provided by key Stakeholders. These will be summarized in a set of layered Downtown Framework diagrams which include:
  - a. Development Opportunity Sites and land use transition areas
  - b. Open space and public realm opportunities
  - c. Mobility and parking opportunities
  - d. Gateway and wayfinding opportunities
  - e. Economic anchors, catalyst opportunities and urban activation nodes
4. The documented policy alignments and gaps, in table form, as well as the framework diagrams, will be used both in initial public outreach and possibly stakeholder interviews where appropriate.

**Deliverables:**

- Existing Conditions Summary Memo (PDF) section with text, tables, or lists to be used in the final report, documenting a review/critique of the Vision Concept & Policies, including additive recommendations. Include 5 diagrams that catalogue the locations of potential opportunities and investments to be considered.

**2.3 Market Feasibility Strategies for Downtown Implementation Plan Development; Opportunity Site Feasibility Recommendations; & Strategic Market-Driven Timing Goalposts**

*Corresponds to RFP Scope Item C.*

LSCA, (L.S. Congleton Associates) will lead the effort to prepare a detailed *Real Estate Market Feasibility and Development Implementation Strategy* that builds upon the 2019 Natelson Dale *Beaumont Economic Development Strategic Plan*, specifically focusing on market-demand factors impacting the City’s Downtown Vision goals for rejuvenation and financially feasible implementation. In addition, post-Covid commercial/retail and housing trends will be incorporated into the market feasibility analysis.

The LSCA market feasibility strategies will accomplish the following:

- Identify market-driven strategies for new business attraction to Downtown;
- Create meaningful, business-related strategies for current Downtown business retention and expansion;
- Provide real-world, proven strategies for stimulating and encouraging development in Downtown;
- Identify building commercial, residential, and/or mixed-use prototypes likely to succeed in Downtown, based on market-driven factors; and
- In consultation with GHD, provide near-term streetscape, façade, signage, wayfinding, parking or other physical improvement recommendations most likely to bolster the implementation of development activity in Downtown.

The LSCA Market Feasibility Strategies work will be accomplished in three phases:

- I. Kick-Off Meeting; In-Field Review Of Existing Market Conditions; Identify Prime Opportunity Sites; and Market Demand Feasibility Parameters For Implementation Plan (See Tasks 2.1 and 2.3 of Fee Proposal)

In addition to the City kick-off meeting tour of the Downtown Area, LSCA will conduct a review of the study area properties to evaluate near- and short-term Opportunity Sites for regeneration/redevelopment and/or new construction for commercial/retail and mixed-use residential development. Sizable properties that can support catalyst developments, including revitalization of existing properties, will be emphasized, with in-fill opportunities analyzed for small vacant properties. With support of City staff, LSCA will utilize City base maps and/or the City's GIS system to assist in the process of understanding which properties are likely to provide prime Opportunity Sites.

With support of City staff, LSCA will evaluate historical Downtown building permits; and planned and proposed Downtown and near-Downtown commercial/retail and mixed-use or residential developments. Because secondary data sources are frequently not accurate in high-growth residential areas, LSCA will separately evaluate the City's development pipeline to assess the annual growth potential since the last census in and around the Downtown area, and within major city-wide developments.

In addition to the Downtown field work, LSCA will conduct a retail, mixed-use and residential competitive voids analysis to determine prime opportunity building prototypes for potential inclusion into the Downtown implementation program. This voids analysis will focus on businesses, retail/dining establishments and residential/mixed-use products with the potential to succeed in the highly competitive Interstate 10 retail market, and will have differentiating characteristics and appeal to buyers and renters desiring a Beaumont living lifestyle.

Major regional and local market trends will be analyzed and updated post-Covid-19 to assess real estate products most likely to succeed in Downtown. Focused, local Downtown demand parameters will be presented, differentiated from City-wide trade area characteristics, it being recognized that new, sophisticated retail/commercial/entertainment businesses will desire to see demand parameters that

are highly focused on the rationale for introducing new enterprises in the Downtown core given the plethora of retail/dining competition along the I-10 Beaumont corridor.

- II. Obtain Input From Key Stakeholders (10) And Prepare Confidential Summary; and Synthesize Market Trends and Prepare First-Cut Feasible Building Prototype Recommendations (See Tasks 3.1 and 3.3 of Fee Proposal)

LSCA will conduct ten telephone key Stakeholder Interviews with property owners; key businesses; experienced commercial and residential brokers; and other critical Downtown Stakeholders identified by City staff. These Stakeholder Interviews will address individual property owners' history and future plans; receive their input and perspective regarding the Downtown Vision Plan; and listen to Stakeholder needs, desires and priorities with respect to revitalization/regeneration efforts in the Downtown area.

- III. Initial Draft Plan Revitalization Implementation Plan Action Plan Strategies And Timing Goalposts For Downtown Business Attraction and Retention, Final Market Feasibility and Final Building Prototype Recommendations (See Task 4.1 of the Fee Proposal)

The final phase of the LSCA market-driven work will recommend development building and typologies for the Downtown, as well as recommendations for the critical, identified Opportunity Sites. Major land use categories of housing, retail, mixed-use, commercial/workplace, lodging (hotel), entertainment, medical, food/beverage (including destination dining), educational and innovation/small business uses will be evaluated for the potential of creating a thriving, pedestrian-oriented Downtown in both the short- and long-term horizon.

Timing goalposts, and pre-requisite market-driven parameters, will be outlined for the City and the GHD land use planning team, with forecasted uses stated by land area (acreages); size (square footages); retail pad/bay depth types; office/workplace dimensions, if appropriate; and minimum market-driven access and parking requirements to attract businesses.

Target businesses to be attracted to Downtown will be recommended, including sizing, with the goal of providing uses with high potential for sales success. Anchor and/or mini-anchor uses will be outlined, as appropriate, to serve as catalyst uses in Downtown. Key regional names or independent business prototype examples will be provided.

Retention implementation steps will be recommended for critical, thriving Downtown businesses. Suggestions will be provided with respect to store presentation; façade improvements; outdoor dining; parking issues; business improvement district suggestions; street and store signage; wayfinding; internet marketing; Downtown marketing efforts, including events that enhance sales; and other implementation efforts that have the ability to enhance the sales success and retain businesses in Downtown.

LSCA will provide market-oriented feasibility and timing development implementation action steps, with the goal of providing near-term (five year) and long-term (20-year) results with successful enterprises and mixed-use or other supportive Downtown housing that will contribute to a thriving, pedestrian-oriented Downtown. These action steps will include key Goalposts for achievement that will

assist the City in determining the scale, sizing and next steps of balanced, successful commercial/retail development. These market-driven implementation steps will be blended into the planning and programmatic development typology process conducted in a parallel basis with GHD.

The GHD land use and transportation teams will partner with LSCA in an internal workshop format to prepare a summary diagram or map that describes key project clusters where public realm investments can be paired with anticipated development projects – resulting in a one-to-one relationship between City commitments and development projects that would be compatible and practical in the Downtown area.

The LSCA team will also frequently collaborate directly with departments of Economic Development and may communicate with the City directly and in parallel to the GHD project manager and GHD team members. This subtask also captures time working collaboratively with Economic Development to specifically advise the City on targeted tenant outreach and cooperative conversations with key landowners during the course of the Downtown Revitalization Project.

***Deliverables:***

- At the conclusion of Phase A, LSCA will prepare a three page preliminary summary Memo for City review, and will participate in a phone discussion of the findings and conclusions. At the conclusion of Phase B, LSCA will prepare a summary of the Stakeholder Interviews on a confidential basis. In addition, first-cut (or preliminary) building prototype recommendations will be provided to GHD for their use. In the final Phase C, LSCA will prepare a draft Revitalization Plan Implementation Strategies and Final Market Feasibility Report for the City review. This report will be prepared in a manner suitable for public review. The final report will include an overview summary of the Stakeholder Interview feedback, without disclosing confidential information.

**2.4 Review Plans for Consistency with DBRP**

*Corresponds to RFP Scope Item D.*

After a complete review of existing plans, and completing their summaries (Task 2.1), analyzing policy and CIP alignment with a forward-looking Downtown Framework (Task 2.2), and after demand for specific development types and their amounts are established (Task 2.3) including inputs from the Economic Development Strategic Plan, the GHD team will study the Downtown Area Plan and General Plan Code to recommend changes need to accommodate the Downtown Vision. Areas of recommendation will cover, at minimum:

- General Plan: Site development standard and development code constraints that prevent viable types or optimal developments that also implement the Downtown Vision
- General Plan: Housing Element or other land use and use intensity code that may inhibit implementation of housing or commercial development.
- Development Code: Parking standards and parking resources that still inhibit development
- Downtown Vision: Mismatch of Opportunity Sites with development lot sizes and minimum yield numbers preferred by developers.
- Downtown Vision: Presumed constraints or misunderstandings about the future Downtown Vision which may depress development interest or bely opportunities to implement the Vision. Stakeholder interviews that include regional real estate brokers and management representatives will specifically illuminate any mismatch between market, owner, developer, and city expectations.

The GHD Team and LSCA will offer key suggestions for amendments to the Downtown Vision that will ensure that Downtown will turn existing conditions into a vibrant, pedestrian-oriented Downtown while also satisfying the City's primary General Plan and Downtown Vision goals.

**Deliverables:**

- Existing Conditions Summary Memo (PDF) section with text, tables, or lists to be used in the final report, including 1 to 2 pages listing SWOT analysis considerations (strength, weakness, opportunities, and constraints). A SWOT diagram may be provided if Downtown layout considerations are made.

**2.5 Review of General Plan Update PEIR**

*Corresponds to RFP Scope Item E.*

The General Plan 2040 accompanying Final Program Environmental Impact Report (PEIR) by Albert Webb Associates will be evaluated by the GHD CEQA Team and supported by high level evaluation by the GHD Transportation and Land Use Team. GHD will determine if additional CEQA analysis will be required to accommodate a more detailed development outlay provided in the Downtown Revitalization Plan. GHD presumes that a tiered-approach to any revisions may be warranted for further Downtown development; however, desired streamlining of approvals in Downtown might warrant a revision leading to a future ISMND. GHD will prepare a separate summary memo that describes the adequacy and sufficiency of the existing PEIR to address potential environmental impacts associated with implementation of the DBRP, including guidance on how to tier future CEQA reviews - such as IS/MNDs - from the PEIR.

**Deliverables:**

- Existing Conditions Summary Memo (PDF) section with text, tables, or lists to be used in the final report, including a checklist with supporting comment providing determination on adequacy of existing PEIR environmental topics.

**Task 3 - Collaborate & Synthesize**

**3.1 Obtain Input from Key Stakeholders (10)**

*Corresponds to RFP Scope Item F.*

Over the course of the project, the GHD Team will need to keep track of a myriad of project stakeholders, elected officials and City staff representatives, public agencies, media contacts, and other interested parties. LSCA has significant experience with developing, managing, and utilizing a comprehensive stakeholder list, and will undertake to compile such a list and update it as appropriate in collaboration with GHD. To maximize efficiency, LSCA will begin the stakeholder compilation by utilizing any City provided lists.

Interviewees and scheduling will be determined in consultation with City staff; we recommend conducting a round of interviews within the first four months of the project, with follow-up interviews as appropriate. A maximum of ten (10) stakeholder interviews will be provided. Each interview will be conducted by phone/voice, documented and, as appropriate, summaries of key findings will be prepared.

**Deliverables:**

- Stakeholder tracking list, adapted from a City-provided draft, updated by GHD and LSCA.
- Stakeholder interviews: participation in a maximum of ten (10) virtual or phone interviews (with consultant team composition for interviews to be determined)
- Stakeholder interview summary (following initial round of interviews) presented in memo or other mutually agreeable format



### **3.2 Two (2) Community Visioning Workshops**

*Corresponds to part of RFP Scope Item M2.*

The GHD planning team will facilitate a maximum of two (2) community meetings. GHD will work with the City to develop a custom meeting format for both that facilitates a co-created detailed Downtown strategy with business community leaders, the business community in general, members of the Chamber of Commerce, and other leaders and citizens of the community. GHD will anticipate the City will determine whether to provide an open public forum, or a workshop consisting of selected collaborating stakeholders. A key message in these Workshops will be to reiterate and confirm commitments to the Downtown Vision as prepared in Chapter 11 of the General Plan. Co-creating and modifying a more detailed development picture and ensuring agreement on City priorities within the Revitalization elements that implement the Vision will be the first Workshop objective. The second Workshop objective is to field input from businesses and community on development on specific code and growth expectations to assure that neighbors are comfortable with the future of Downtown and see a development code that unlocks the full economic potential of Downtown.

We anticipate that these meetings will encompass the following:

- Initial Community Workshop: Confirm and review the Downtown Vision and findings of supporting plan reports; collect detailed input on implementation strategies and early outcomes, present preliminary Market Report findings about development types.
- Final Community Workshop: Present a full depiction of the community as developed according to both the Downtown Vision and LSCA's recommendations.

GHD has experience implementing a wide range of dynamic and interactive planning workshops. These meeting formats have involved small group exercises, round table discussions, and electronic preference surveys allowing participants to vote in real time using Turning Point software. Our engaging meeting formats and dynamic online tools are proven to develop creative and interactive outreach processes, and will prove invaluable in achieving wide-ranging stakeholder participation. We will work with City staff to determine the most appropriate format for each meeting.

GHD services in support of these meetings will include meeting set-up and clean-up, and photography. Meeting materials, including 1 flyer, one graphic for e-blasts, handouts, sign-in sheets, comment cards, and directional signage, will be prepared. GHD will rely on the City to coordinate workshop times and locations, organize facility details (including equipment and insurance, if applicable). GHD is well versed in notification techniques used to reach a broad base of stakeholders. The tools utilized may include, but are not limited to, the following:

- Limited hard copy notification materials via direct mail
- E-Blasts can be used as an extremely cost-effective method to reach the project database
- Public access venues such as libraries, community centers, businesses, senior centers, and others

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

- Community Workshops: attendance and facilitation at a maximum of two (2) workshops (with consultant team composition for each session to be determined)
- Up to a maximum of 6 posters or table prints/maps for each presentation, supporting graphic for email blasts (as needed), and a PowerPoint presentation for each workshop.

### **3.3 Synthesize Trends to Build on the Vision**

*Corresponds to RFP Scope Item G. and B.*

GHD will assess the existing conditions documented Task 2.1, include considerations of the Policy gap analysis from Task 2.2, consider carefully the findings of the Development Implementation Strategy Study (a real estate market study) from Task 2.3, and include the input of Stakeholders and attendees of the Initial Community Workshop to prepare additive elements:

- Public Realm Investments
- Opportunity Site Development

Elements and design proposals already in the existing Downtown Vision will be further detailed in new drawing views and alongside additive elements.

This Task 3.3 will be used to prepare a final mapping and quantification of those new and existing elements to be enriched and detailed for the Downtown Revitalization Plan. This will include a yield summary table providing a square footage and unit count that shows a relationship between Opportunity Sites and the real estate development forecast. This will also include a diagram of existing Downtown Vision public realm investment areas as well as new projects and gateways to be added.

This “synthesis” task will be performed as a remote, and follow-up in-person workshop between GHD’s land use team, and LCSA to map out the application of their market study as it pertains to sites across Downtown Beaumont.

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

- Slides within the Economic Development and Planning Commission presentation (PowerPoint or PDF) that address Gross Floor Area and DU by Land Use, Development Types, and their distribution on Opportunity Sites in draft form.

## **Task 4 - Document & Refine**

### **4.1 Initial Draft Revitalization Plan and Implementation Strategy**

*Corresponds to RFP Scope Item H.*

The GHD Team will gather the work products of all prior tasks to assemble a first full draft of the document inclusive of 95% of elements intended for the final plan document. This deliverable is expected to be between 90 and 110 pages in PDF form with all text and most graphics in-place.

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

- Initial Draft Revitalization Plan PDF (90 to 110 pages) including 95% of document content, including sections covering:
  - *Introduction and Community Context*
  - *Stakeholder Outreach and Engagement*
  - *Downtown Goals and Strategies*
  - *Land Use and Development Trends, Emerging Concepts, and Market Shifts*
  - *Current Downtown Conditions Assessment (SWOT)*
  - *Concepts and Downtown Development Program*
  - *Primary Assets and Future Opportunities*
  - *Strategic Recommendations and Action Plan*
  - *Economic Development Tools and Approach Detail*

- *Option: Architectural Guidelines*
- *Option: Downtown Signage Program*

## **4.2 Administrative Draft Revitalization Plan and Implementation Strategy**

*Corresponds to RFP Scope Item I.*

After incorporating internal review comments from City Planning and Economic Development, the GHD Team will prepare a polished full draft of the Downtown Revitalization Plan. Attention will be paid to ensure the document is 100% complete – having all elements destined for the final document in-place. GHD’s QC and Client Experience team (Noam Maitless and Charles Smith) will review and markup a PDF for refinement before delivery as an Administrative Draft Revitalization Plan via PDF.

This version will be Workshopped with the Economic Development department and Planning Commission prior to communicate and confirm both City of these reviewing teams have full understanding of the plan document and strategic implementation steps.

The GHD Team will stand-by to receive a conference or video call with a representative of both City reviewing teams to convey requested final edits. GHD will list these edits in a response matrix (spreadsheet) that includes page number, solution discussed with City, and a resolution status to be shared as the Final report is prepared.

