



CITY OF EUREKA

Waterfront Specific Plan

Bid No. 2021-19 | October 29, 2021



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In association with:

BKF Engineers | BAE Urban Economics, Inc. | uxo architects



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SAN ANTONIO

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SEATTLE

October 29, 2021

City of Eureka, Finance Department
531 K Street
Eureka, CA 95501

RE: BID No. 2021-19 - Waterfront Specific Plan

Dear Ms. Castellano and Selection Committee Members:

Eureka is the heart of Northern California's redwood region, as well as its civic, economic, and cultural hub. The Old Town and Waterfront districts are rich with character, history, and unique destinations. Eureka also has a working waterfront, walkable downtown, diverse small businesses, stellar recreational options, and a growing pipeline of talent. But the city is also easily overlooked by visitors travelling on Highway 101, and Downtown and the Waterfront struggle with vacancies and underutilized land. The City and residents also face multiple competing priorities—including economic development, climate adaptation, and housing affordability.

We are emerging from a time of unprecedented change brought on by the COVID-19 pandemic, which impacted downtown businesses, streets, and services virtually overnight. Cities, property owners, and community organizations are still trying to understand the impact of these changes on the near- and long-term future of our cities and downtowns. Like all California communities, Eureka has a housing affordability crisis and must seek creative solutions to add supply and increase options for residents of all economic levels. Remote and hybrid work options that became commonplace during the pandemic are also re-shaping housing markets and allowing many families and workers to relocate to smaller cities.

The MIG Team understands that, against this backdrop, **the City of Eureka is seeking a roadmap for development and redevelopment of downtown and waterfront sites. The City's Waterfront Specific Plan must provide a strategic, actionable blueprint** to guide near-term growth and development, building on the area's many assets.

Downtown Eureka's Waterfront Specific Plan must recognize and address the complexities of successful downtowns, addressing land uses and ground-floor activity; mobility and connectivity; open spaces, parks, and alleys; and pedestrian environments and streetscapes. **A successful planning process will engage a broad range of community stakeholders, articulate a clear vision for Downtown, promote housing development, and establish clear actions for implementation.**

The MIG Team is uniquely suited to this effort. We are a team of planners, engineers, economists, architects, and downtown strategists with unparalleled community engagement and facilitation expertise. Our team has worked in dozens small cities throughout California, Oregon, and the United States, and brings a fundamental understanding of Specific Plans, waterfront environments, and downtowns. To augment and complement MIG's national experience in planning and downtown strategies, we have engaged two subconsultants with recent in-depth experience. Together, our team will lead inclusive participatory public engagement that informs our design, policy, and implementation strategies.

BKF Engineers has built a reputation on the ability to plan, design, survey, and successfully implement complex projects. They bring waterfront and Specific Plan experience to this project, as well as an established working relationship with MIG.

BAE Urban Economics, Inc. is an award-winning, national urban economics, and real estate advisory consultant practice. BAE finds practical solutions to urban issues that consider of environmental impacts and social benefits as well as financial returns result in the best value for our clients. They bring a deep understanding of Eureka's downtown and waterfront environments and marketplaces, having worked recently on the City's General Plan Update and an economic analysis of waterfront development options.

uxo architects is a worker-owned, full-service architecture practice that works across scales. Over the last year, UXO architects has worked in close partnership with Dishgamu Humboldt, an indigenous-led community land trust which aims to build affordable housing and increase community resilience in Humboldt County. Through this work, they have gained in-depth understanding of the physical, cultural, and historic aspects of Eureka's downtown as well as the complexities and challenges of developing affordable housing.

To manage and facilitate this work, MIG will rely on the following strategies to ensure efficient use of resources, and successful project outcomes.

- » **Efficiency and Coordination:** We will build on and refine recent work done by the City and other partners including land use and strategic plans, market data and analyses, and community and stakeholder input to maximize resources and eliminate redundancy.
- » **Deliverables as Building Blocks:** Each task will result in a set of tangible products that will directly inform the Waterfront Specific Plan.
- » **Communication and Adaptability:** MIG will work collaboratively with City staff to ensure we meet the project objectives while remaining flexible enough to adapt to changes or shifting priorities.
- » **Hybrid Engagement:** MIG uses scalable digital tools that leverage in-person engagement and can lead effective and engaging outreach programs despite public health restrictions. We employ a focused, multi-pronged approach to facilitation, engagement, and outreach that is effective, efficient, and fun.
- » **Effective Management:** MIG employs multiple project management strategies and techniques to keep projects on time and on budget. MIG will provide the City with consolidated Requests for Information (RFI) to streamline transfer of data and information. Regular check-ins with Ellie Fiore, the MIG project manager and primary point of contact, allow the project team to efficiently make decisions, discuss milestones, and confirm next steps and schedules.