### ***Deliverables:***

- PDF Administrative Review Draft Downtown Beaumont Revitalization Plan (web ready and high-res print-ready).
- Revisions and Response Matrix to be used in a bi-monthly conference call, and with the Economic Development and Planning Commission Second Workshops.

## **4.3 Final Revitalization Plan**

*Corresponds to RFP Scope Item J.*

The GHD Team will use this task to:

1. Incorporate Final Input to Prepare the Final Document using the list of revisions from Task 4.2.
2. Include the Architectural Guidelines and Signage Program prepared, reviewed, and edited in-parallel via Task 6.1 and Task 6.2.
3. Include final visualizations and document graphic format/design upgrades as agreed during Task 5.1.

Once that list of revisions for the Administrative Draft is completed and the Final Plan is ready, the GHD Team will not support further substantive edits, but will maintain a post-final editing contingency to support minor last-minute edits requested by Economic Development, Planning Commission, or City Council.

### ***Deliverables:***

- Final Downtown Revitalization Plan PDF for a final polish review, and with placeholder draft views for 3 Downtown visualizations.
- GHD will accommodate non-substantive edits to text and some images with contingency fee

## Task 5 - Finish & Publish

### 5.1 Format Coordination & Key Visualizations

*Corresponds to RFP Scope Item K.*

The Downtown Revitalization Plan and its content needs to be politically compelling, actionable and coordinating, all while doubling as a marketing piece that promotes a bright future for Downtown Beaumont. Page graphics, visualizations, and legibility will all help this plan communicate to developers and potential stakeholders beyond the City boundary and throughout the region.

Page Graphics and Document Format Elements might include:

- Section and Chapter divider full-bleed images and City photographs
- Infographics, icons, and pictographs needed to support the narrative
- Color coordination, theme, to suit City brand and Downtown ethos
- Cover letters or pull-quotes to enhance and highlight the document
- Document naming and acknowledgments

The GHD team has included budget in this task to support the preparation of two (2) overall water-color style visualizations of the future Downtown Beaumont, including potential development types, public realm, active mobility, and activation. GHD will coordinate with Economic Development to pre-select views, which may include an aerial with regional context, low aerial of street and block context, or pedestrian level views. These visualizations will be supported by basic 3D modeling and urban design details used as a base for an illustration with "Photoshop" techniques to provide color and shade. GHD will share one interim progress line drawing previewing intended elements to confirm the direction of each visual for one stage of edits before finalization.

GHD recommends this subtask be prepared next to last before Print and Digital publication in order to capture any changes to the Downtown Vision.

#### **Deliverables:**

- Two (2) 11 x 8.5, 300 DPI watercolor style visualizations of the future Downtown Beaumont.

### 5.2 Print and Digital Publication (120 pg ea.)

*Corresponds to RFP Scope Item L.*

GHD will print six (6) copies of the final document with wire-comb (white recommended) binding, using plastic cover and cardstock or vinyl back for a high quality and durable final deliverable.

In addition, a low-resolution web-ready PDF and high resolution print-ready PDF, or "camera ready" copy will be provided. An MS Word version of the document will also be provided (as the Revitalization Plan may be prepared in InDesign). All digital versions will be delivered to the City via USB drive.

The GHD Team will also gather and provide supporting memos and progress documents, including the stand-alone *Real Estate Market Feasibility and Development Strategy* to the City.

#### **Deliverables:**

- Six (6) printed and bound copies of final document
- One high-resolution and web-ready low-resolution Plan file on computer disk or USB in a PDF or Word format

## **Task 6 – Optional Scope of Work Items**

### **6.1 Downtown Signage Program**

*Corresponds to RFP Optional Scope Item A.*

The Downtown Signage Program will entail a design process that is iterative and includes site analysis, input of City staff, design of a signage kit-of-parts, their recommended locations, and what information they should include.

The Program will include recommendations and designs for 21st century wayfinding elements that both convey critical directional information and express a fresh brand and identity for Downtown Beaumont

The Signage Program can be designed for implementation in layers or as a unified whole. Signage will be designed for both vehicular and pedestrian use. As a kit-of-parts, this Program will lend a unifying, legible, and welcoming system that helps bring Downtown together. Parking and mobility signage should interface with the other wayfinding sign types (pedestrian, vehicular, and digital) to provide an easy-to-use interface that reframes Downtown as a regional gateway for visitors. High level guidelines may include advice on successful techniques to integrate the Signage Program with future digital and mobile web resources that enhance visitor experience in Downtown Beaumont.

The Signage Program will be performed as its own workstream, in parallel to the land use and market driven work to build on the overall Downtown Vision. Those workstream subtasks include:

#### Site Analysis and City Input

1. Evaluate the community setting in-person for current signage, downtown character, and viewsheds.
2. Review Economic Development Strategic Plan and Downtown Vision; also, coordinate with the GHD Land Use Team to determine the locations of future growth and projects in Downtown.
3. Gather initial input from Economic Development and a representative of the Chamber of Commerce at the discretion of Economic Development through one (1) separate in-person meeting. Include relevant notes from the LSCA stakeholder interviews.

#### Branding and Signage Design Options

1. Prepare a Downtown Branding and Identity Options with a maximum 3 logo and 3 naming options.
2. Prepare one initial signage location map with examples of typical sign types.
3. Prepare Order-of-Magnitude Probable Costs (EPC) for initial installation.
4. Present Brand, Logo and Signage Locations at the Second Community Workshop to gather stakeholder input on the proposed Signage Program.

#### Branding and Signage Program

1. Prepare Signage Program chapter (estimated maximum 15 pg.), including sign location plan, kit-of-parts elevations by sign type (8 sign types), and conceptual sign message schedule.
2. Refine once to include in the Downtown Revitalization final document (within a Sign Program chapter or Appendix).

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

- In-person site analysis field tour and in-person or virtual meeting with the Economic Development and Chamber representation.

- Branding and Signage Design Options PDF to be included at the Second Community Workshop.
- Draft signage program chapter, to be included in the Administrative Draft plan documents.

## **6.2 Architecture Design Guidelines**

*Corresponds to RFP Optional Scope Item B.*

Form-Based Architectural Design Guidelines inspire confidence in potential developers because they allow for the clear estimation of project timelines and budgets. Design guidelines give peace of mind to community members who may fear that new development will be out of character with the community. The guidelines will be clear, right-sized, and written to be efficiently and consistently administered by staff. Vague, subjective, and overly wordy descriptions will be avoided. These are the hallmarks of an Objective Design Standard or Guideline, and is typically form-based or form-focused.

Most importantly, Downtown Beaumont’s design guidelines will carefully extend a consistency throughout the Downtown and coordinate new development with improvements to existing buildings.

Key guideline elements GHD will recommend are:

1. Architectural Purpose, Context, and Regional Historic Background (est. 2 pg).
2. Overview of focused styles/languages and intended district character (est. 2 pg).
3. Photo-based callout of key elements that embody established styles (est. 2 pg).
4. Architectural form guidelines including massing articulation, corners, façade/elevations with examples from each focused style (est. 6 pg).
5. Architectural detail guidelines including lighting, signage, materials, shade-elements, and windows with examples from each focused style (est. 8 pg).

This Optional Scope Task will be reviewed through an Initial Draft and Administrative Review Draft revision cycle in parallel to be incorporated into the Final Downtown Revitalization Plan

### ***Deliverables:***

- Draft guidelines chapter covering the five elements mentioned above, to be included in the Initial and Administrative Draft plan documents.

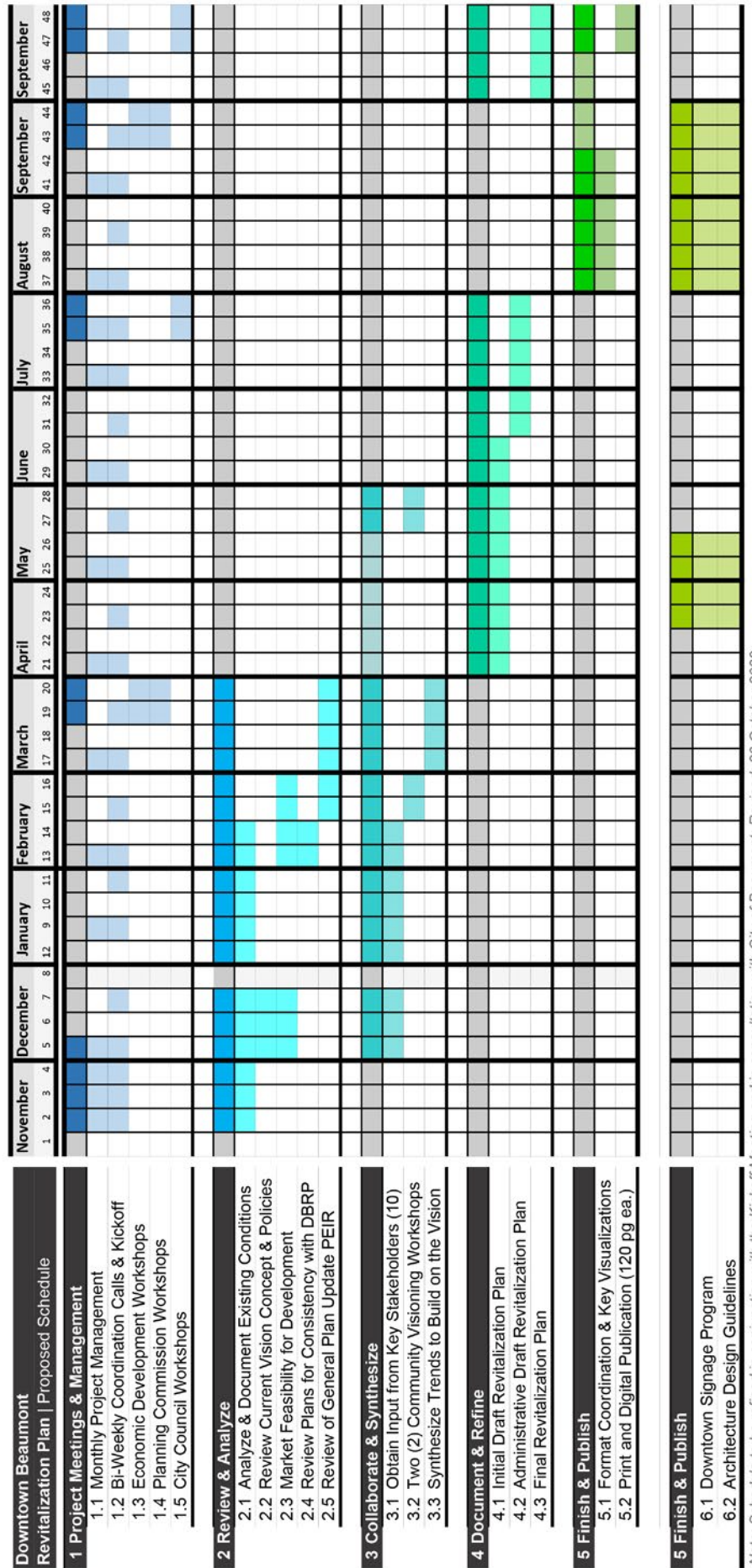
# J. Project Schedule

The preliminary project schedule Gantt chart at right reflects GHD’s typical critical path methodology to coordinating project tasks and contributing workstreams. The timespan estimated for each subtask is aligned to pull input from the previous subtask while also capturing crucial touchpoints with Economic Development, the Planning Commission and City Council.

This schedule should be revised to reflect scoping conversation with the City and timing decisions made at the Kick-Off meeting as well.

Above all, this schedule expresses our interest in an iterative process with timing to maximize co-creation from the City and stakeholders.

*Note: Revised for contract signing on 20 October 2022*



*Note: Schedule to be refined in conjunction with the Kickoff Meeting and in consultation with City of Beaumont; Revised: 20 October 2022*

## K. Cost Proposal (Separate Envelope)

A detailed cost of services is provided in a separately sealed envelope.

## L. Current/Outstanding Contracts

The following list describes outstanding contract work currently “on the boards” within each group, and is exhaustive in terms of projects with time commitments that may overlap with the DBRP.

### **Urban Planning Team Contracts** | Including Tasks Led by Jonathan Linkus

- Arcata General Plan Update and Gateway Overlay District – 12/2022
- La Quinta Highway 111 Specific Plan and Form Based Code – 7/2023
- Guam 2050 Sustainability Plan – 1/2024

### **Transportation Team Contracts** | Including Tasks Led by Todd Tregenza

- Arcata General Plan Update and Gateway Overlay District – 12/2022
- City of Arroyo Grande Halcyon Road Complete Streets Plan– 12/2022
- CNMI 20 Year Highway Master Plan (Marianas Islands) – 12/2022
- Long Beach Shoreline Drive Realignment – 12/2022
- Ukiah Downtown Streetscape Phase II – 1/2023
- City of Elk Grove LCIRTMP bikeway transportation master plan – 02/2023
- 710 Stub Transitional Project Development – 3/2023
- Colfax Downtown Connectivity and Main Street Improvement Plan – 06/2024
- Vineyard Drive Corridor Study (SLO County) – 9/2023
- City of Chico Active Transportation Plan – 10/2023

### **CEQA Environment Team Contracts** | Including Tasks Led by Charles Smith

- Lake Transit Authority Interregional Transit Center Project CEQA – 10/2022
- County of San Benito John Smith Road Landfill Mitigation Review – 11/2022
- Santa Rosa Junior College CEQA – 02/2023
- Camp San Luis Obispo Bridge 3 Replacement CEQA – 06/2023
- City of La Quinta Downtown Corridor CEQA – 06/2023
- City of Carlsbad Beach Access Repair CEQA & Permitting – 08/2023
- City of Arcata General Plan CEQA – 08/2023
- City of Oceanside Fishing Pier CEQA & Permitting – 09/2023
- Humboldt County Resource & Conservation District Cannibal Island CEQA – 10/2023
- San Joaquin Regional Rail Commission / Tracy ACE Station Improvements CEQA – 10/2023

## N. Professional Liability Insurance

GHD Inc. will have professional liability insurance including liability at a minimum of one million per occurrence, worker’s compensation, and vehicle coverage including comprehensive and collision insurance naming the City of Beaumont as additional insured. These insurances will be in force at time of contract execution.





# APPENDIX A

## Project Experience



# Horizon 2045: Twentynine Palms Downtown Specific Plan

## Location

Twentynine Palms, CA

## Client

Travis Clark  
Community Development Director  
City of Twentynine Palms  
6136 Adobe Road  
Twentynine Palms, CA 92277  
760.367.6799 x 1008

## Dates

1/2021 – 5/2022

## Value

\$313,830

In the hi-desert community of Twentynine Palms, California, residents, stakeholders, and City leaders came together with GHD to prepare a Downtown Specific Plan that will realize a vibrant, thriving, and healthy community heart which will serve as the regional center for culture and experience. Plan proposals center around a visitor-oriented district with streetscape upgrades, a pedestrian paseo network, and opportunity sites for retail and housing infill development. GHD calls this vision “Horizon 2045.”



→ The Power of Commitment

## Key Personnel

Jonathan Linkus, Project Manager and Lead Planner for Public Workshops, land use and downtown development outlay.

Noam Maitless, Lead for Plan QA/QC Architecture and Signage Guidelines

Todd Tregenza, Mobility and transportation planner, including transit and streetscape

Charles Smith, Lead for CEQA/ISMND including archaeological and in partnership with Todd Tregenza for traffic analysis

Amber Shows, Lead for GIS documentation and existing conditions mapping and modelling.

Lucas Piper, Lead Landscape Architect for beautification, street furnishings and landscape plan incorporation.

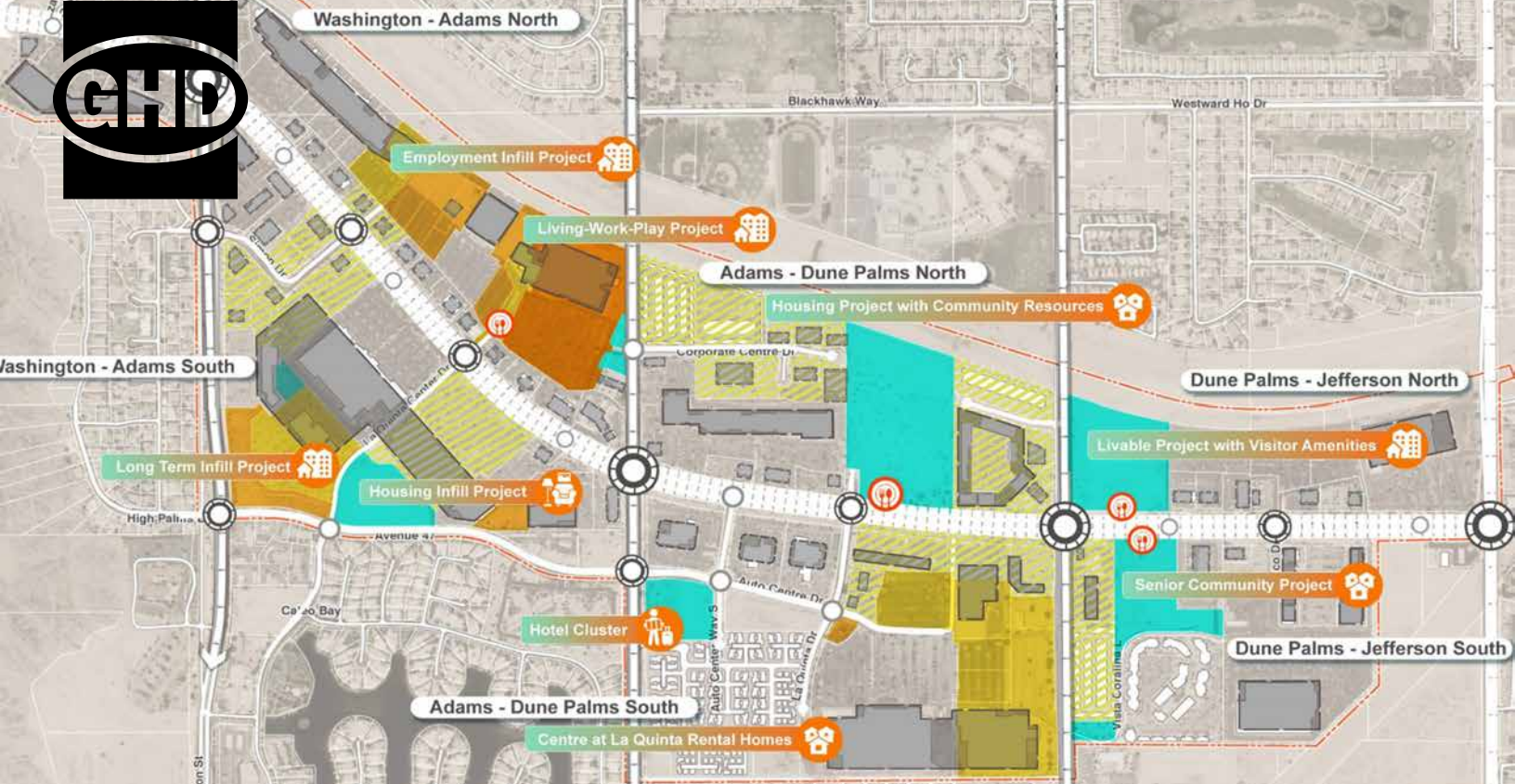
Additional team members who will assist in the Beaumont Downtown Revitalization Plan: Paige Thornton, Makinzie Clark, Rosanna Southern

Funded by SB2 State Grants which support planning to accelerate housing production and affordability, this project delivered

a comprehensive long range master plan with related development code. GHD Urban Planning led the project consortium, while providing land use, transportation, open space, sustainability and utility Plan Elements as well as a CEQA IS/MND in-house. In coordination with subconsultants, the GHD team provided a detailed economic development strategy.

Community engagement was key to project outcomes and was led by GHD's Urban Planning and Transportation teams together through two in-person workshops, questionnaires to 600 community members, a Plan Alternatives web-survey with over 200 participants, and several rounds of review with City leadership.





# La Quinta Highway 111 Corridor Specific Plan

## Location

La Quinta, CA, USA

## Client

Danny Castro  
 Design and Development Director  
 City of La Quinta  
 78495 Calle Tampico  
 La Quinta, CA 92253  
 760.777.7099

## Dates

April 2022 to May 2023

## Value

\$697,143

La Quinta’s Highway 111 Corridor is the commercial and retail heart of the Coachella Valley and go-to for services, goods, and dining; but, the City seeks to transform this into a “downtown setting” for new residents in a more walkable, livable, and economically diverse mixed-use district. GHD has worked to elevate an existing 2019 “Vision” document to a full specific plan that includes infill housing, new workplace uses, walkable main street environments, and improved public realm along regional bikeway and cultural trail corridors.



This specific plan consists of four major elements: a comprehensive land-use driven district plan, a form-based code drive by architectural guidelines all-encompassing development standards, a CEQA environmental assessment expected to lead to an ISMND, as well pre-engineering designs for a compete streets enhancement, pedestrian safety and public

➔ The Power of Commitment

## Key Personnel

Todd Tregenza, Project Manager and Mobility and transportation planner, including transit and streetscape

Jonathan Linkus Lead Planner for land use and downtown development outlay.

Noam Maitless, Lead for Plan QA/QC; planning vision, goals, and strategy

Charles Smith, Lead for CEQA/ISMND including archaeological and in partnership with Todd Tregenza for traffic analysis

Amber Shows, Lead for GIS documentation and existing conditions mapping and modelling.

Lucas Piper, Lead Landscape Architect for beautification, street furnishings and landscape plan incorporation.

Additional team members who will assist in the Beaumont Downtown Revitalization Plan: Paige Thornton, Makinzie Clark, Rosanna Southern



realm improvement along highway 111 and its collector side streets. Key to this project is a detailed Market, Real Estate and Development Strategy prepared by L. S. Congleton Associates. Business and development stakeholder interviews, market context, supported by leasing data have been integrated to inform land use and investment decision-making. The result is a Specific Plan that's economically competitive, with deep buy-in by land owning stakeholders, and still offering a transformative Vision for a healthy and resilient district future La Quinta residents will call home.

**THEME 2:**  
ACTIVATION AND PLACEMAKING

**GOAL - STREETS AS PLACES**

Rediscover the social and economic value of streets, create moments that are people oriented, expose the community and promote enhanced activity zones.

Engage with new ways of designing streets that build upon the existing street network to create comfortable and engaging streets.

Build distance from the idea that streets are only outer to automobile traffic, La Quinta's streets will aim to cater for a multi-modal transport experience.

**POLICY P2.1:** Redesign Highway 111 as a signature place.

Subordinate Actions: A2.1.1, and A2.1.2.

**POLICY P2.2:** Street design will contribute to the social, economic, and environmental aspects of the High-way 111 area.

Subordinate Actions: A2.2.1, and A2.2.2.

**POLICY P2.3:** Use infill strategies to provide contiguous walking and urban fabric.

Subordinate Actions: A2.3.1, and A2.3.2.

**POLICY P2.4:** Creating a rich frontage of Buildings, Parks, and Greens along the CV Link.

Subordinate Actions: A2.4.1, A2.4.2, and A2.4.3.

**GOAL - LANDSCAPE AND SPACES**

Promote a healthy lifestyle in the community upon new mixed-use developments with a mix of open spaces, which broaden options walk-ability and outdoor activities.

Capture the unique opportunities and La Quinta's communities and local life with parks and landscape to provide comfort and visual delight.

**POLICY P2.5:** Encourage development events that activate the parks and open spaces.

Subordinate Actions: A2.5.1, A2.5.2, and A2.5.3.

**POLICY P2.6:** Encourage the diverse flexible use of existing open spaces and variety of new open spaces.

Subordinate Actions: A2.6.1, A2.6.2, A2.6.3, and A2.6.4.

**POLICY P2.7:** Monitor and require compliance with approved landscape plan.

Subordinate Actions: A2.7.1

**POLICY P2.8:** Modify development require landscaping consistent with the Highway 111 Corridor Plan.





# La Quinta Village Complete Streets

→ *APWA National Transportation Project of the Year for 2022*

## Location

La Quinta, CA, USA

## Client

Bryan McKinney  
 P.E, City Engineer  
 City of La Quinta  
 78495 Calle Tampico  
 La Quinta, CA 92253  
 760.777.7045  
 bmckinney@laquintaca.gov

## Dates

June 2017 to November 2020

## Value

Initial Design Fee: \$285,628  
 Construction: \$13,587,986

The City was seeking to improve their pedestrian and bicycle safety with the use of roundabouts. The goal was to transform three heavily vehicle-dominated corridors with three parks, two elementary schools, library, wellness center, shopping district into pedestrian, bicycle, and golf cart friendly complete streets through the implementation of a road diet and converting five signalized and/or stop controlled intersections to roundabouts.



→ **The Power of Commitment**

## Key Personnel

Todd Tregenza, Lead transportation planner and Mobility and transportation planner

Lucas Piper, Lead Landscape Architect for beautification, street furnishings and landscape architecture.

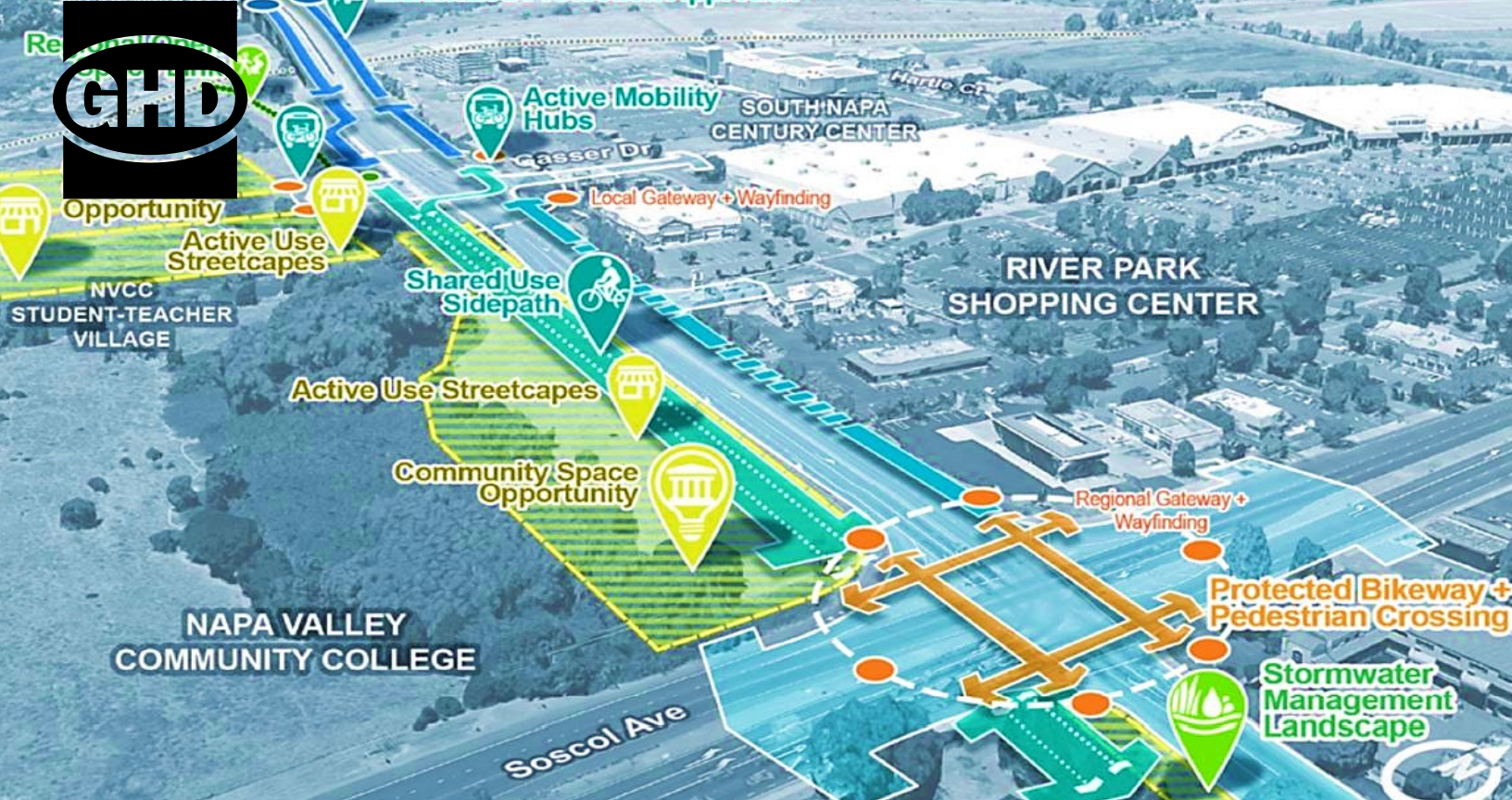
Additional team members who may assist in the Beaumont Downtown Revitalization Plan: Lindsay Van Parys, Daniel Kehrer, Raymond Wong

GHD identified this project as a potential candidate for the Active Transportation Program and was ultimately retained to provide grant application services. As a result, GHD provided the preliminary costs estimates, cost/benefit analysis, the conceptual design, and assisted with the preparation of various Narrative Responses for the Cycle 3 Active Transportation Program grant application. The La Quinta Village Complete Streets, a Road Diet Project was awarded the ATP Cycle 3 Grant Funds.

Due to our thorough understanding of the project, expertise in roundabout and streetscape design, GHD was then awarded the environmental clearance, right of way acquisition, preliminary and final design for the La Quinta Village Complete Streets, a Road Diet Project. The GHD team's complete understanding of the City's objectives, the grant funding requirements and having a team of experts and an exceptional project approach allowed us to accelerate the schedule, resulting in clearing environmental, finalizing right of way acquisition and utility coordination, delivering the final plans, and submitting the request for allocation for construction funds more than one year in advance of the original schedule outlined in the Grant Application.

The project will provide three Complete Street Corridors which included five roundabouts, a road diet which reduced travel lanes from four to two to provide bicycle lanes, and various pedestrian crossing improvements. The project also included water quality facilities, landscaping, and areas for future public art.





# Imola Corridor Complete Street Plan

## Location

Napa, CA

## Client

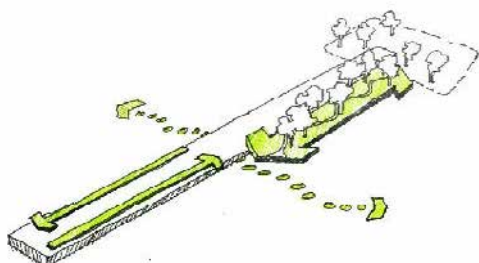
Diana Meehan  
 Senior Program Planner-Administrator  
 Napa Valley Transportation Authority (NVTA)  
 625 Burnell Street  
 Napa, CA 94559  
 707.259.8327

## Dates

2018 – 2020

## Value

\$255,000



GHD developed a multimodal study for NVTAA to document the current challenges and opportunities on the Imola Avenue corridor and recommend achievable solutions to implement the community vision for a vibrant, complete street. The corridor extends 3.5 miles and includes alignments within Caltrans right of way (as State Route (SR) 121) and through both City and County of Napa jurisdictions. The goal of the corridor plan is to meet the diverse needs of the residential neighborhoods, businesses, and destinations along Imola Avenue. The plan delivered context-sensitive solutions that adapt to the character on each segment and block. Plan improvements were prioritized according to measures of effectiveness, including benefit-cost, constructability, and environmental stewardship.



➔ The Power of Commitment

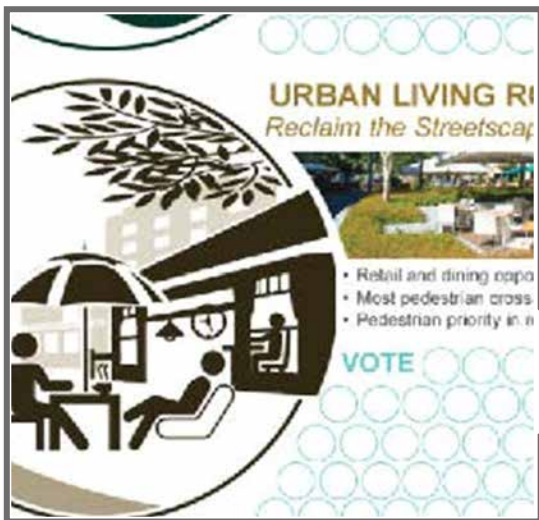


## Key Personnel

- Todd Tregenza, Project Manager and Lead Active Transportation Planner, including Transit and Roadway Pedestrian Improvements
- Jonathan Linkus, Lead Planner for Public Workshops and Corridor Strategies Diagramming and Documentation
- Lucas Piper, Lead Landscape Architect for beautification, street furnishings and landscape plan incorporation.
- Additional team members who will assist in the Beaumont Downtown Revitalization Plan: Paige Thornton, Erin Gibbs



Key improvements are a continuous Class IV bikeway from SR 29 over the Napa River, a separated Class I trail from SR 221 (Soscol) to Skyline Park, residential neighborhood bulbouts, and connections to Vine Trail. The Imola Avenue Corridor Complete Streets Improvement Plan provides NVTA, the City, and County of Napa, and Caltrans with a flexible and implementable road map to create a safer, more accessible multimodal corridor for the Napa community. The corridor plan presents a graphically-rich document layout that walks readers through the corridor, with visuals that provide examples, explain trade-offs, and show typical cross-sections to make the plan legible to the broader community.





# Murray River Adventure Trail

## Mission

Improving visitor experience, through signage and wayfinding, to provide a intuitive and inviting nature-based tourism experience.

## Client

Department of Jobs Precincts and Regions (Regional Development Victoria)  
Victoria, Australia

## Date

2019-2022

## Value

Approximate Construction Value:  
\$25Million

## The challenge

To provide design, commercial, financial and visitor experience advisory services for the development of a multi-modal adventure trail.