The Eureka waterfront is full of possibilities. **The Waterfront Specific Plan will require a team that can engage the community and project partners at multiple levels, while completing the various technical studies to bring the plan to fruition. We are passionate about projects that can be truly transformative.**

Our team is focused on providing you with the expertise needed to make this project a success. This proposal articulates our interest in this project, and we look forward to refining our work scope and discussing the next steps with you. If you have any questions or would like additional information, please contact Ellie at (503) 349-1877 or by email at ellief@migcom.com.

Sincerely,



Rick Barrett, ASLA, LEED AP
Principal-in-Charge



Ellie Fiore, AICP
Project Manager



TABLE OF CONTENTS

1. Qualifications and Experience	1
2. Scope of Work, Schedule, and Budget	24
3. Other Requirements	42

1. Qualifications and Experience

About MIG, Inc.

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everyone.
- » Elegant design inspires new thinking.
- » Every project presents an opportunity to advance racial and social equity.
- » All work must be context driven.

MIG offers a unique combination of community planning, urban design, and public engagement expertise that brings community interests together to frame land use, transportation, and urban design issues. We have a successful track record in preparing General and Comprehensive Plans and developing subsequent efforts like Specific Plans and Zoning Codes that can advance the sustainability, livability, and economic vibrancy of a community.

Our Subconsultants

BKF ENGINEERS

BKF Engineers (BKF) Since 1915, BKF Engineers has built a reputation on the ability to plan, design, survey, and successfully implement complex projects. We draw upon and utilize our experience guiding projects from the inception and feasibility stages through construction to develop designs that identify physical constraints, potential risks, and value engineering alternatives; resulting in projects that exceed expectations.

BAE URBAN ECONOMICS, INC.

BAE Urban Economics, Inc., (BAE) is an award-winning, national urban economics and real estate advisory consultant practice. Since 1986, BAE has completed more than 2,400 client engagements for public agencies, non-profit organizations, financial institutions, and real estate investors and developers. They have pioneered the use of survey research to target urban housing products, created innovative GIS tools for smart growth planning, and provided real estate advisory services to some of the nation's largest revitalization and sustainable development efforts, including in urban, suburban, and rural communities. BAE has extensive experience working with the City of Eureka.

UXO ARCHITECTS

uxo architects (UXO) is a worker-owned, full-service architecture practice that works across scales - from furniture, to private residences, to multifamily housing and community design. Founded in 2016, UXO has worked across multiple jurisdictions in California and is intimately familiar with the state's unique regulatory and policy environments.

Over the last year, UXO has worked in close partnership with Dishgamu Humboldt an indigenous-led community land trust which aims to build affordable housing and increase community resilience in Humboldt County. Their key partners in this work are the Wiyot Tribe, the original inhabitants and stewards of the Humboldt Bay region, and Cooperation Humboldt, a cross-sectoral community benefit organization. As part of this work they have built strong partnerships with key social, academic, and economic organizations in the Eureka area.

Team Introduction

MIG is proud to present an experienced and highly qualified team to provide design and planning services for the Waterfront Specific Plan project. Our team members have been selected for their strong expertise in their fields of work as well as for their passion for this project.

PROJECT MANAGEMENT

Principal-in-Charge **Rick Barrett, ASLA, LEED AP**, is an accomplished designer and planner with expertise in leading complex, large-scale urban and open space projects, as well as those in more intimate suburban and neighborhood settings. Rick will provide leadership on public realm and urban design, overall project management oversight, and quality control, ensuring that adequate resources are made available to the project and all contractual requirements are met.

Project Manager **Ellie Fiore, AICP**, will be the day-to-day contact for this project responsible for the direction of the team. Ellie is a planner and urban designer with experience in small and large communities in Oregon, California, and across the United States. She is currently leading a complex, multi-year Specific Plan for the City of Santa Clara.

Consulting Principal / Senior Planner **Jay Renkens, AICP**, is a regional planning and design leader with local and national experience in corridor redevelopment, downtowns, transit-oriented development, streetscapes, land use, and urban design. Jay distills concepts and articulates complex ideas in written, verbal, and visual communications that provide a common foundation for decision-making.

TECHNICAL SUPPORT

Senior Planner **Alex Dupey, AICP**, is a highly experienced planner working with public and private clients across the country on complex urban planning, community design and development, and transportation projects.

CEQA Lead **Ray Pendro** is an experienced planner and CEQA expert who has managed and prepared environmental documentation for projects associated with every planned environment at every scale.

Environmental Planner **Erica Rippe** brings experience with CEQA, EPA Grant management, brownfields redevelopment, and climate action planning.

Project Associate **Phoenix Alfaro** is an urban planner and designer who bridges data and design to facilitate the development of equitable communities.

Market and Housing Analyst **Aaron Nousaine (BAE)** brings 15 years of experience in the field of affordable and workforce housing, fair housing analysis, real estate market analysis, and development feasibility testing.

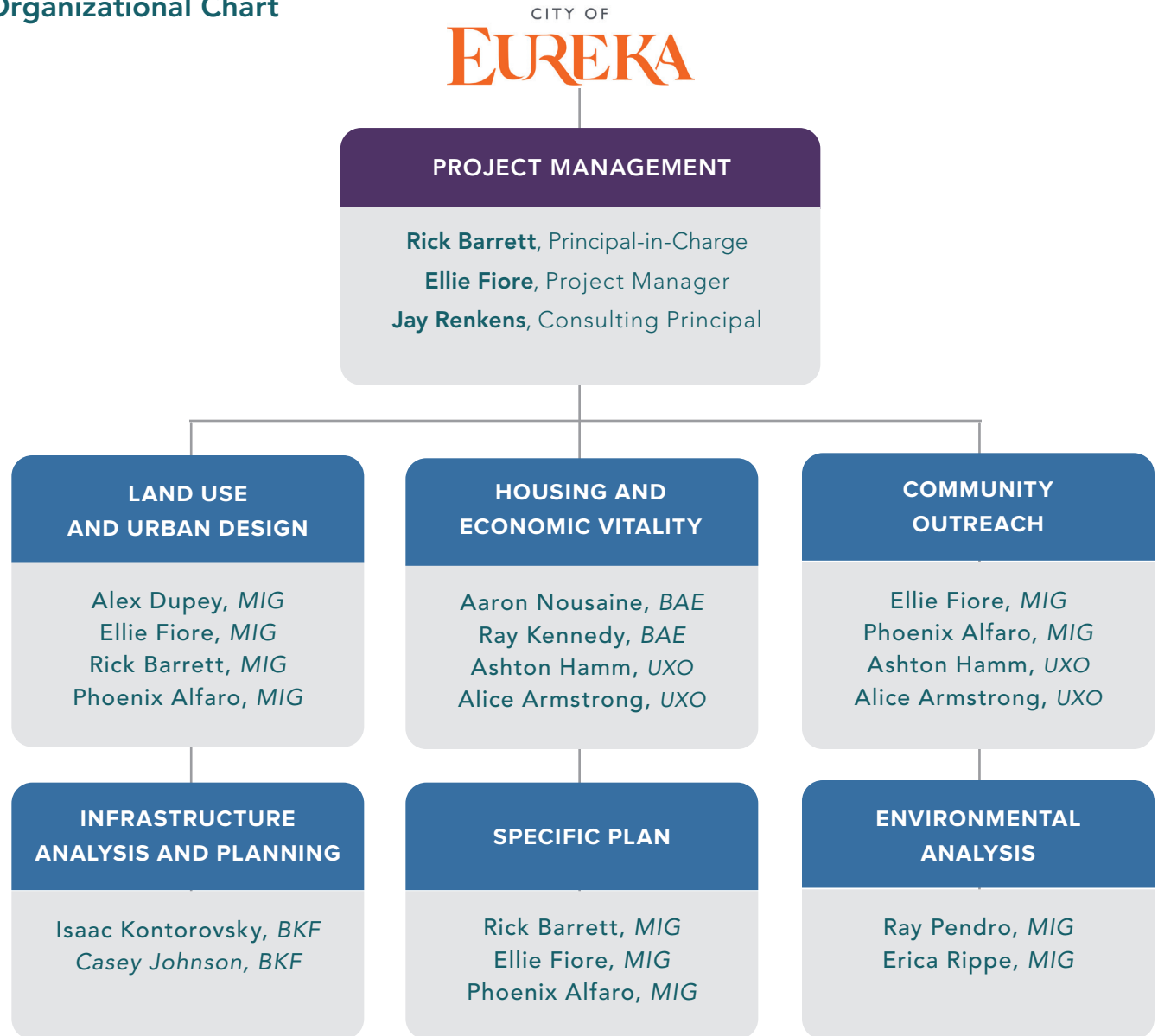
Market Data Analyst **Ray Kennedy (BAE)** brings his unique expertise to a wide variety of engagements across the company, providing exceptional analytical and data management services.

Architectural Designer **Ashton Hamm (UXO)** has local experience with affordable housing strategies for the Eureka / Humboldt region. She combines design expertise with skilled community engagement.

Community Design/Engagement Director **Alice Armstrong (UXO)** has experience overseeing large interdisciplinary teams and successfully navigating state and local housing regulations and guidelines to make projects implementable.

Civil Engineer **Isaac Kontorovsky, PE, (BKF)** is a strong advocate of sustainable and environmentally responsible design, his holistic approach is characterized for the implementation of green technologies and sustainable practices consistent with today's ecological needs.