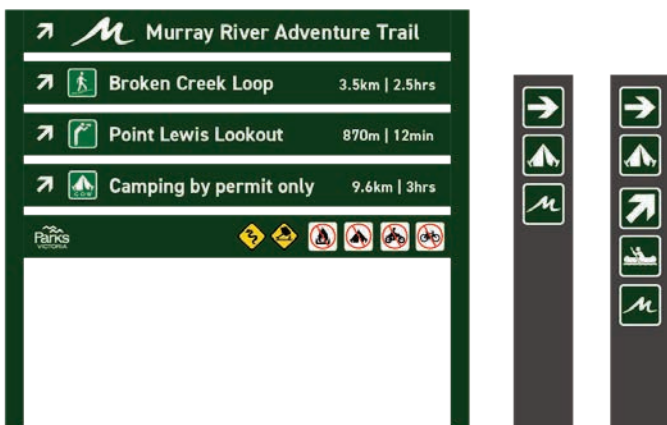
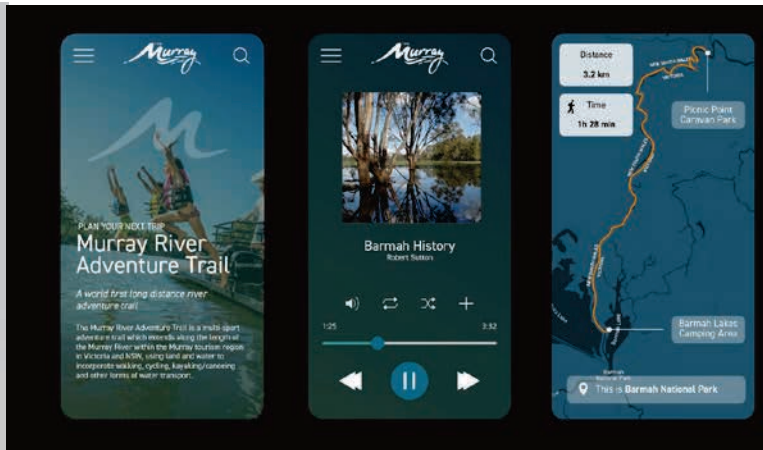
## Our response

GHD developed a business case and concept design for stage one of the Murray River Adventure Trail. Once fully completed the trail will a multi-sport (walking, cycling and paddling) adventure and nature-based tourism experience extending over 1,000 kilometres by land and water. Our multi-disciplinary teams worked together to provide wayfinding, signage, interpretation and visitor experience recommendations. We delivered a Marketing, Signage and Visitor Experience Plan that outlined new nature-based visitor experiences and commercial opportunities that will enhance visitor understanding and appreciation of the area's natural environment, European heritage and rich and ongoing Indigenous heritage and cultural connections. The plan sits alongside other project deliverables including a Business Case, Concept Design Mapbook, Governance Framework and Investment Prospectus.

## The impact

We have since been commissioned to develop a Signage Manual for the entire Murray River Adventure Trail. The manual will guide the design, construction and maintenance of signage. The design and guidelines includes trailhead signs/markers, orientation signs, and interpretation signs. The manual also shows the application of the trail brand on land manager and parks authority signs.

# Conveying unique local stories into thoughtful visitor experience.





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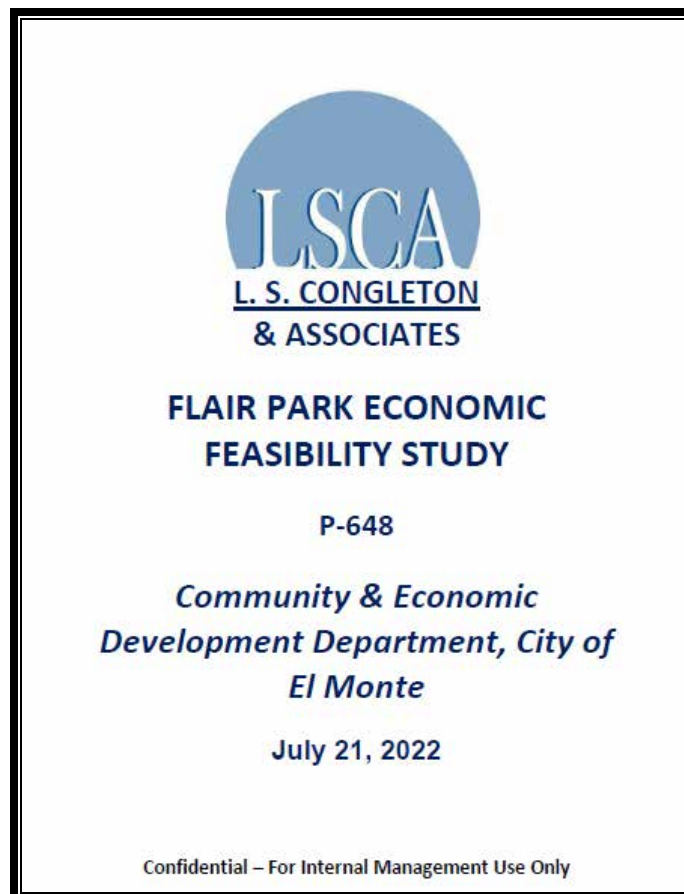
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## **FLAIR PARK ECONOMIC FEASIBILITY STUDY & CITY ACTION PLAN**

LSCA was retained by the City of El Monte, California, in 2022 to prepare a Flair Park Economic Feasibility Study to serve as a guide for updating the City's General Plan and development standards. The City of El Monte is considering re-zoning Flair Park, an industrial/office area containing over 3.0 million square feet of space. The purpose of the Economic Feasibility Study and Action Plan is to assess the short- and long-term (i.e., 20-year) market viability of commercial office space; urban industrial uses; and mixed-use housing, including live-work and "industrial" mixed-use housing. One of the primary goals is to identify potential opportunities for redevelopment; renovation; and/or new construction that will contribute to the City's property tax base and expand new workforce/employment offerings in the City.



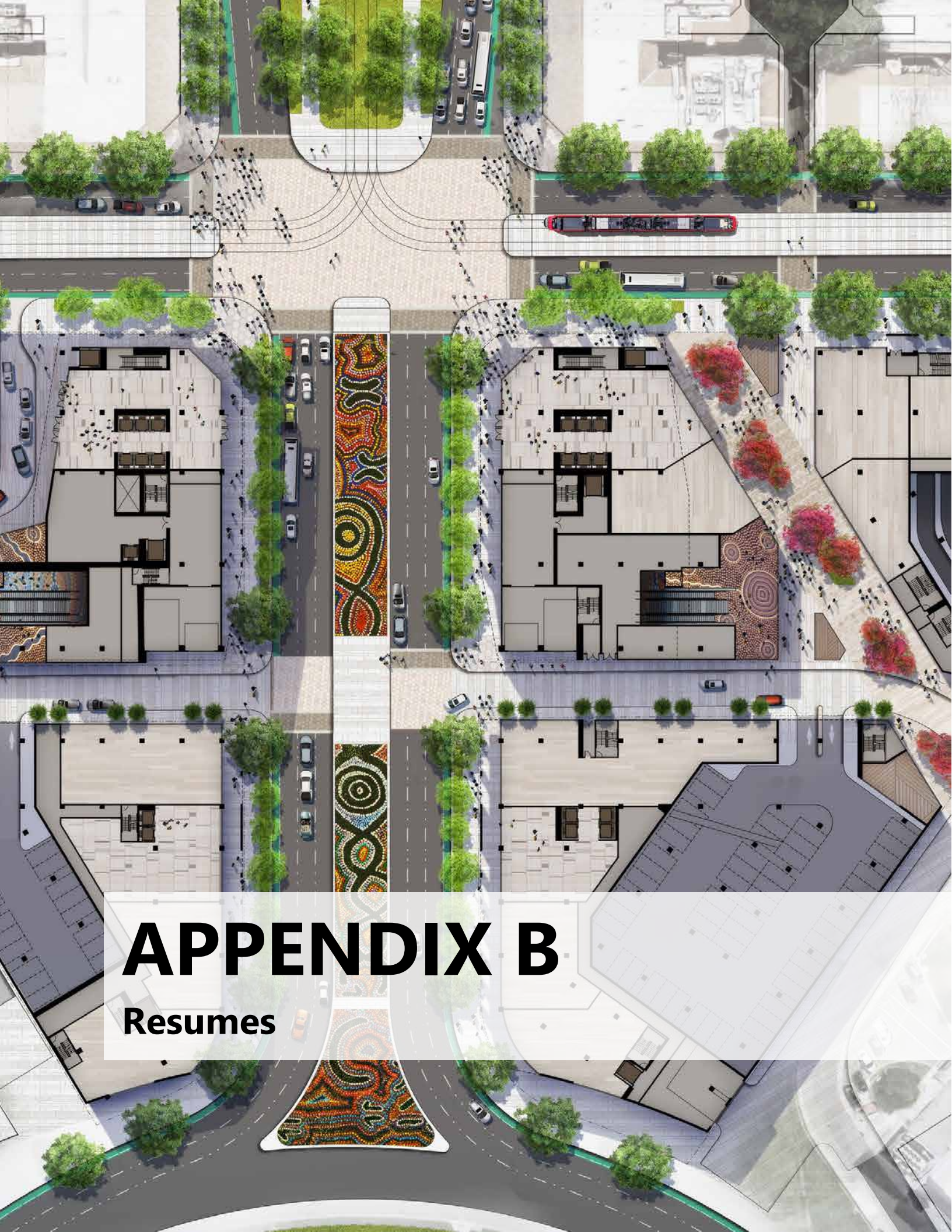


Bounded by Interstate 10 to the north, Rosemead Boulevard to west; and the Rio Hondo channel to the east, the Economic Feasibility involved an inventory of existing and proposed uses, as well as identification of potential sites for renovation and redevelopment. As part of the assignment, LSCA conducted Stakeholder interviews with property and business owners and/or their representatives; conducted a SWOT analysis (i.e., strengths, weaknesses, opportunities and threats); conducted an in-field review of all uses, including selected in-person evaluation of building interiors and inspection of sites for possible renovation; reviewed City of El Monte General Plan sections relating to Flair Park, including updated proposed revisions; analyzed and surveyed currently selling high-density for-sale projects near Flair Park; surveyed a selected sampling of prime, San Gabriel Valley market-rate rentals; analyzed relevant regional planned and proposed residential/mixed-use projects; evaluated key industrial and office market trends affecting the area; and prepared action plan recommendations for staff aimed at optimizing the prime, near-term and long-term (i.e., 20-year) development opportunities in Flair Park. In addition, prototype building examples, with key sizing and pricing parameters, were provided to City staff as examples of successful real estate products that may be incorporated into the study area.



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# APPENDIX B

Resumes



**Jonathan Linkus** AICP, LEED-AP  
 Urban Planning + Communities  
 Technical Leader for the Americas



**Location**

Irvine, CA

**Experience**

12 years

**Qualifications/Accreditations**

- Bachelor of Architecture (BArch), University of Southern California, Los Angeles, CA | 2008
- Master of Architecture in Urban Design (MAUD), Harvard University, Cambridge, MA | 2011
- American Institute of Certified Planners (AICP) Certified Planner #30431
- Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

**Key technical skills**

- Multi-Disciplinary Master Planning Leadership
- Public and Private Planning and Urban Design

**Memberships**

- American Planning Association (APA)
- US Green Building Council (USGBC)

**Relevant experience summary**

Jonathan is an urban design + planning leader whose 12 years delivering public and private planning projects are based on thoughtful client and stakeholder relationships and integrated thinking across urban scales. Jonathan’s role ranges from detail-oriented designer to managing large multi-disciplinary master planning efforts. His work pioneers novel community uplift strategies which have garnered 10 regional, state, and national planning and civil engineering awards as lead planner or project manager. His project types include university campus long range development plans (LRDP’s), mixed-use districts, downtown and transit-oriented specific plans, community parks, living waterfronts with coastal resiliency, and airport-connected projects.

**DOWNTOWN + TRANSIT-ORIENTED**

**La Quinta Highway 111 Corridor Specific Plan**  
 Lead Planner, Urban Designer  
 City of La Quinta, CA | Current

Comprehensive master plan for infill mixed-use development for a livable and vibrant heart for the community along a 3-mile retail corridor. | 450 Acres

**Arcata General Plan and Gateway Overlay**  
 Lead Planner, Urban Designer  
 City of Arcata, CA | Current

Conceptual housing and mixed-use development planning for opportunity sites within the Gateway Overlay District | 2,500 Dwelling Units, 52 Acres

**Twentynine Palms Downtown Specific Plan**  
 Project Manager / Lead Planner  
 City of Twentynine Palms, CA | 2021 - 2022

Long range comprehensive master plan for economic revitalization of a livable, walkable and vibrant heart of the community; with 2 public workshops and CEQA | 210 Acres

**Canberra City Centre Transit-Oriented Study**  
 Lead Planner, Urban Designer  
 City Renewal Authority | Canberra, ACT

Served as Lead Planner and Urban Designer for urban concept that integrates transit infrastructure and walkable mixed-use development to activate the heart of Canberra as a national crossroads. | 12 Ac. Study Area

**Caesars East-Side Live/Work/Play Master Plan**  
 Lead Planner, Urban Designer  
 Caesar’s Entertainment | Las Vegas, NV | 2018

Prepared district mixed-use and open space options that introduce a walkable living and workplace setting adjacent to the famed “Strip”.\* | 3.46M GSF, 106 Ac. Study Area

**Vision 2045: Downtown Las Vegas Master Plan**  
 Team Planner, Urban Designer  
 City of Las Vegas | Las Vegas, NV | 2015-2017

Prepared site plans for Symphony Park mixed-use residential and arts district, one of the eight transit-oriented hubs.\* | 3.46M GSF, 106 Ac. Study Area

\* work performed with previous employer  
 T 949.585.5265 | E jonathan.linkus@ghd.com



## INSTITUTIONAL + WORKPLACE DISTRICTS

### ***Australian War Memorial 50-Year Master Plan*** Team Planner, Urban Designer

**Australian War Memorial | Canberra, ACT | 2018**

Proposed long-range adaptation scenarios in a memorial development framework with campus visioning. | 35 Acres

### ***University of Hawai'i – West O'ahu Long Range Development Plan***

Lead Planner, Urban Designer

**University of Hawaii | Kapolei, HI | 2017-2018**

Developed conceptual site plan options and preferred space need analysis, multi-day workshop, public outreach for Hawaii's fastest growing four-year university.\* | 500 Acres, 20k FTE Students

### ***CSUSB + Palm Desert Campus Master Plan***

Co-Project Manager, Lead Planner

**CSUSB | San Bernardino, CA | 2015-2017**

Directed a multi-disciplinary long range integrated master plan effort, developed plan concepts and outreach material for six workshops.\* | 591 Acres, 33k FTE Students

### ***Amazon HQ2 Nevada***

Project Manager, Lead Planner

**Las Vegas Economic and Urban Development Department | Las Vegas, NV | 2017-2018**

City-sponsored conceptual design entry for new 50,000-employee Amazon headquarters across three downtown sites.\* | 8.07M GSF, 70 Acres

### ***Peachtree Corners Innovation Hub Master Plan***

Project Manager, Lead Planner

**City of Peachtree Corners | Peachtree Corners, GA | 2017**

Developed two mixed-use gateway districts, prepared adaptive reuse/infill and transit framework as land use subconsultant.\* | 8.27M GSF, 950 Ac. Study Area

## SPORTS + ENTERTAINMENT DISTRICTS

### ***Cleveland Browns Future Planning***

Lead Planner, Urban Designer

**Cleveland Browns | Cleveland, OH | 2017 - 2018**

Designs for two new National Football League (NFL) Sports + Entertainment District sites leading into 10-year-contract-winning design, interview, and workshop participation.\* | 192 Ac. over 2 Study Areas

### ***Cashman Center NFL+ MLS Concepts***

Project Manager, Lead Planner

**Las Vegas Economic and Urban Development Department | Las Vegas, NV | 2017**

Designs for a mixed-use sports and workplace district with integrated adjacent NFL and Major League Soccer (MLS) stadiums.\* | 90 Acre Study Area

\* work performed with previous employer

## OPEN SPACE + PUBLIC REALM

### ***Perez Community Park***

Lead Planner, Urban Designer

**Orange County Public Works | Costa Mesa, CA | 2018 - 2020**

Integrated solution for a public realm that combines stormwater bioretention, streetscape accessibility, and a community park with tot-lot. | 5K GSF

### ***Imola Corridor Complete Street Masterplan***

Team Planner, Urban Designer

**City of Napa | Napa, CA | 2019**

Responsible for public outreach visioning guidance and event participation, conceptual streetscape design and visualization, and mobility hub opportunities/constraints. | 2.5 Mile Segment

### ***San Francisco Mission Waterfront Adaptation***

Lead Planner

**San Francisco Planning & Urban Research**

**Association (SPUR) | San Francisco, CA | 2015-2016**

Provided award-winning concepts for waterfront urban interface that integrates open space and future climate change adaptation.\* | 135 Ac. Study Area

## AEROTROPOLIS + AIRPORT CONNECTED

### ***Airport Compatible Land Reuse Strategy (ACLReP Phase 2)***

Assistant Project Manager

**City of Phoenix | Phoenix, AZ | 2017-2018**

Prepared nine subcontracts, fee-by-task breakdown, and accounting structure for \$5.5 million planning fee. Project-winning interview participation.\* | 2 mi<sup>2</sup> Study Area

### ***Ekurhuleni Aerotropolis Master Plan***

Lead Planner

**Municipality of Ekurhuleni | Ekurhuleni, Gauteng | 2013-2015**

Provided regional coordination strategy for airport-related industry sectors in 14 communities as land use and development strategy subconsultant.\* | 1,030 Ac. of Site Design, 760 mi<sup>2</sup> Study Area

### ***Memphis Aerotropolis Airport City Master Plan***

Lead Planner

**City Housing & Community Development + Chamber | Memphis, TN | 2012-2014**

Served as Lead Planner for comprehensive plan and district designs supporting key economic sectors, with significant public and stakeholder outreach participation.\* | 10.89M GSF, 60 mi<sup>2</sup> Study Area



**Charles Smith** AICP, LEED AP BD+C  
 Project Director, Environment



**Location**

Irvine, CA

**Experience**

25+ years

**Qualifications/Accreditations**

- MPI, Urban and Regional Planning, University of Southern California, 1990
- BS, Business Administration, University of Southern California, 1984
- American Institute of Certified Planners (AICP) #011766
- Leadership in Energy and Environmental Design Accredited Professional (LEED AP) Building Design and Construction (BD+C), US Green Building Council

**Key Technical Skills**

- Project / Contract Management
- Quality Assurance / Quality Control
- CEQA / NEPA Environmental Documentation

**Memberships**

- American Planning Association, Orange Section
- US Green Building Council

**Relevant Experience Summary**

Charles has over 25 years of experience in environmental impact assessment services for planning, development, and public works infrastructure projects. He has held leadership roles in project/program management, operations, business development, and quality management. Charles' professional interests include California Environmental Quality Act (CEQA) / National Environmental Policy Act (NEPA) compliance, land use planning, transportation, and sustainable development. He has extensive experience managing as-needed contracts for public agencies.