Organizational Chart



Rick Barrett, ASLA, LEED AP

PRINCIPAL-IN-CHARGE | MIG

EDUCATION

- » BS, Landscape Architecture and Environmental Planning, Utah State University
- » Certificate in Project Management, George Washington University

CERTIFICATIONS

- » LEED Accredited Professional
- » Project Manager Professional (PMP)

AWARDS

- » F Street Promenade Streetscape Master Plan, San Diego APA Transportation Planning Award, 2018
- » F Street Promenade Streetscape Master Plan, Circulate San Diego 2018 Momentum Award for Complete Streets
- » 14th Street Promenade: 2017 San Diego APA Urban Design Award

Rick Barrett is an accomplished designer and planner with expertise in leading complex, large-scale urban and open space projects on waterfronts, as well as those in more intimate suburban and neighborhood settings. From the beaches of the Jersey shore to New York's Central Park, Rick was heavily influenced by the landscapes, architecture, and nature he grew up in. His sense of stewardship for the land was forged early as a teenager organizing monthly river cleanups. This influence can be seen in the artful blend of ecology, creativity, innovation, and inclusivity that he brings to the design and planning process. Whether it's a downtown waterfront or a park master plan, Rick leads clients, stakeholders, and community members in defining a common vision and detailing how that vision can be achieved. His deep respect for the environment is reflected in his dedication to the design and development of environments that meet accepted high levels of environmentally responsible, sustainable development. On every project, Rick is in constant pursuit of new ways to improve the quality and aesthetics of life for all people.

SELECTED PROJECT EXPERIENCE

- » Embarcadero Roadway, City of San Francisco Department of Public Works, San Francisco, CA
- » Oceanside Waterfront Master Plan, Economic and Redevelopment Commission, Oceanside, CA
- » Dana Point Harbor Commercial Core Plan, Dana Point, CA
- » Redwood City Inner Harbor Specific Plan, Redwood City, CA
- » Suisun City Harbor Plan, Suisun City, CA
- » Laguna Beach Downtown Specific Plan, Laguna Beach, CA
- » Channel Islands Harbor Master Plan, Oxnard, CA
- » Port of San Diego Various Projects, San Diego, CA
- » Millenia Mixed-Use Development Landscape Master Plan (LEED-ND Silver), Chula Vista, CA
- » Otay Valley Regional Park Trails, Chula Vista, CA
- » 14th Street Promenade, San Diego, CA
- » Carmel Mountain Ranch Landscape Design and Outreach, San Diego, CA
- » Clairemont Urban and Mobility Design Services, San Diego, CA
- » Civita Mixed-Use Development (LEED-ND Silver), San Diego, CA
- » Euclid Avenue and National Avenue Master Plans, San Diego, CA

Ellie Fiore, AICP

PROJECT MANAGER / SENIOR PLANNER | MIG

EDUCATION

- » MURP, Portland State University
- » BA, Sociology, Cornell University

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » American Institute of Certified Planners (AICP)
- » Vice President of Public Information, APA California

PROFESSIONAL AFFILIATIONS

- » American Institute of Certified Planners (AICP)

AWARDS

- » Downtown Greensboro 2030 Strategic Vision Plan, International Downtown Association Award of Excellence 2021

Ellie Fiore is a highly versatile planner and project manager who has worked with communities throughout the California and the United States on a diverse range of issues from urban design and land use to parks, economic development, and housing. Ellie combines subject-area and policy expertise with strategic planning, community outreach, and process management skills to help clients adapt and adjust in an ever-changing social, economic, physical, and political environment. She especially enjoys cross-sector projects that combine physical planning with strategies for community economic development and affordable housing. With over 15 years of experience, Ellie effectively communicates information to the public to make projects meaningful and relevant, and to gather constructive input to help guide decision-making. As a project manager and facilitator, she is meticulous, engaging, and efficient with the ability to find the root of a problem and devise strategic solutions in consultation with clients, stakeholders, and technical experts.

SELECTED PROJECT EXPERIENCE

- | | |
|---|---|
| » Patrick Henry Drive Specific Plan, Santa Clara, CA | » Burlingame Parks Master Plan, Burlingame, CA |
| » Burlingame General Plan and Zoning Ordinance Update, Burlingame, CA | » Stevens Creek Boulevard Urban Village Plan, San Jose, CA |
| » Arlington Downtown Master Plan, Arlington TX | » Freedom Circle Specific Plan, Santa Clara, CA |
| » Downtown Greensboro 2030 Strategic Plan, Greensboro, NC | » Brooks Regional Center Plan, San Antonio, TX |
| » Charlotte Center City 2040 Vision Plan, Charlotte, NC | » Morgan Hill Bikeways, Trails, Parks and Recreation Master Plan, Morgan Hill, CA |
| » Planning and Urban Design On-Call Consulting Services, Brisbane, CA | » Morgan Hill Bikeways, Trails, Parks and Recreation Master Plan, Morgan Hill, CA |
| » Clayton Housing Element, City of Clayton, CA | » Palo Alto Parks, Trails, Open Space and Recreation Master Plan, Palo Alto, CA |
| » Santa Clara Housing Element, City of Santa Clara, CA | » Stevens Creek Boulevard Urban Village Plan, San Jose, CA |

Jay Renkens, AICP

CONSULTING PRINCIPAL / SENIOR PLANNER | MIG

EDUCATION

- » MURP, Portland State University
- » Master of Psychology of Health and Exercise, Purdue University
- » BS, Health Promotion and Wellness, University of Wisconsin, Stevens Point

CERTIFICATIONS

- » American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » American Certified Institute of Planners (AICP)
- » International Downtown Association
- » Urban Land Institute

Jay Renkens is a national planning and design leader with local and national experience in corridor redevelopment, downtowns, transit-oriented development, streetscapes, land use, and urban design. While researching health and motivational theory, he was struck by the environment's significant influence on people's choices and behavior, and he has sought to shape environments for the better ever since. His original studies still form the lens that Jay uses in taking a holistic approach to optimizing social, economic, and physical wellness for the greatest number of people. He strives to integrate equity and address the unintended consequences of gentrification such as displacement and the losses of culture and authenticity. Jay distills concepts and articulates complex ideas in written, verbal, and visual communications that provide a common foundation for decision-making. He has successfully led projects from high-level vision to implementation by facilitating client, community, and stakeholder collaboration and consensus.

SELECTED PROJECT EXPERIENCE

- | | |
|--|--|
| » Alamosa Downtown Design Plan, Alamosa, CO | » Square Lake Subarea Plan, Arvada, CO |
| » RidgeGate City Center and Station Area Subarea Plan and Design Guidelines, Lone Tree, CO | » Anderson Park Master Plan, Wheat Ridge, CO |
| » National Western Center Campus Placemaking Study, Denver, CO | » Regis University Campus Master Plan Update, Denver, CO |
| » Far Northeast NPI Plan, Denver, CO | » Heart of Golden Civic Campus Master Plan, Golden, CO |
| » Blueprint Denver Update, Denver, CO | » Medical District Station Area Master Plan, Las Vegas, NV |
| » Superior Town Center Main Street Design, Superior, CO | » 55th and Arapahoe Station Area Master Plan, Boulder, CO |
| » Peoria Station Catalytic Project, Aurora, CO | » CCC-DPAC Urban Design Framework, Denver, CO |
| » North Tryon Vision and Implementation Plan, Charlotte, NC | » San Antonio Medical District Regional Center Plan, San Antonio, TX |

Alex Dupey, AICP

SENIOR PLANNER | MIG

EDUCATION

- » MCRP, Community and Regional Planning, University of Oregon
- » BS, Planning, Public Policy and Management, University of Oregon

CERTIFICATIONS

- » AICP Certified Planner

PROFESSIONAL AFFILIATIONS

- » American Planning Association
- » American Institute of Certified Planners (AICP)

AWARDS

- » 2019 Utah APA Achievement Award: Ogden Onboard
- » 2018 Oregon APA Award (Public Engagement): Wilsonville Town Center Plan
- » 2018 Washington APA Award: Outstanding Contributions for Comprehensive Planning: Renton Civic Core Vision and Action Plan

Alex Dupey is a highly accomplished planner with over 20 years of experience working with public and private clients across the country on complex urban planning, community design and development, and transportation projects. Alex was drawn to planning's broader impact and synthesis of urban form, design, and community engagement. Because every project is different, he strives to make each one relatable and cogent to each community—making sure that its history and culture are acknowledged and reflected while addressing its future needs and aspirations. While he appreciates keeping a vision in mind, Alex focuses on implementation and producing tangible results along the way. His expert facilitation skills have enabled him to engage clients, stakeholders, and the public in complex—and sometimes contentious—conversations that help define shared goals and build consensus around implementation strategies. Alex has shared his experience by presenting nationally on multimodal travel options, pedestrian-focused design standards, and online public engagement tools and techniques.