***City of Twentynine Palms Downtown Specific Plan Initial Study/Mitigated Negative Declaration (IS/MND)***

**Project Manager**

**City of Twentynine Palms | Twentynine Palms, CA**

Managed a CEQA IS/MND for the City of Twentynine Palms Downtown Specific Plan. The plan is being prepared to foster the economic and physical revitalization of the downtown area and is intended to guide the orderly development and redevelopment of downtown infrastructure, businesses, and housing. The City's objectives include creating a walkable, pedestrian friendly downtown and a lively center that is the focal point for the community. Key environmental issues in the IS/MND include aesthetics, transportation, tribal cultural resources, and utilities infrastructure. The IS/MND was adopted in Spring 2022.

***General Plan / Coastal Land Use Plan Environmental Impact Report (EIR) and Supplemental EIR***

**Project Manager**

**City of Goleta | Goleta, CA**

Managed the EIR for the City of Goleta's first general plan/coastal land use plan, as well as a supplemental EIR for revisions to the plan. Upon incorporation, the City conducted an extensive public involvement program to solicit input on alternative planning scenarios. Managed the preparation of the draft and final EIR's, including project and alternatives descriptions, setting, and impact analyses for all applicable environmental disciplines, and mitigation measures to reduce potentially significant impacts. Provided public hearing support to the Planning Agency and City Council and led consultant team responses to over 950 comments on the draft EIR within a compressed timeframe.

### ***Los Angeles County On-Call Environmental Services***

#### **Supervisor / Administrator**

#### **Los Angeles County Department of Public Works, Programs Development Division | Los Angeles, CA**

Managed as-needed environmental services under multiple on-call contracts with the Los Angeles County Department of Public Works, Programs Development and Project Management Divisions from 2009-2018. The scope of work comprised document preparation in accordance with CEQA and NEPA; technical studies; public meeting support; and regulatory permitting. Task orders EIRs, IS/MNDs, and CE's, along with natural resources- and cultural resources-related technical studies and field survey activities. Projects included health care facilities, stormwater infrastructure, a sheriff station, and roadways and bridges.

### ***City of Oceanside Coast Highway Corridor Plan EIR CEQA Addendum***

#### **Project Manager**

#### **City of Oceanside, CA**

Managed a CEQA Addendum for the City of Oceanside Coast Highway Corridor Plan EIR. The project involved the proposed revitalization and enhancement of the Coast Highway corridor, intended to transform Coast Highway from an auto-oriented thoroughfare into a "complete street" that serves all modes of transportation. Proposed improvements include pedestrian and bicycle infrastructure, access to transit, roundabouts, parking, economic development, and the application of Smart Growth principles. Successfully managed the Addendum under an expedited schedule.

### ***SR29 – American Canyon Corridor Project***

#### **Environmental Task Manager**

#### **City of American Canyon, American Canyon, CA**

Managed the preparation of a Caltrans Preliminary Environmental Analysis Report (PEAR) for the State Route (SR) 29 Corridor Project in the City of American Canyon, in Napa County. The project would provide a multimodal and complete streets corridor that improves mobility, relieves congestion, eliminates overhead utility poles, improves aesthetics, reduces traffic on residential streets, and improves accessibility for all modes of transportation. Charles led preparation of the PEAR, including project and alternatives descriptions, summary-level analyses of key technical issues, and preparation of Caltrans-required attachments.

### ***Spotlight 29 Casino Expansion Environmental Assessment***

#### **Project Manager**

#### **Twentynine Palms Band of Mission Indians | Coachella, CA**

Managed the preparation of a NEPA Environmental Assessment for expansion of the Spotlight 29 Casino in Coachella, California. The project involved additional hotel, parking, restaurant, and gaming facilities. Charles served as principal point-of-contact with the National Indian Gaming Commission.

### ***Marriott Residence Inn Hotel EIR***

#### **Project Manager**

#### **City of Goleta | Goleta, CA**

The project comprised the construction and operation of a new Marriott Residence Inn Hotel in the City of Goleta. Managed the EIR to evaluate the potential environmental impacts associated with the project, which had been refined through the City's design review process. Key issues included aesthetics, cultural resources, traffic, and water supply. The EIR successfully addressed public input regarding these key issues, with attention and sensitivity given to mitigating concerns raised by the Native American community.

### ***Roemer Water Filtration Facility Expansion Project IS/MND***

#### **Environmental Task Leader**

#### **West Valley Water District, Rialto, CA**

Managed an IS/MND to evaluate the potential environmental impacts associated with expansion of the Oliver P. Roemer Water Filtration Facility. Project components included onsite improvements as well as a water conveyance pipeline. Key CEQA issues included biological resources, cultural resources, hydrology and water quality, and noise. The environmental effort also included preparation of CEQA Plus documentation associated with State Revolving Fund funding.

### **Awards**

- Planner Emeritus Network Award of Honor, American Planning Association (APA), California

### **Career History**

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2020 - present	GHD, Business Group Leader - Impact Assessment & Natural Resources
2018 - 2019	ESA, Senior Environmental Planner / Project Manager
2004 - 2018	ICF, Senior Environmental Planner / Planning & Development Sector Leader
1992 - 2004	URS Corporation, Principal Environmental Planner

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Noam Maitless BA, MA, MARCH

Design Director – Architecture and Urban Design



**Location**

Canberra, ACT, Australia

**Experience**

27 years

**Qualifications/Accreditations**

- Master of Arts, Humanities; and Bachelor of Arts, English (Hons.), Stanford, 1989
- Master of Architecture, Harvard Graduate School of Design, 1995

**Key technical skills**

- Architectural Design
- Urban Design
- Thought Leadership
- Design Strategy
- Business Development
- Stakeholder Engagement

**Memberships**

- Australian Institute of Architects (Licensed Architect)
- American Institute of Architects (Licensed Architect)
- US Green Building Council (LEED AP BD+C)
- ACT National Capital Design Review Panel
- Consult Australia Infrastructure and Urban Design Roundtable

**Relevant experience summary**

An award-winning architect and urbanist, Noam has delivered landmark projects around the world, with a concentration on mixed-use development, cultural and civic architecture, and sports and entertainment districts. Noam has also delivered pioneering work in the realm of regional-scale, aerotropolis master planning. His work is focused on integrating visionary place-making strategies, economic logic, and environmental resilience to create meaningful and sustainable change for our institutions, cities, and regions.

By engaging the complex drivers that shape modern experience with theoretic rigor and professional skill, Noam has led the creation of culturally significant work, including the historic redevelopment of downtown Las Vegas, Nevada; the precedent-setting aerotropolis regional plan for Ekurhuleni, South Africa; an innovative 50-year master plan for the Australian War Memorial in Canberra, as well as the design of the iconic Ngurra Cultural Centre in the heart of the Capital.

As a design leader, Noam has directed numerous international teams, from business development through execution, capturing millions of dollars in fees representing billions more in investment and construction.

A graduate of the Harvard Graduate School of Design, Noam writes about architecture and infrastructure for industry publications, and has written extensively about architecture and design for Esquire magazine.

Noam has taught architecture and design and served on design juries at University of Canberra, Harvard, SCI-Arc, the California College of the Arts, and Woodbury University.

He is a Professor in Urban Systems within the College of Engineering and Computer Science, at ANU. Noam speaks regularly to professional groups and conferences about architecture and urbanism and serves on several advisory and regulatory bodies within the urban development and building industry.

**Project Experience - Civic Precinct Design and Master Planning**

*Ngurra Cultural Centre/National Resting Place Reference Design*

Role: Design Director  
Client: Australian Commonwealth Government  
Location: Canberra, ACT

Concept strategy and functional plan for a new iconic structure commemorating Aboriginal and Torres Strait Islander peoples on the National Mall. | 53,8120 GSF/5,000 GSM, 2.5 ac./1 ha. Study Area.

Noam led the design team for the IBC, consulting closely with client groups and translating cultural aspirations, site evaluation, and technical space requirements into a preliminary design strategy that helped move the realisation of the project forward..

*Canberra Crossing*

Role: Project Director  
Client: City Renewal Authority |  
Location: Canberra, ACT

Urban concept that integrates transit infrastructure and walkable mixed-use development to activate the heart of Canberra as a national crossroads. | 12 ac./4.9 ha. Study Area development envelope.

Noam led an international team of economists, planners and designers to deliver a detailed study of a large commercial development and improved public realm, enabled by an underground bus terminal within the Canberra CBD.

### *Manuka Oval Redevelopment Study*

Role: Design Director  
Client: ACT Government  
Location: Canberra, ACT

Capacity study, design, and economic analysis, and master plan for the mixed-use redevelopment of a heritage-listed sports district. | 12 ac./4.9 ha. Study Area.

Leading a multi-national design team, Noam led the development of a functional design brief, activation strategy, development plan, and design proposals for the stadium and surrounding area.

### *Australian War Memorial 50-Year Master Plan*

Role: Design Director  
Client: Australian War Memorial  
Location: Canberra, ACT. Australia

Concept design and master planning for proposed long-range adaptation scenarios in a memorial development framework with campus visioning. | 35 ac./14 ha. Study Area

Noam led the reference design and master planning teams.

### *Civic Stadium Precinct*

Role: Project Director  
Client: Private  
Location: Canberra, ACT

Concept design and planning for a 30,000 seat stadium, convention center, hotel, and cultural district to anchor the eastern end of national capital CBD. Living infrastructure, transport, and linkages to other urban systems. | 20 ac./8.1 ha. Study Area

Noam led the planning and design team, the design, and development strategy, working closely with stakeholders and strategic partners.

### Project Experience – Urban Design

#### *Twentynine Palms Downtown Specific Plan*

Role: Urban Planner  
Client: City of Twentynine Palms  
Location: Twentynine Palms, CA

Capacity study, design, and economic analysis, and master plan for the mixed-use redevelopment of a heritage-listed sports district. | 42 ac./17 ha. Study Area.

Working with an international team of urban designers, transportation and infrastructure planners, and economists, and working closely with City staff, Noam led the development of planning policy and design guidelines to help foster development in this desert town over the next 20-year planning horizon..

#### *Vision 2045: Downtown Las Vegas Master Plan*

Role: Project Director  
Client: City of Las Vegas  
Location: Las Vegas, NV

Comprehensive development framework and implementation plan for the traditional heart of a unique American city. Project included financial modelling, mobility planning, and implementation strategies for a resilient network of mixed-use, cultural, and business districts. | 106 ac./42 ha. Study Area; Population: 65,115.

Noam led a multi-disciplinary team of planners, economists, and technical consultants, managed and presented to stakeholders and city officials, directed urban development guidelines.

### Project experience – Climate Adaption

#### *Sustainable Shine Dome –Heritage Research*

Role: Design Director  
Client: Australian Academy of Science  
Location: Canberra, ACT

In conjunction with the University of Canberra, GHD partnered with the Academy of develop a sustainability plan to replace or renew environmental systems within the Shine Dome, helping to establish a potential protocol for the effective updating of other mid-century heritage structures, nationally and beyond. | 2,300 sm. Study Area.

Noam contributed to the work of the project team of engineers, academics, and heritage architects in project research and stakeholder engagement.

#### *San Francisco Mission Bay Waterfront Adaptation*

Role: Project Design  
Client: SPUR  
Location: San Francisco, CA

Award-winning concepts for waterfront interface that integrates urban and open space to accommodate future potential sea level rise. | 54.6 ha. Study Area.

Noam led a team of architects, planners, and engineers in the delivery of this climate adaptation study.

### Select Recognition

Outstanding Initiative | Peachtree Corners Innovation Hub Master Plan | American Planning Association - GA Chapter | 2018

Best Practices Award of Excellence | Mission Creek Sea Level Rise Adaptation Study | American Planning Association - CA Chapter | 2017

Innovation in Green Community Planning Award of Excellence | Mission Creek Sea Level Rise Adaptation Study | American Planning Association – Northern CA Chapter | 2017

Best Practices Merit Award | CSUSB Palm Desert Campus Master Plan | American Planning Association – Inland Empire Section | 2017

Urban Design Award | CSUSB Palm Desert Campus Master Plan | American Planning Association, Inland Empire Section | 2017

National Planning Award: Municipality | Ekurhuleni Aerotropolis Master Plan | South Africa Planning Institute (SAPI) | 2016

National Planning Award: Professional | Ekurhuleni Aerotropolis Master Plan | South Africa Planning Institute (SAPI) | 2016

USGBC Sustainable Innovation Awards, Honor Award, Water Efficiency | Metro Bus Division 13 (Union Division), Los Angeles, CA | 2016

Los Angeles Business Journal - Silver Award for Most Sustainable Project | Metro Bus Division 13 (Union Division), Los Angeles, CA | 2016

Building Design + Construction - Silver Award | Metro Bus Division 13 (Union Division), Los Angeles, CA | 2016

Outstanding Planning Award | Memphis Aerotropolis Airport City Master Plan | American Planning Association – TN Chapter | Aug 2014



# Todd Tregenza AICP

## Senior Transportation Planner



### Location

Sacramento, CA

### Experience

15 years

### Qualifications/Accreditations

- BS, Community and Regional Development, University of California, Davis, CA, 2007
- American Institute of Certified Planners (AICP) Certified Planner #29678

### Key technical skills

- Multimodal Performance and Safety Analyses
- Transportation Programming and Funding Strategies
- Cost-Benefit Analyses and Grant Application Support
- Transportation Modeling and Vehicle Miles Traveled (VMT) Guidelines

### Memberships

- American Planning Association
- Young Professionals in Transportation

### Relevant experience summary

Todd Tregenza has 15 years of experience in transportation planning projects, assisting dozens of agencies throughout central and northern California in short- and long-range programming, including the development of travel demand models, general plan circulation elements, specific and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. This experience spans public and private sectors, extending into on-call contracts and arrangements with municipalities, where Todd prepares transportation studies and grant applications, performing peer reviews of impact studies and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.

### ***Highway 111 Corridor Improvement Plan and Specific Plan***

#### **Project Manager City of La Quinta | La Quinta, CA**

Managing the preparation of a corridor improvement plan and specific plan for the Highway 111 corridor in the City of La Quinta. The project includes preparation of a sample Form-Based Code for the corridor, a corridor improvement plan that improves multimodal safety and accessibility projects and features that can improve sustainability and liveability within the context of high summer temperatures and increasing drought intensity, final design and CEQA clearance of the project, and preparation of a new Specific Plan to repeal and replace the existing specific plans currently in place along the corridor. The project is an implementation step to fulfill the community vision established in the 2018 Highway 111 Corridor Plan by developing an feasible corridor design and new development code and zoning to enable the desired housing production, mixed use development, and economic revitalization.

### ***Twentynine Palms Downtown Specific Plan: Horizon 2045***

#### **Transportation Lead City of Twentynine Palms | Twentynine Palms, CA**

Led the development of transportation improvement alternatives to support and complement the vision of the Twentynine Palms Downtown Specific Plan. Also led the preparation of transportation analysis for the project's initial study / mitigated negative declaration for CEQA documentation. Improvements included consideration of roundabouts and road diets, especially along the major arterials bisecting the City, Adobe Road and State Route (SR) 62. Improvements were illustrated using Remix Streets platform to depict pedestrian bulbouts and mid-block crossings along SR 62, high visibility crosswalks, and improved bikeways. Improvements complement the Project Phoenix development that is ongoing. CEQA transportation analysis was completed using available vehicle miles travelled (VMT) screening maps and the operative regional travel demand model (San Bernardino Council of Governments).

### ***Arroyo Grande Circulation Element, CIP, and TIF Update***

#### **Project Manager**

**City of Arroyo Grande | Arroyo Grande, CA**

Managed the preparation of the adopted 2021 Arroyo Grande Circulation Element Update. This comprehensive project also involved updating the City's CIP and Transportation Impact Fee programs, using a local area model developed and maintained by GHD to be consistent with the most recent version of the SLOCOG regional model. Also led the updating of the City's Transportation Impact Analysis Guidelines to include VMT policies and guidelines in compliance with SB 743. The circulation element features robust bicycle and pedestrian improvement concepts and policies to guide implementation of the Complete Streets initiative, coordinated with the City's recently completed local road safety plan.