SELECTED PROJECT EXPERIENCE

- | | |
|---|---|
| <ul style="list-style-type: none"> » Wilsonville Town Center Redevelopment Plan, Wilsonville, OR » Tigard Triangle Equitable Urban Renewal, Tigard, OR » North Milwaukie Industrial Area Plan, Milwaukie, OR » 21st Avenue Festival Streetscape Plan, Forest Grove, OR » Ogden Bus Rapid Transit/Transit Oriented Design Study, Ogden, UT » State Street Transit Oriented Development Plan, Boise, ID » Burien Urban Center Plan, Burien, WA » Gresham Civic Neighborhood Framework Plan, Gresham, OR | <ul style="list-style-type: none"> » Downtown Dallas 360 Plan Update and Signature Corridor Design, Dallas, TX » Tigard Code Audit, Tigard, OR » Tigard Triangle Implementation/Strategic Plan, Tigard, OR » North Milwaukie Eco-Industrial Framework Plan, Milwaukie, OR » Main Street Refinement Plan, Cottage Grove, OR » Portland Bureau of Transportation ADA Strategic Plan, Portland, OR » Renton Civic Core Vision and Action Plan, Renton, WA |
|---|---|

Ray Pendro

CEQA LEAD | MIG

AREAS OF EXPERTISE

- » MS, Architecture and Urban Planning, University of California, Los Angeles
- » BA, Psychology, Boston University
- » Teaching Certificate in Early Childhood Education, University of California, Los Angeles
- » California Clear Multiple Subject Teaching Credential, Los Angeles District Intern Program

AFFILIATIONS

- » Association of Environmental Professionals

Ray Pendro is a highly accomplished planner and CEQA expert who has managed and prepared environmental documentation for projects associated with every planned environment at every scale—from street to freeway; single building or neighborhood to entire city; seaside to mountainside; urban to rural; and many spaces in between. Ray’s fascination with cities and human behavior drew him to the field over 30 years ago and continues to inspire him today. He engages people in collaborative problem-solving, bringing together the expertise of client staff and consultant teams to make informed decisions and find workable solutions. His comprehensive knowledge of CEQA guidelines and case law combined with his proficient writing skills enable him to communicate complex technical data clearly and concisely. Ray’s work makes it possible for projects to be implemented without confusion or legal entanglement; ultimately leading to the reactivation of a city block or construction of new housing or adoption of a general plan—all for the improvement of cities and the people in them.

SELECTED PROJECT EXPERIENCE

- | | |
|---|---|
| » Downtown Precise Plan EIR and On-Call CEQA Services, Redwood City, CA | » Downtown Improvement Plan EIR, Sunnyvale, CA |
| » El Cerrito Hampton Inn CEQA, El Cerrito, CA | » Focused General Plan Update CEQA Documents, La Palma, CA |
| » Hercules Circulation Element, Hercules, CA | » Hayward General Plan Update EIR, Hayward, CA |
| » Hercules RV Resort Project CEQA, Hercules, CA | » Marina Shores Village Mixed-Use Project EIR, Redwood City, CA |
| » Martinez Self-Storage IS/MND, Martinez, CA | » North Fair Oaks Community Plan EIR, San Mateo County, CA |
| » Martinez Contract Staffing Services, Martinez, CA | » San Bruno Transit Corridors Plan EIR and On-Call CEQA Services, San Bruno, CA |
| » Saint Mary’s College Campus Master Plan Amendment, Moraga, CA | » San Pablo Avenue Specific Plan EIR, El Cerrito, Richmond, CA |
| » Burlingame General Plan and Zoning Ordinance EIR, Burlingame, CA | » Sonoma County On-Call CEQA Services, Sonoma, CA |

Erica Rippe

ENVIRONMENTAL PLANNER | MIG

EDUCATION

- » BS, Conservation and Resource Studies, University of California, Berkeley

CERTIFICATIONS

- » Association of Environmental Professionals, CEQA

Erica Rippe is an environmental planner who brings experience with CEQA, EPA Grant management, brownfields redevelopment, and climate action planning. Erica has drafted CEQA documents for various projects and has a background in providing technical assistance to communities across the US to redevelop blighted and contaminated sites. She supports the practice by writing all sections of various CEQA documents including: hazards, recreation, traffic, air, GHG, energy and noise, and other sections as needed. Erica also manages several CEQA documents and has started to model technical air quality and energy impacts.

SELECTED PROJECT EXPERIENCE

- » Fire Station Rebuild IS/MND, Santa Rosa, CA
- » 7-11 and Gas Station Air Quality Analysis, Palmdale, CA
- » US National Park Service, Cultural Landscape Report, Point Reyes, CA
- » Franklin Canyon RV Park IS/MND, Hercules, CA
- » Walnut Ranch Park EIR, Walnut, CA
- » Rebar Processing Facility Redevelopment into Housing IS/MND, Watsonville, CA
- » Church and Graveyard IS/MND, Sonoma, CA
- » Sonoma County Cannabis Program IS/MNDs, Sonoma, CA
- » Menlo Park Recycled Water EIR, Menlo Park, CA
- » General Plan EIR, City of Desert Hot Springs, CA
- » Construction Storage and Maintenance Yard MND, Reviewed Air Quality, Transportation and Noise Sections, Sonoma County, CA
- » Carnegie SVRA Fieldwork: Small Mammal Trapping, Tracy, CA
- » Center for Creative Land Recycling, Oakland, CA

Phoenix Alfaro

PROJECT ASSOCIATE | MIG

EDUCATION

- » Master of City Planning, University of California, Berkeley
- » BA, Urban Studies and Geography, The University of Texas at Austin

Phoenix Alfaro is an urban planner and designer who bridges data and design to facilitate the development of equitable communities. With experience in the nonprofit, public, and private sectors, he has assisted and managed projects ranging from public space activation strategies to regional housing and transportation analyses.