### ***Imola Corridor Complete Streets Improvement Plan***

#### **Project Manager**

**Napa Valley Transportation Authority | Napa, CA**

Managed the development of a 3.5-mile multimodal complete streets plan for Imola Avenue in the City and County of Napa. The plan primarily addressed safety improvements for all road users and improved pedestrian and bicyclist mobility. Coordinated plan development with agency and community stakeholders to ensure a community-driven process, then prioritized and programmed improvements according to various measures of effectiveness, such as cost-benefit, constructability, and environmental stewardship.

### ***20-Year Highway Master Plan***

#### **Senior Transportation Planner**

**CNMI Department of Public Works | Saipan, CNMI**

Managing the preparation of the 20-Year Highway Master Plan update for the islands of Rota, Tinian, and Saipan. Assessing the condition of existing highways, and establishing improvement needs based on future capacity, the need for improved resiliency, and a desire to increase transportation sustainability. Work includes development of GIS database for highway system that includes functional classification, active transportation facilities, travel demand, and capacity. Developing cost estimates for priority capital projects that may be eligible for future grant funding. Work includes robust outreach process supported by a project website with interactive map-based community feedback and hybrid virtual and in-person workshops on each island.

### ***SR 29 Comprehensive Multimodal Corridor Plan (CMCP) and Project Initiation Document (PID)***

#### **Senior Transportation Planner**

**Napa Valley Transportation Authority | Napa, CA**

Managed assembly of preferred improvement package for CMCP, prioritization of improvements, demonstration and visualization of benefits, calculation of benefit-cost ratio, and presentation of Final Plan. Soscol Junction improvement funded through Solutions for Congested Corridors Program following CMCP completion. During PID phase, working to assess alternatives consistent with CMCP. Overseeing work on the Traffic Engineering and Planning Agency (TEPA), Interchange Control Evaluation (ICE), and VMT Decision Documents. CMCP and PID concepts include bus queue jump lanes at signalized intersections, part time use of shoulders for transit, and Intelligent Transportation System (ITS) components.

### ***US 101 Broadway Multimodal Corridor Plan***

#### **Project Manager**

**Humboldt County Association of Governments | Eureka, CA**

Managed preparation of a multimodal corridor plan for US 101 in the City of Eureka, following Caltrans Corridor Planning Guidelines. The corridor suffers a lack of multimodal accessibility, poor travel reliability, and high rates of severe and fatal pedestrian and bicycle collisions. In turn, the plan proposed the major reconfiguration of the roadway, including provision for robust Class IV bikeways, transit prioritization through dedicated lanes and queue jump pockets, shortened pedestrian crossings, and new couplets to redistribute traffic. Closely coordinated with City and Caltrans partners to inform competitive grant applications, including Solutions for Congested Corridors Program.

### ***West Texas Street Complete Streets***

#### **Senior Transportation Planner**

**City of Fairfield | Fairfield, CA**

Assisted in the analysis of corridor alternatives guided by the vision and goals of the Heart of Fairfield Specific Plan along West Texas Street. Corridor concepts included roundabouts, mid-block crossing locations for pedestrians, and parking-protected Class IV or buffered Class II bikeways. (Preferred plan calls for a phased implementation of Class IV bikeways.) Led and assisted in preparation of Highway Safety Improvement Program (HSIP) and Active Transportation Plan (ATP) grant applications for plan components, then selected project components to maximize cost-benefit in a single HSIP application.



# Amber Shows GISP

## Geospatial Data & Mapping



### Location

Eureka, CA

### Experience

14 years

### Qualifications/Accreditations

- MS, Natural Resource Science, Humboldt State University, Arcata, CA, 2014
- Graduate Certificate, Geospatial Sciences, Humboldt State University, Arcata, CA, 2013
- BS/BA, Biology, Environmental Studies and French, Northern Arizona University, Flagstaff, AZ, 2004
- GISCI Certified Geographic Information Systems Professional (GISP), 2021

### Key technical skills

- ArcGIS Urban, ArcGIS Online
- ArcGIS Pro, Mobile Mapping, Asset Inventory
- Watershed and Environmental Management

### Memberships

- North Coast Geographic Information Systems User Group

### Relevant experience summary

Amber Shows is a spatial sciences professional and project manager with 14 years of experience in Geographic Information System (GIS), Global Positioning Systems (GPS), public infrastructure and asset inventory, watershed and environmental management, and urban planning. She has experience managing spatial and non-spatial data, mobile mapping, and surveying on private and public lands, building and maintaining geodatabases, remote sensing and analysis, preparation of grant proposals, regulatory agency coordination, and field work ranging from aquatic to public utility. Amber possesses a diverse educational and professional background, making her a valuable asset to any project where spatial sciences and data management are required.

### *La Quinta Highway 111 Corridor Specific Plan*

#### GIS Task Manager

**City of La Quinta, CA | Current**

Comprehensive master plan for infill mixed-use development for a livable and vibrant heart for the community along a 3-mile retail corridor. Led the Spatial Sciences GIS team to develop a suite of analytical maps and project area base maps, capturing land ownership, site improvement, development condition, and roadway types for use in digital, collaborative, and final document contexts. | 450 Acres

### *Twentynine Palms Downtown Specific Plan*

#### GIS Task Manager

**City of Twentynine Palms, CA | 2021 - 2022**

Long range comprehensive master plan for economic revitalization of a livable, walkable and vibrant heart of the community. Led the GIS team to develop a 3D model of downtown as well as base mapping and with existing conditions analysis. | 210 Acres

### *City of Arcata General Plan Update and Specific Area Plan: 3D Urban Planning Model*

#### GIS Analyst

**City of Arcata, CA | Current**

Working with Planwest, GHD modelled City zoning and planning rules and several development scenarios in a 3D environment for the City of Arcata's General Plan Update and Specific Area Plan Element. Leveraged ArcGIS Urban to easily build, analyze and share development scenarios and their effects on housing and jobs created as well as anticipated demands on resources and greenhouse gas emissions.

### *GIS Professional Services*

#### Task Order Manager

**City of Arroyo Grande, CA | Current**

Under a professional services on-call contract, GHD met with City staff to develop a task order scope that would modernize the City's GIS system and workflows and complete a backlog of data updates across their



planning and public works departments. Through this task order, GHD provides the City of Arroyo Grande with complete GIS support and has guided its transition to Esri's ArcGIS Online environment through road mapping and staff training.

### ***City of San Jose Curb Ramp Asset Management Program***

**Project Manager**  
**City of San Jose, CA | Current**

The City of San Jose selected GHD to evaluate asset management solutions for the management of their 30,000 curb ramps and to support the implementation of their Americans with Disabilities Act (ADA) Transition Plan. GHD consolidated the City's GIS data, prepared it for import into an asset management software program, and guided the City through change management of office and field workflows.

### ***Del Norte Regional Transportation Mapping***

**Project Manager**  
**Del Norte Local Transportation Commission | Crescent City, CA | 2021-2022**

This project standardized County, City, and Tribal roadways, transit, and active transportation layers in GIS within Del Norte County. GHD coordinated the gathering and developing of data and schema structure and guided spatial and attribute editing to achieve an accurate and dependable GIS system for the stakeholders in Del Norte County. Through an ArcGIS Online organization site administered by GHD, the region has access to authoritative datasets, web applications, and field data collection capabilities.

### ***Del Norte Regional Transportation Mapping 5-Year On-Call***

**Project Director**  
**Del Norte Local Transportation Commission | Crescent City, CA | Current**

This project is a continuation of the services provided to DNLTC and its stakeholders in the two years prior. DNLTC selected GHD again as its go-to GIS professional services firm to be a partner in regional transportation related spatial data and analysis through 2027.

### ***City of Carson Stormwater Inspection WebGIS***

**Project Manager**  
**City of Carson | Carson, Los Angeles County, CA**

The City of Carson required a solution to quickly mobilize their commercial stormwater inspection program and to easily provide progress updates to the state regulatory body, the Water Resources Control Board. Leveraging ArcGIS Online, GHD digitized the

City's paper forms into digital forms using Survey123, trained City staff in the collection of stormwater information, supported the City in field operations, ultimately inspected over 1,100 businesses in less than 6 months, and bringing the City into compliance under the Municipal Stormwater Program. The visualization of project progress in an ArcGIS Dashboard was invaluable to the City's Public Works Director and to the Water Board in accessing real-time data throughout the process.

### ***Fishing Grounds GIS Data Development & WebMap***

**Project Manager**  
**University of California Santa Cruz | San Luis Obispo, CA; San Luis Obispo County, CA**

In partnership with the Morro Bay Commercial Fishermen's Organization, the University of California, Santa Cruz, and the California Ocean Protection Council, GHD gathered, standardized, and digitized the results of stakeholder input on commercial fishing grounds for the Central Coast of California. By providing this GIS data to a public data clearing house and presenting it as a public facing interactive WebMap, Morro Bay Commercial Fishermen's Organization is able to tell their story and provide valuable insight to a wider audience in an easily accessible format.

### ***Fishing Grounds WebMap***

**Project Manager**  
**Humboldt Fishermen's Marketing Association | Eureka, Humboldt County, CA**

In partnership with the Humboldt Fishermen's Marketing Association, the University of California, Santa Cruz, and the California Ocean Protection Council, GHD gathered, standardized and digitized the results of stakeholder input on commercial fishing grounds for the North Coast of California. By providing this GIS data to a public data clearing house and presenting it as a public facing interactive WebMap, Humboldt Fishermen's Marketing Association is able to tell their story and provide valuable insight to a wider audience in an easily accessible format.



# Lucas Piper LLA, QSD/P

## Landscape Architect



### Location

Roseville, CA

### Experience

16 years

### Qualifications/Accreditations

- BS, Landscape Architecture, University of Oregon, Eugene, OR, 2006
- Landscape Architect, CA #5873
- Qualified Stormwater Pollution Prevention Plan (SWPPP) Developer / Practitioner, CA #25768

### Key technical skills

- Site and Drought Tolerant Design
- Irrigation and Low Impact Development (LID)
- Habitat Restoration
- 3D Models and Visualizations

### Memberships

- ASLA

### Relevant experience summary

Lucas Piper is a registered landscape architect with over 14 years of private development, roadway / intersection related design, and habitat restoration experience. He is a certified Qualified SWPPP Developer / Practitioner and has worked on a number of stormwater pollution management, stabilization, and LID projects. Lucas supports and provides landscape architectural services for a multitude of GHD consulting projects by providing an array of services including site analysis; site planning; geospatial analysis; conceptual design development; 3D renderings; construction document Plans, Specifications, and Estimates (PS&E); and SWPPP's.

### *La Quinta Complete Streets, a Road Diet Project*

**Landscape Architect**  
**City of La Quinta | La Quinta, CA**

Assisted in the preparation of the streetscape design for five roundabouts, and an approximate half mile of roadway. Desert plant materials, indigenous or adaptable to the area were incorporated in the design. Each roundabout represents a different planting theme. Water quality swales / basins were incorporated in many of the parkway strips to provide stormwater detention and water quality Best Management Practices (BMP's).

### *Imola Avenue Median Landscape*

**Landscape Architect**  
**City of Napa | Napa, CA**

Assisted in the development of the PS&E package for the Imola Avenue corridor that provided planting and irrigation in four existing medians on a roadway that is considered a gateway in the City of Napa. Plant materials were selected for their sustainability, low maintenance, and color / texture. Provided the City with

construction level PS&E for a project that would provide an inviting roadway landscape as a first impression when visiting the City of Napa.

stormwater detention and water quality BMP's.

### *Visalia Road (Avenue 280) Streetscape Design*

**Landscape Architect**  
**City of Exeter | Exeter, CA**

Assisted with the preparation of complete landscape plans associated with roadway improvements. The roadway improvements included landscape medians and parkways between the sidewalk and curb. Proposed plant materials were selected to provide year-round interest, relatively low maintenance needs, and low water use.

### *University of California Lawrence Berkeley National Laboratory Transit Hub*

**Landscape Architect**  
**Lawrence Berkeley National Laboratory | Berkeley, CA**

Served as Landscape Architect of Record, responsible for assisting in the site plan development and planting / irrigation, and site amenity design for a campus redevelopment project. The project includes the demolition and construction of a new campus building and transit hub to act as the heart of the campus. Design elements included: native and drought tolerant plants that also provided year-round aesthetic, shading, and water quality benefit; landscape seat walls; specialty paving; LID design and coordination; and site plan layout, grading, and Americans with Disabilities Act (ADA) compliance coordination. Additionally, the project required extensive coordination with Lawrence Berkeley National Laboratory staff and attendance / presentation for procedural reviews was a critical element of the project and approval process.

### ***Perez Park Landscape Design***

Landscape Architect  
Orange County Public Works | Costa Mesa, CA

Provided landscape design support and quality control / review for the development of a green infrastructure community park. The design integrated water quality treatment and storage into a small pocket park that also provided community park resources such as play equipment, seating walls, tables, shade structures, entry monuments, specialty paving, fencing, walls, and landscape planting and irrigation. Additional work included construction observation and amendments.

### ***Beach Boulevard Infrastructure Replacement Project***

Landscape Architect  
City of Pacifica | Pacifica, CA

Served as Landscape Architect for the preparation of design alternatives for the development of an ocean front promenade. Developed alternatives for treatment of the public space between a proposed ocean protection structure (sea wall) and the existing road. Alternatives addressed parking needs, horizontal and vertical relationships, paving and landscape, accessibility and circulation, and site amenities. Alternative were used for multiple virtual public workshops to develop community consensus on a preferred alternative.

### ***Ripon Downtown Circulation Study Streetscape Improvements***

Landscape Architect  
City of Ripon | Ripon, CA

Responsible for preparing draft design guidelines for streetscape improvements. The design guideline document included recommendations and visualizations for converting the existing vehicle-centric street and intersections of downtown Ripon to a pedestrian friendly streetscape. Proposed design recommendations

included narrowing of street corridors, intersection bulb-outs and crosswalk enhancements, sidewalk widening for pedestrian gathering and circulation, paving enhancements, sign monuments, bike routing, and street / sidewalk amenities.

### ***Fort Ord Recreational Trail and Greenway (FORTAG) – Segment 1***

Landscape Architect  
Transportation Agency for Monterey County | Monterey County, CA

The FORTAG project includes PS&E development of the 1.75-mile-long first segment of an approximately 28-mile-long regional multi-use trail system. Project includes landscape architectural services for trail alignment, entry nodes and rest areas, wayfinding, amenities, planting, and irrigation. Will provide bid assistance and construction management services with an estimated construction completion date of 2023.

### ***Belmont Road Parkway***

Landscape Architect  
City of Exeter | Exeter, CA

Assisted with the preparation of the landscape design for approximately 55,000 square feet of parkway along the west side of Belmont Road. The parkway also serves as a buffer between existing residential areas to the east and a future development area to the west. The parkway design includes a winding sidewalk through a naturalized planting area. Proposed plant materials were selected to provide year-round interest, relatively low maintenance needs, and low water use.

### ***Professional Skills***

- Site Analysis, Opportunity/Constraint Analysis, and Land Planning
- Site design and layout
- PS&E Documents
- Bank Stabilization, Stormwater Detention and Treatment, LID and Bioremediation Techniques, and Erosion/Sediment Control BMP's
- Grading and Drainage Analysis and Design
- Irrigation System Design and Water Ordinance Compliance
- Habitat Site Assessment, Evaluation, and Post-Construction Maintenance and Monitoring



# Sonya Cifuentes B/DES

Wayfinding and Signage Designer | Senior Visual Communication Consultant



## Location

Melbourne, Victoria, Australia

## Experience

22 years

## Qualifications/Accreditations

- Bachelor of Design, UNSW Art & Design, 2001
- Department of Defence Baseline Clearance (NV1 – in progress)

## Key technical skills

- Creative direction
- Graphic design
- Visual identity design
- UX/UI design
- Wayfinding and signage design
- Brand strategy
- Data visualisation
- Digital design and storytelling
- Video and animation
- HTML and CSS

## Relevant experience summary

Sonya is a senior graphic designer and wayfinding strategist with 22 years of experience working with organisations to create distinctive, relevant brands and cohesive signage designs that drive community engagement. As an experienced graphic designer and visual storyteller, she has strong leadership and stakeholder management skills to guide organisations toward market-leading brand positions.

## Project experience

### ***Murray River Adventure Trail – Signage Design, Strategy and Signage Manual***

**Role:** Wayfinding and signage design

**Client:** Department of Jobs, Precincts and Regions

**Location:** Echuca VIC

**Date(s):** April 2021 – March 2022

As a game changing, strategic priority project for the region, the Murray River Adventure Trail continues to be advanced. With support from the Victorian Government's \$500,000 commitment, we were appointed to undertake a comprehensive package of works including detailed design and alignment of the trail, cultural heritage studies, interpretative experience identification and development, marketing strategy development, signage and wayfinding.

We researched and mapped the current context, constraints, and existing experiences. Concurrently, planned and designed the wayfinding and signage across the length of the trail alignment to enhance local integration in the delivery of the trail.