Phoenix works on a variety of projects that include evaluating existing conditions with GIS and secondary data sources, determining housing capacity with Urban Footprint, producing community engagement materials and documents with the Adobe Suite, and designing 3D models with Sketchup. In all his work, his goal is to effectively communicate technical terms and concepts to facilitate conversations with community members and build consensus.

SELECTED PROJECT EXPERIENCE

- | | |
|--|---|
| » Santa Cruz County Design Guildelines, CA | » Donner Pass Road Innovate Gateway, Truckee, CA |
| » San Carlos General Plan Update, San Carlos, CA | » Charlotte Center City Plan, Charlotte, NC |
| » Clayton Housing Element, Clayton CA | » Port of San Francisco Waterfront Plan Update, San Francisco, CA* |
| » Downtown Kansas City Plan, Kansas City, MO | » Pier 27 and 29 Activation Strategy, San Francisco, CA* |
| » Objective Design Standards, Grover Beach, CA | » Monrovia Housing Needs Assessment, Monrovia, CA |
| » San Mateo Objective Design Standards, San Mateo, CA | » Priority Development Area (PDA) and One Bay Area Grant Program (OBAG) Program Assessment, Bay Area, CA* |
| » San Carlos General Plan Update, San Carlos, CA | » Senter Road Multimodal Safety Study, San Jose, CA* |
| » Wood Village Middle Housing Assessment, Wood Village, OR | |
| » Lutheran Legacy Campus Master Plan, Wheat Ridge, CO | |

* Work completed prior to MIG

Aaron Nousaine

MARKET AND HOUSING ANALYST | BAE

EDUCATION

- » Master of City and Regional Planning, University of North Carolina at Chapel Hill
- » BA, Political Economy, California State University, Monterey Bay
- » Development Project Management Certificate, Middlebury Institute of International Studies at Monterey

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA) Member
- » Urban Land Institute (ULI) Member

AWARDS

- » Envision Stockton 2040 General Plan, APA California State Chapter
- » Sacramento Central City Specific Plan, APA California State Chapter
- » Vacaville General Plan, APA California State Chapter
- » Oroville Arts District, APA Sacramento Valley Chapter

Aaron Nousaine has 15 years of experience in the field of affordable and workforce housing, fair housing analysis, real estate market analysis and development feasibility testing, economic development strategic planning, revitalization and redevelopment planning, transit-oriented and mixed-use development advisory, and fiscal impacts analysis. Aaron also plays a key role in the day-to-day management of BAE's broad portfolio of consulting assignments.

Aaron was the lead researcher assigned to prepare the Population, Housing, and Economic section of the Community Background report for the 2040 Eureka General Plan Update, as well as economic development and fiscal sustainability policy papers. Aaron also worked closely with City of Eureka staff to prepare the Eureka 2040 Economic Development Strategic Plan and the Eureka Business Ready Study, which evaluated prospects for establishing a local business incubator program.

SELECTED PROJECT EXPERIENCE

- | | |
|---|--|
| » 2040 General Plan Update, City of Eureka, CA | » Central City Specific Plan, City of Sacramento, CA |
| » Economic Development Strategic Plan, City of Eureka, CA | » Housing Strategy and Development Plan, Placer County, CA |
| » Business Ready Study, City of Eureka, CA | » Balboa Reservoir Cash Flow Modeling, San Francisco, CA |
| » Downtown Specific Plan, City of Vacaville, CA | |

Ray Kennedy

MARKET DATA ANALYST | BAE

Ray Kennedy's in-depth knowledge of complex data sources and quantitative methods has been a premier asset since he became BAE's first employee in 1988. Since that time, he has contributed his unique expertise to a wide variety of engagements across the company, providing exceptional analytical and data management services.

Ray's experience working in North Coast region extends back to 1989, when he prepared a housing study for Humboldt County. More recently, Ray functioned as lead researcher for the Eureka Waterfront Alternatives Analysis, which assessed the potential for hotels and other lodging, retail, and residential uses, and will function as the basis for the City's current Waterfront Specific Plan effort.