### ***Bendigo Botanic Gardens***

**Role:** *Creative Director, signage design*

**Client:** City of Greater Bendigo

**Location:** Bendigo, VIC

**Project value:** \$800,000

**Date(s):** January 2022 – April 2022

GHD was engaged by the City of Bendigo to undertake consultation, concept design through to detailed design of the central hub area of the Bendigo Botanic Gardens. The scope includes a visitor centre and landscaping that will build upon the Living Plants Collection Plan.

We also developed the design for the main entrance signage to work with the suite of wayfinding signage within the gardens.

### ***Tasmanian Green Hydrogen Hub Funding Submission***

**Role:** *Creative Director*

**Client:** Tasmanian Department of State Growth - ReCFIT

**Location:** Hobart, Tasmania Australia

**Project value:** Confidential

**Date(s):** August 2021 – December 2021

Creative direction and graphic design of main funding submission report and summary report.

GHD is supporting the Tasmanian Government to prepare a funding submission to initiate the Tasmanian Green Hydrogen Hub Project at Bell Bay.

The scope seeks to plan for and deliver, enabling infrastructure to unlock the potential for large-scale hydrogen export and supporting domestic market activation across Tasmania.

The Hub will leverage Tasmania's existing high-quality advanced manufacturing infrastructure and renewable energy to accelerate the nation's first 100% green industrial hydrogen hub.

### **Bioenergy Australia**

**Role:** *Creative Director, Senior Graphic Designer*

**Client:** Bioenergy Australia

**Location:** VIC, Australia

**Project value:** \$50,000

**Date(s):** November 2021 – April 2022

Creative direction and graphic design of two brochures about the role of bioenergy and digestate, respectively, in Australia's circular economy. Bioenergy Australia will use the brochures as leave-behinds to prompt conversations with would-be renewable energy proponents and policymakers. Liaised with technical experts to gather and check information, and with a *writer* to create an engaging design format.

Content presented at Bioenergy Australia conference, Bioenergy 2030: Unlocking Australia's Future, headlined by the Hon. Angus Taylor MP, Minister for Energy and Emissions Reduction. Also, the subject of a standalone Bioenergy Australia webinar. Documents launched in standalone webinar in April 2022.

### **Australian research leadership in the Global Power System Transformation**

**Role:** *Creative Director, Senior Graphic Designer*

**Client:** CSIRO and AEMO

**Location:** Canberra ACT, Australia

**Date(s):** September 2021 – November 2021

GHD assisted CSIRO and AEMO by coordinating the development of nine research roadmaps. These roadmaps identify critical needs that must be addressed to enable a safe and cost effective-energy transition. Partnering with research organisations and industry leaders, a wide range of stakeholders were consulted in the development of the roadmaps. Any proposed research needed to be immediately applicable to Australia's pressing needs. Topics included Inverter Design, Stability Tools and Methods, Control Room of the Future, Planning, Restoration and Black Start, Services, Grid Architecture, and Distributed Energy Resources. Our role was originally to ensure that topics aligned, were relevant for Australia and that deadlines were met. This grew into the creation of several complementary and summary works for executive briefings and the external promotion of the project.

### **ACT BIM Implementation Plan**

**Role:** *Creative Director, Senior Graphic Designer*

**Client:** ACT Government

**Location:** Canberra ACT, Australia

**Date(s):** July 2020 – September 2020

Sonya is the Senior Graphic Designer responsible for ensuring all documentation complies with the ACT Government documentation style guide and branding. This includes the design and coordination of all internal and external project documentation.

### **City of Hobart Transport Strategy 2030**

**Role:** *Creative Director, Senior Graphic Designer*

**Client:** City of Hobart

**Location:** Hobart TAS

**Date(s):** December 2020 – April 2021

Sonya is the Senior Graphic Designer responsible for the layout and design of the City of Hobart Transport Strategy 2030. Ensuring all Strategy maps, data visualisation and collateral comply with the City of Hobart brand style guide.

### **Level Crossing Removal Project**

**Role:** *Graphic designer and SharePoint developer*

**Client:** Level Crossing Removal Project

**Location:** Melbourne VIC

**Date(s):** June 2019 – December 2019

Sonya developed the complete site architecture and migration strategy for a new Sharepoint Communications Site for the Level Crossing Removal Project's Business Strategy team. As part of this development, Sonya developed the look and feel and key design elements for the site. She also developed a searchable Authority Delegation Matrix database and an Innovation Idea Management database as part of the suite of tools for the site.

### **Career history**

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2018 - present	GHD, Creative Director, Senior Visual Communications Consultant
2017 - 2018	AIA Australia, Senior Graphic Designer
2013 - 2017	Pitcher Partners, Senior Graphic Designer
2011 - 2013	MyGene, Brand Consultant
2005 - 2011	K&L Gates, Brand Consultant

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# L.S. CONGLETON & ASSOCIATES

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Irvine, CA 92604

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Cell Phone: (949) 533-6443

E-mail: [linda@congletonconsulting.com](mailto:linda@congletonconsulting.com)



## OUR COMPANY

L.S. Congleton & Associates (“LSCA”) is an international, retail/mixed-use and shopping center consulting company with premier, specialized expertise in on-street shopping districts; mixed-use hotel/retail/residential projects; master-planned community, Town Center and Main Street shopping centers; regional and neighborhood-serving retail; and tourist-oriented, resort retail destinations.

## OUR SERVICES

LSCA has over 35 years of experience providing strategic, retail implementation, consultation; financial advisory services; and due diligence acquisition review to shopping center developers/owners; large land owners; Cities and governmental agencies; mixed-use and resort developers; investors; financial firms; pension funds; and chain-store retailers. Our clients retain the company for complex, customized assignments that result in workable solutions for the client’s senior Management team. Retail consultation assignments involve tenant mix optimization/releasing evaluations; shopping center, due diligence, market and financial acquisition reviews; shopping center repositioning and/or turn-around issues; and specialized tourist/visitor sites with significant retail potential. Most assignments involve shopping center and/or retail/restaurant sales projections; rent deal structuring and landlord revenue stream estimates; and targeted or recommended store sizing recommendations. The LSCA team has often worked as part of multi-disciplinary consulting teams with City Management teams, residential and gaming professionals, as well as architects and land use planners.

## OUR CLIENTS

LSCA’s shopping center clients have included many notable development companies, including James Rouse, founder of The Rouse Company and owner of some of the most productive tourist-oriented shopping centers in the nation. Other notable LSCA development clients have included Simon Property Group; Urban Retail Properties; JMB Federated Realty; Trizec-Hahn Centers; KRAVCO; Lend Lease Development; Madison Marquette Realty, Forest City and the Mills Corporation. LSCA’s visitor/tourist-based advisory services have included projects for Disney Development; Universal Studios (City Walk); Lucasfilm; and Silver Dollar City theme park. The company has provided city economic development and redevelopment consulting/advisory services since the 1980s. Other U.S. and international hotel/resort/mixed use retail consulting

engagements have been with Hyatt Development; KSL Development Corporation; Koll Development Malaysia; Trammell Crow Company; Howard Hughes Corporation; the Huntington Beach Resort Hotel (Hyatt); and numerous Las Vegas casinos and master-planned communities. LSCA has also provided real estate site analysis; expert witness testimony; and site-specific revenue projections for high profile retailers, including Target Corporation; Tokyu Department store; McDonalds; TESCO Corporation; Associated Wholesale Grocers; Thrifty Foods (grocery chain); and BJ's Restaurant & Brewhouse, a \$5.0 million-per-store, national, casual dining, restaurant chain.

LSCA has also advised many community-oriented shopping centers, with a focus on large (10,000 to 80,000+ home) communities, such as those built in Florida, Texas, California and Nevada. Selected residential developer clients have included Arvida; The Irvine Company; Shea Homes; Newhall Land & Farming Company; Del Webb Corporation; and Howard Hughes Corporation. International community-oriented assignments have included Desa ParkCity in Malaysia and a resort community in Aruba.

Over the span of 35+ years, the company's consulting engagements have covered nearly every major metropolitan area in the U.S., with emphasis on high growth corridors in the West, Southwest and Southeast. International retail locations have included Israel; Canada; the Caribbean; Europe; and Asia.

## **OUR PEOPLE**

Linda S. Congleton, Principal and founder of LSCA, is a graduate of the Stanford University Graduate School of Business and the University of California at Berkeley. Upon graduation from the Stanford Business School, Ms. Congleton was a real estate project manager at Nu-West, reporting to the California Division President of this Canadian development company. Prior to founding LSCA in 1984, Ms. Congleton managed the Newport Beach, California, office of Robert Charles Lesser & Co., a national residential and commercial real estate consulting company.

Ms. Congleton is a member of the Urban Land Institute, where she served for many years on ULI's Commercial/Retail Council. She also served on numerous ULI Advisory Panels for cities across the nation. For several years, Ms. Congleton was the principal instructor at ULI's two-day, multi-city, shopping center development educational Workshops for experienced real estate professionals.

Ms. Congleton is also a member of the International Council of Shopping Centers. She has been a speaker on topical real estate market and financial issues at conferences held by ICSC as well as the Appraisal Institute; the Food Marketing Institute; the International Association of Amusement Parks; the Chamber of Commerce and Cities; and several Economic Development Councils. She has taught courses at the University of California at Los Angeles and the University of California at Irvine's Graduate School of Urban & Regional Planning.



## REPRESENTATIVE CLIENTS

**Aetna Realty Investors, Inc.;** San Jose, California

**Alecta Investment Management;** New London, Connecticut

**Anthem by Del Webb;** Anthem, Arizona

**Arvida;** Boca Raton, Florida

**Associated Wholesale Grocers, Inc.;** Kansas City, Kansas

**Bedford Properties, Inc.;** Lafayette, California

**BJ's Restaurant, Inc.;** Huntington Beach, California

**Boston Properties;** San Francisco, California

**Bridge Housing Corporation;** San Diego, California

**California State University Channel Islands;** Camarillo, California

**Castle & Cooke Homes Hawaii;** Honolulu, Hawaii

**Catellus Development Corporation;** San Francisco, California

**Cities of:** Alameda, Anaheim, Akron, Beverly Hills, Celina (TX), Chino, Commerce, Cupertino, Dallas (TX), El Monte, Huntington Beach, Huntington Park, La Quinta, Long Beach, Los Angeles, Mission Viejo, Newport Beach, Norwalk, Oceanside, Pasadena, Port Hueneme, Redondo Beach, Riverside, Sachse (TX), San Jose, San Juan Capistrano, San Leandro, San Marino, Signal Hill, Sparks (NV), 29 Palms, West Covina, Yorba Linda

**D.R. Horton;** Pleasanton, California

**Disney Development Company;** Burbank, California

**DMB, Inc.;** Phoenix, Arizona

**EBSCO Gulf Coast Development Inc. (Alys Beach);** Santa Rosa Beach, Florida

**Ellis Partners LLC;** San Francisco, California

**Eric Knudsen Trust;** Kauai, Hawaii

**Forest City Development;** Cleveland, Ohio

**Fresh & Easy Neighborhood Market (TESCO);** El Segundo, California

**Goldman Sachs Group Inc.;** New York, New York

**Harrah's Casino Hotel;** Las Vegas, Nevada

**Holualoa Companies;** Tucson, Arizona

**Home Depot;** Santa Maria, California

**Hunt Hawaii;** Honolulu, Hawaii

**HVS International;** San Francisco, California

**Hyatt Development Corporation;** Chicago, Illinois

**IDS Real Estate Group;** Los Angeles, California

**Irvine Company;** Irvine, California

**Kamehameha Schools;** Honolulu, Hawaii

**Kapalua;** Maui, Hawaii

**Koll Development Company (Malaysia);** Kuala Lumpur, Malaysia

**Kona Pacific Farmers Cooperative;** Captain Cook, Hawaii

**KRAVCO;** King of Prussia, Pennsylvania

**KSL Development Corporation;** La Quinta, California

**Las Vegas Sands Corp.;** Las Vegas, Nevada

**Lucasfilm;** Nicasio, California





**MacFarlane Partners Investment Management, LLC;** San Francisco, California  
**Maguire Properties;** Los Angeles, California  
**Marina Bay Sands Pte. Ltd.;** Singapore  
**MCA Development Company;** Universal City, California  
**McDonald's Corporation;** Woodland Hills, California  
**Nack Development;** Frisco, Texas  
**Newhall Land & Farming Company;** Valencia, California  
**Northwestern Mutual Life;** Los Angeles, California  
**Ohio State Teacher's Retirement System;** Columbus, Ohio  
**Pacifica Capital Group, Inc.;** Los Angeles, California  
**Pacific Gas & Electric Company;** San Francisco, California  
**Parmenter Realty Partners;** Dallas, Texas  
**Perdana ParkCity Sdn Bhd, Desa ParkCity;** Kuala Lumpur, Malaysia  
**Plains Exploration & Production Co.;** Montebello, California  
**Pueblo of Sandia;** Albuquerque, New Mexico  
**Queen Lili'uokalani Trust;** Honolulu, Hawaii  
**R.C. Hobbs Company;** Orange, California  
**Reno Land Inc.;** Reno, Nevada  
**Regent Properties, Inc.;** Los Angeles, California  
**Robert Mayer Corporation;** Newport Beach, California  
**RREEF;** San Francisco, California  
**Seaside Community Development;** Seaside, Florida  
**Sands China Ltd.;** Hong Kong, SAR  
**Shea Mountain House LLC;** Livermore, California  
**Shapell Industries, Inc.;** Beverly Hills, California  
**Signature Properties;** Pleasanton, California  
**Silver Dollar City, Inc.;** Branson, Missouri  
**Simon Property Group;** Indianapolis, Indiana  
**Sondermann Ring Partners;** Marina Del Rey, California  
**STACKED;** Yorba Linda, California  
**Stanford Carr Development LLC;** Honolulu, Hawaii  
**State Teacher's Retirement System of Ohio;** Columbus, Ohio  
**Summerlin;** Las Vegas, Nevada  
**Target Corporation;** Minneapolis, Minnesota  
**TIAA-CREF Financial Services Global Real Estate;** Newport Beach, California  
**Tokyu Department Store;** Tokyo, Japan  
**Tradition Properties, LLC;** Biloxi, Mississippi  
**Trammel Crow Company;** Los Angeles, California  
**TrizecHahn Corporation;** Toronto, Canada & San Diego, California  
**Urban Retail Properties Company;** Chicago, Illinois  
**Utah (State) Trust Lands Administration;** St. George, Utah  
**Viera Company;** Viera, Florida  
**Watt Commercial Properties;** Santa Monica, California  
**Western Development Corporation;** Washington, D.C.  
**Yarmouth Group;** Los Angeles, California

**LSCA REFERENCES FOR BEAUMONT REVITALIZATION PLAN (DBRP)**

Mr. Jason C. Mikaelian, AICP  
Deputy Director  
Community and Economic Development Department  
City of El Monte, CA  
1-626-580-2064  
[jmikaelian@elmonteca.gov](mailto:jmikaelian@elmonteca.gov)

1. *Flair Park Economic Feasibility Study (July, 2022)*
2. *Area Y Highest and Best Use Analysis and Recommended Development Program (2017)*
3. *Northwest Industrial District Commercial/Industrial/Business Park/Retail/Mixed-Use Development Opportunities Analysis and Recommended Development Program (2017)*

Mr. Travis Clark  
Community Development Director  
City of Twentynine Palms  
6136 Adobe Road  
Twentynine Palms, CA  
1-760-367-6799  
[tclark@29palms.org](mailto:tclark@29palms.org)

1. *Retail/Commercial And Mixed-Use Demand And Strategic Program Opportunity Recommendations For 29 Palms Downtown Specific Plan (December, 2021); Team project with GHD.*

Ms. Cheri Flores  
Planning Manager  
Design & Development Department  
City of La Quinta  
78495 Calle Tampico  
La Quinta, CA  
1-760-777-7067  
[CLFlores@LaQuintaCA.gov](mailto:CLFlores@LaQuintaCA.gov)

1. *Development Implementation Strategy Study & Real Estate Market Study, Highway 111 Corridor Specific Plan (Currently Underway, Summer 2022); Team project with GHD.*

Mr. Jerod Potts  
Assistant to the City Manager – Economic Development  
City of Sachse City Manager’s Office  
3815-B Sachse Road  
Sachse, Texas  
1-469-429-4764  
[jpotts@cityofsachse.com](mailto:jpotts@cityofsachse.com)

1. *Sachse 5<sup>th</sup> Street Strategic Retail Consultation Report (January, 2020)*

Mr. Armando Ornelas  
Community Services Director and former Redevelopment Manager (with city since 1999)  
City of Sparks  
431 Prater Way  
City of Sparks, NV  
1-775-353-1644  
[aornelas@cityofsparks.us](mailto:aornelas@cityofsparks.us)

1. *Victorian Square Downtown Masterplan Strategic Consultation (2003-2006, 2016)*

Mr. Donny Churchman  
President  
Nack Development  
Frisco, Texas  
1-972-330-3819  
[donny@nackdevelopment.com](mailto:donny@nackdevelopment.com)

Nack Development is a successful, “small town” Downtown mixed-use developer in North Dallas, Texas

1. *Downtown Frisco Retail/Restaurant/Commercial Demand & Sales Potential for Downtown Frisco Sites (2017)*
2. *Historic Downtown Celina Master Plan Strategic Retail Phase I Consultation (2018)*
3. *Old Town Lewisville Restaurant/Retail/Commercial Feasibility Potential, Highest And Best Uses And Demand Analysis For Two Commercial Sites (June, 2022)*



[ghd.com](http://ghd.com)

→ **The Power of Commitment**

# K. Cost Proposal

Please review this detailed cost of services table; it is based on a realistic and customized consideration of the hours needed to meet the proposed scope of services. We have discounted our standard rates as shown in the table for this exciting project. We're happy to answer your questions about timing and deliverable assumptions made in support of this cost estimate. The GHD Team is ready to revise or clarify cost proposal details in an interview, prior to, or during project Kick-Off.

Downtown Beaumont Revitalization Plan   Fee Proposal		Land Use & Development			Transportation		Environment		Spatial Science		Admin	Market & Development Strategy			GHD Direct Cost (Printing & Travel)	GHD Labor Fee	Linda Congleton Associates (LCA) Total Fee	Project Total Fee by Task						
		Noam Maitless	Jonathan Linkus (PM)	Land Use Team	Todd Tregenza	Transport Team	Charles Smith	CEQA Team	Amber Shows	Spatial Team	Admin Team	Linda Congleton	Michael Butler	Market Team										
Revised: 9/7/2022		Project Proposed Rate: Standard Rate Discount:			\$ 200	\$ 180	\$ 120	\$ 220	\$ 164	\$ 284	\$ 164	\$ 180	\$ 132	\$ 150	\$ 250	\$ 200	\$ 50							
		16%	16%	16%	16%	16%	16%	16%	16%	16%	2%	0%	0%	0%										
<b>1 Project Meetings &amp; Management</b>		RFP Ref.																						
1.1	Monthly Project Management	N/A	-	48	-	-	-	-	-	-	48	-	-	-	-	-	-	\$ -	\$ 15,840	\$ -	\$ 15,840			
1.2	Bi-Weekly Coordination Calls & Kickoff	M1.	2	32	-	12	-	2	-	2	-	-	-	12	-	-	-	\$ 320	\$ 9,728	\$ 3,000	\$ 13,048			
1.3	Economic Development Workshops	M4.	-	2	-	-	-	-	-	-	-	-	-	24	-	-	-	\$ -	\$ 360	\$ 6,000	\$ 6,360			
1.4	Planning Commission Workshops	M4.	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$ 2,880	\$ -	\$ 2,880			
1.5	City Council Workshops	M5.	-	16	-	-	-	-	-	-	-	-	-	4	-	-	-	\$ -	\$ 2,880	\$ 1,000	\$ 3,880			
			<b>2</b>	<b>114</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 320</b>	<b>\$ 31,688</b>	<b>\$ 10,000</b>	<b>\$ 42,008</b>			
<b>2 Review &amp; Analyze</b>																								
2.1	Inventory Field Review Existing Conditions, Determine Prime Opportunity Sites	A.	-	32	32	8	24	2	16	2	32	-	-	18	5	20	-	\$ -	\$ 23,072	\$ 6,500	\$ 29,572			
2.2	Review Current Vision Concept & Policies	B.	4	4	-	-	-	-	-	-	-	-	-	4	-	-	-	\$ -	\$ 1,520	\$ 1,000	\$ 2,520			
2.3	Market Demand Feasibility Parameters for Implementation Plan Development Opportunities	C.	-	-	-	-	-	-	-	-	-	-	-	45	16	41	-	\$ -	\$ -	\$ 16,500	\$ 16,500			
2.4	Review Plans for Consistency with DBRP	D.	4	4	-	-	16	-	-	-	-	-	-	-	-	-	-	\$ -	\$ 4,144	\$ -	\$ 4,144			
2.5	Review of General Plan Update PEIR	E.	-	-	-	8	24	2	32	-	-	-	-	-	-	-	-	\$ -	\$ 11,512	\$ -	\$ 11,512			
			<b>8</b>	<b>40</b>	<b>32</b>	<b>16</b>	<b>64</b>	<b>4</b>	<b>48</b>	<b>2</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>67</b>	<b>21</b>	<b>61</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 40,248</b>	<b>\$ 24,000</b>	<b>\$ 64,248</b>			
<b>3 Collaborate &amp; Synthesize</b>																								
3.1	Obtain Input from Key Stakeholders (10) & Prepare Confidential Summary	F.	-	-	-	-	-	-	-	-	-	-	-	18	-	-	-	\$ -	\$ -	\$ 4,500	\$ 4,500			
3.2	Two (2) Community Visioning Workshops	M2.	-	64	64	2	32	-	-	-	-	-	-	8	-	-	-	\$ 1,500	\$ 24,888	\$ 2,000	\$ 28,388			
3.3	Synthesize Market Trends & Prepare Feasible Market-Driven Recommendations	G.	-	8	-	-	-	-	-	-	-	-	-	20	10	20	-	\$ -	\$ 1,440	\$ 8,000	\$ 9,440			
			<b>-</b>	<b>72</b>	<b>64</b>	<b>2</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46</b>	<b>10</b>	<b>20</b>	<b>-</b>	<b>\$ 1,500</b>	<b>\$ 26,328</b>	<b>\$ 14,500</b>	<b>\$ 42,328</b>			
<b>4 Document &amp; Refine</b>																								
4.1	Initial Draft Revitalization Plan, Final Market Feasibility & Building Prototype Recommendations	H.	32	96	32	24	64	2	24	-	-	-	-	16	4	14	-	\$ -	\$ 47,800	\$ 5,500	\$ 53,300			
4.2	Administrative Draft Revitalization Plan	I.	-	32	32	-	16	-	-	2	8	-	-	-	-	-	-	\$ -	\$ 13,640	\$ -	\$ 13,640			
4.3	Final Revitalization Plan	J.	-	16	-	-	8	-	8	-	-	-	-	4	-	-	-	\$ -	\$ 5,504	\$ 1,000	\$ 6,504			
			<b>32</b>	<b>144</b>	<b>64</b>	<b>24</b>	<b>88</b>	<b>2</b>	<b>32</b>	<b>2</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>4</b>	<b>14</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 66,944</b>	<b>\$ 6,500</b>	<b>\$ 73,444</b>			
<b>5 Finish &amp; Publish</b>																								
5.1	Format Coordination & Key Visualizations	K.	-	34	32	-	8	-	-	-	-	-	-	-	-	-	-	\$ -	\$ 11,272	\$ -	\$ 11,272			
5.2	Print and Digital Publication (120 pg ea.)	L.	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 630	\$ 1,440	\$ -	\$ 2,070			
			<b>-</b>	<b>42</b>	<b>32</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 630</b>	<b>\$ 12,712</b>	<b>\$ -</b>	<b>\$ 13,342</b>			
			\$8,400	\$74,160	\$23,040	\$11,880	\$31,488	\$2,272	\$13,120	\$1,080	\$5,280	\$7,200	\$43,250	\$7,000	\$4,750			\$ 2,450	\$ 177,920	\$ 55,000	\$ 235,370			
			Portion of Labor Fee by Worksteam			<b>\$105,600</b>			<b>\$43,368</b>			<b>\$15,392</b>			<b>\$6,360</b>			<b>\$7,200</b>			<b>\$55,000</b>			
			Percent of Labor Fee by Workstream:			45%			18%			7%			3%			3%			23%			
<b>Proposed Total Fee:</b>																								
<b>Optional Scope of Work Items</b>																			<b>Proposed Total Fee + Optional Scope: \$ 274,759</b>					
		Urban Design			Signage & Branding		Optional Printing (+15 Pg Ea.)	Optional Labor Fee	Optional															
		Noam Maitless	Jonathan Linkus (PM)	Design Team	Sonya Cifuentes	Signage Team																		
		\$ 180	\$ 180	\$ 120	\$ 188	\$ 120																		
6.1	Downtown Signage Program	Op. A.	-	-	-	32	64	\$ 206	\$ 13,696	\$ 13,902														
6.2	Architecture Design Guidelines	Op. B.	8	32	64	-	-	\$ 206	\$ 20,960	\$ 21,166														
								<b>\$ 413</b>	<b>\$ 34,656</b>	<b>\$ 35,069</b>														

**EXHIBIT "B"**

**CERTIFICATES OF INSURANCE AND ENDORSEMENTS A**

**(insert behind this page)**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/21/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Willis Towers Watson Northeast, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	<b>CONTACT NAME:</b> Willis Towers Watson Certificate Center <b>PHONE (A/C. No. Ext):</b> 1-877-945-7378 <b>E-MAIL ADDRESS:</b> certificates@willis.com	<b>FAX (A/C. No.):</b> 1-888-467-2378
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> GHD Inc. 4747 N. 22nd Street, Suite 200 Phoenix, AZ 85016	<b>INSURER A:</b> Allied World Assurance Company US Inc	<b>NAIC #</b> 19489
	<b>INSURER B:</b> Zurich American Insurance Company	16535
	<b>INSURER C:</b> Beazley Insurance Company Inc	37540
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

### COVERAGES

CERTIFICATE NUMBER: W26370732

REVISION NUMBER:

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	Y	0310-4497	12/01/2021	12/01/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> COLL Ded: \$500 <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> Comp Ded: \$250		Y	BAP 3757423-07	07/01/2022	07/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Hired Physical Damage \$ 100,000.00
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	N/A	WC 0380936-07	07/01/2022	07/01/2023	<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
C	Professional Liability		Y	V29594210301	12/01/2021	12/01/2022	Each Claim: \$2,000,000 Aggregate: \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

GHD Project no.: 12592877; Professional Services for Downtown Beaumont Revitalization Project

City of Beaumont, its officials, employees and agents are included as Additional Insureds as respects to General Liability where required by contract or agreement.

General Liability and Auto Liability policies shall be Primary and Non-contributory with any other insurance in force

### CERTIFICATE HOLDER

### CANCELLATION

City of Beaumont  
 550 E. 6th Street  
 Beaumont, CA 92223

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



**ADDITIONAL REMARKS SCHEDULE**

AGENCY Willis Towers Watson Northeast, Inc.		NAMED INSURED GHD Inc. 4747 N. 22nd Street, Suite 200 Phoenix, AZ 85016	
POLICY NUMBER See Page 1		NAIC CODE See Page 1	
CARRIER See Page 1		EFFECTIVE DATE: See Page 1	

**ADDITIONAL REMARKS**

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
 FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

for or which may be purchased by Additional Insureds where required by contract or agreement.

Waiver of Subrogation applies in favor of Additional Insureds with respects to General Liability, Auto Liability, Professional Liability where required by contract or agreement and Workers Compensation where required by written contract, agreement or permit where permissible by law or statute.



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ADDITIONAL INSURED – OWNERS, LESSEES OR  
CONTRACTORS – SCHEDULED PERSON OR  
ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

**SCHEDULE**

<p><b>Name of Person or Organization:</b></p> <p><b>Where required by written contract</b></p>
---

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

**A. Section II – Who Is An Insured** is amended to include as an insured the person or organization shown in the Schedule, but only with respect to liability arising out of your ongoing operations performed for that insured.

**B.** With respect to the insurance afforded to these additional insureds, the following exclusion is added:

**2. Exclusions**

This insurance does not apply to "bodily injury" or "property damage" occurring after:

- (1) All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the site of the covered operations has been completed; or
- (2) That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ADDITIONAL INSURED – OWNERS, LESSEES OR  
CONTRACTORS – COMPLETED OPERATIONS**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

**SCHEDULE**

<p><b>Name of Person or Organization:</b></p> <p>Where required by written contract</p>
<p><b>Location And Description of Completed Operations:</b></p> <p>Where required by written contract</p>
<p><b>Additional Premium:</b></p> <p>N/A</p>

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

**Section II – Who Is An Insured** is amended to include as an insured the person or organization shown in the Schedule, but only with respect to liability arising out of "your work" at the location designated and described in the schedule of this endorsement performed for that insured and included in the "products-completed operations hazard".



# WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART  
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

### SCHEDULE

<p><b>Name Of Person Or Organization:</b></p> <p><b>Where required by written contract</b></p>
<p>Where required by written contract Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

The following is added to Paragraph 8. **Transfer Of Rights Of Recovery Against Others To Us** of Section IV – Conditions:

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **PRIMARY AND NON-CONTRIBUTORY**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

Notwithstanding any other provision of this policy to the contrary, the insurance afforded to an additional insured under this policy will be primary to, and non-contributory with, any other insurance available to that person or organization in the event a contract or agreement you enter into requires you to furnish insurance to that person or organization of the type provided by this policy.



ZURICH®

# Coverage Extension Endorsement

Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
BAP 3757423-07	07/01/2022	07/01/2023	07/01/2022		---	---

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

This endorsement modifies insurance provided under the:

**Business Auto Coverage Form  
Motor Carrier Coverage Form**

## A. Amended Who Is An Insured

1. The following is added to the **Who Is An Insured** Provision in **Section II – Covered Autos Liability Coverage**:

The following are also "insureds":

- a. Any "employee" of yours is an "insured" while using a covered "auto" you don't own, hire or borrow for acts performed within the scope of employment by you. Any "employee" of yours is also an "insured" while operating an "auto" hired or rented under a contract or agreement in an "employee's" name, with your permission, while performing duties related to the conduct of your business.
- b. Anyone volunteering services to you is an "insured" while using a covered "auto" you don't own, hire or borrow to transport your clients or other persons in activities necessary to your business.
- c. Anyone else who furnishes an "auto" referenced in Paragraphs **A.1.a.** and **A.1.b.** in this endorsement.
- d. Where and to the extent permitted by law, any person(s) or organization(s) where required by written contract or written agreement with you executed prior to any "accident", including those person(s) or organization(s) directing your work pursuant to such written contract or written agreement with you, provided the "accident" arises out of operations governed by such contract or agreement and only up to the limits required in the written contract or written agreement, or the Limits of Insurance shown in the Declarations, whichever is less.

2. The following is added to the **Other Insurance** Condition in the Business Auto Coverage Form and the **Other Insurance – Primary and Excess Insurance Provisions Condition** in the Motor Carrier Coverage Form:

Coverage for any person(s) or organization(s), where required by written contract or written agreement with you executed prior to any "accident", will apply on a primary and non-contributory basis and any insurance maintained by the additional "insured" will apply on an excess basis. However, in no event will this coverage extend beyond the terms and conditions of the Coverage Form.

All other terms, conditions, provisions and exclusions of this policy remain the same.

## M. Temporary Substitute Autos – Physical Damage

1. The following is added to **Section I – Covered Autos**:

### Temporary Substitute Autos – Physical Damage

If Physical Damage Coverage is provided by this Coverage Form on your owned covered "autos", the following types of vehicles are also covered "autos" for Physical Damage Coverage:

Any "auto" you do not own when used with the permission of its owner as a temporary substitute for a covered "auto" you do own but is out of service because of its:

1. Breakdown;
  2. Repair;
  3. Servicing;
  4. "Loss"; or
  5. Destruction.
2. The following is added to the Paragraph **A. Coverage** Provision of the **Physical Damage Coverage** Section:

### Temporary Substitute Autos – Physical Damage

We will pay the owner for "loss" to the temporary substitute "auto" unless the "loss" results from fraudulent acts or omissions on your part. If we make any payment to the owner, we will obtain the owner's rights against any other party.

The deductible for the temporary substitute "auto" will be the same as the deductible for the covered "auto" it replaces.

## N. Amended Duties In The Event Of Accident, Claim, Suit Or Loss

Paragraph **a.** of the **Duties In The Event Of Accident, Claim, Suit Or Loss** Condition is replaced by the following:

- a. In the event of "accident", claim, "suit" or "loss", you must give us or our authorized representative prompt notice of the "accident", claim, "suit" or "loss". However, these duties only apply when the "accident", claim, "suit" or "loss" is known to you (if you are an individual), a partner (if you are a partnership), a member (if you are a limited liability company) or an executive officer or insurance manager (if you are a corporation). The failure of any agent, servant or employee of the "insured" to notify us of any "accident", claim, "suit" or "loss" shall not invalidate the insurance afforded by this policy.

Include, as soon as practicable:

- (1) How, when and where the "accident" or "loss" occurred, and if a claim is made or "suit" is brought, written notice of the claim or "suit" including, but not limited to, the date and details of such claim or "suit";
- (2) The "insured's" name and address; and
- (3) To the extent possible, the names and addresses of any injured persons and witnesses.

If you report an "accident", claim, "suit" or "loss" to another insurer when you should have reported to us, your failure to report to us will not be seen as a violation of these amended duties provided you give us notice as soon as practicable after the fact of the delay becomes known to you.

## O. Waiver of Transfer Of Rights Of Recovery Against Others To Us

The following is added to the **Transfer Of Rights Of Recovery Against Others To Us** Condition:

This Condition does not apply to the extent required of you by a written contract, executed prior to any "accident" or "loss", provided that the "accident" or "loss" arises out of operations contemplated by such contract. This waiver only applies to the person or organization designated in the contract.

---

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT**

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

**Schedule**

ALL PERSONS AND/OR ORGANIZATIONS THAT ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT WITH THE INSURED, EXECUTED PRIOR TO THE ACCIDENT OR LOSS, THAT WAIVER OF SUBROGATION BE PROVIDED UNDER THIS POLICY FOR WORK PERFORMED BY YOU FOR THAT PERSON AND/OR ORGANIZATION.