EDUCATION

- » MA, Geography, University of Cincinnati
- » BA, Anthropology, University of Cincinnati

SELECTED PROJECT EXPERIENCE

- » Waterfront Alternatives Analysis, Eureka, CA
- » Industrial Market Overview,, Arcata, CA
- » Retail Economic Impacts Study, Eureka, CA
- » Mare Island Dry Dock Impact Study, Vallejo, CA
- » Hotel Market Study, Napa, CA
- » Ukiah Valley Area Plan Urban Decay Analysis, Mendocino County, CA
- » Residential Market Study, Arcata, CA

Isaac Kontorovsky, PE

CIVIL ENGINEER | BFF

Isaac Kontorovsky is an accomplished professional with experience on numerous public and private projects throughout California. During the course of his professional career, Isaac has been personally involved in the Civil Engineering & Construction Industry scaling from small renovations to the design of a vast spectrum of challenging developments with focus on large academic, civic and commercial projects.

As a strong advocate of sustainable and environmentally responsible design, his holistic approach is characterized for the implementation of green technologies and sustainable practices consistent with today's ecological needs. While introducing green initiatives in several LEED certified projects, Isaac has been able to creatively provide solutions combining integrity and aesthetics with respect for the project's schedule, budget, and efficient construction procedures.

REGISTRATIONS

- » Professional Engineer: CA #78090

SELECTED PROJECT EXPERIENCE

- » Freedom Circle Specific Plan, Santa Clara, CA
- » Patrick Henry Drive Specific Plan, Santa Clara, CA
- » Brentwood Specific Plan Updates, Brentwood, CA
- » City Place, Santa Clara, CA
- » Wilson Plaza - Master Planning, Millbrae, CA
- » Lagoon Valley Master Plan, Vacaville, CA
- » El Camino Community College - Humanities, Library and Master Plan, Torrance, CA
- » Santa Ana College Master Plan, Santa Ana, CA

Ashton Hamm

ARCHITECTURAL DESIGN | UXO

Ashton Hamm is a licensed architect and founder of UXO Architects. She has worked on various scales from furniture design to single family residential to large scale (200k SF) cultivation facilities in many municipalities around California. She has led permitting efforts for a wide range of projects, including conducting community outreach and navigating conditional use and variance approvals. Through her advocacy work around cooperatives and affordable housing, she has formed fruitful partnerships with mission-aligned organizations such as the East Bay Permanent Real Estate Cooperative, the Bay Area Community Land Trust, and Dishgamu Humboldt.

EDUCATION

- » BA, Architecture, Virginia Polytechnic Institute

REGISTRATIONS

- » Professional Architect: C-37036

SELECTED PROJECT EXPERIENCE

- » Mass Timber Affordable Multifamily Housing, Eureka, Humboldt County, CA
- » Casa Adelantem Mission District, San Francisco, CA
- » Mission Bay Block 6W, Mission Bay, San Francisco, CA
- » Treasure Island Parcel C3.1, San Francisco, CA

Alice Armstrong

COMMUNITY DESIGN/ENGAGEMENT | UXO

Alice Armstrong joined UXO Architects from Gelfand Partners Architects where she worked on multifamily affordable housing projects up to 63 units. As a project manager, she has overseen large interdisciplinary teams and successfully navigated the SB-35 and State Density Bonus entitlements process with the City of San Francisco. While attending Harvard Graduate School of Design, Alice was awarded multiple fellowships to conduct urban design and research projects in diverse international contexts in partnership with public and non-profit agencies.

EDUCATION

- » MArch, Harvard Graduate School of Design

SELECTED PROJECT EXPERIENCE

- » Mass Timber Affordable Multifamily Housing, Eureka, Humboldt County, CA
- » Casa Adelantem Mission District, San Francisco, CA
- » Mission Bay Block 6W, Mission Bay, San Francisco, CA
- » Treasure Island Parcel C3.1, San Francisco, CA



Laguna Beach Downtown Specific Plan



LAGUNA BEACH, CA

MIG recently completed an update to the Laguna Beach Downtown Specific Plan for this beautiful seaside community of 22,000 residents. The project included extensive and robust community engagement. This included a series of alternative outreach events such as the conversion of a Laguna Beach trolley to the “Plan Trolley” that allowed MIG to present the draft plan at various community events around Laguna Beach such as the Farmer’s Markets and high school football games. MIG also led a “pop-up” event that was attended by over five hundred people, in which a downtown street was closed to traffic and transformed with temporary improvement ideas, including bicycle lanes, curb bulb-outs, parklets.

The Downtown Specific Plan focuses on sensitivity to the history, context, and scale of the waterfront downtown, provides incremental placemaking ideas, such as parklets, bicycle improvements and pop-up retail, as well as longer-term strategies, including combined park and parking facilities and green streets with stormwater management infrastructure, and small-scale infill mixed use buildings.

The plan celebrates the rich artistic history of the community, and addresses the transportation, economic, Infrastructure and environmental needs of downtown Laguna Beach.

KEY ELEMENTS OF THE PLAN INCLUDE:

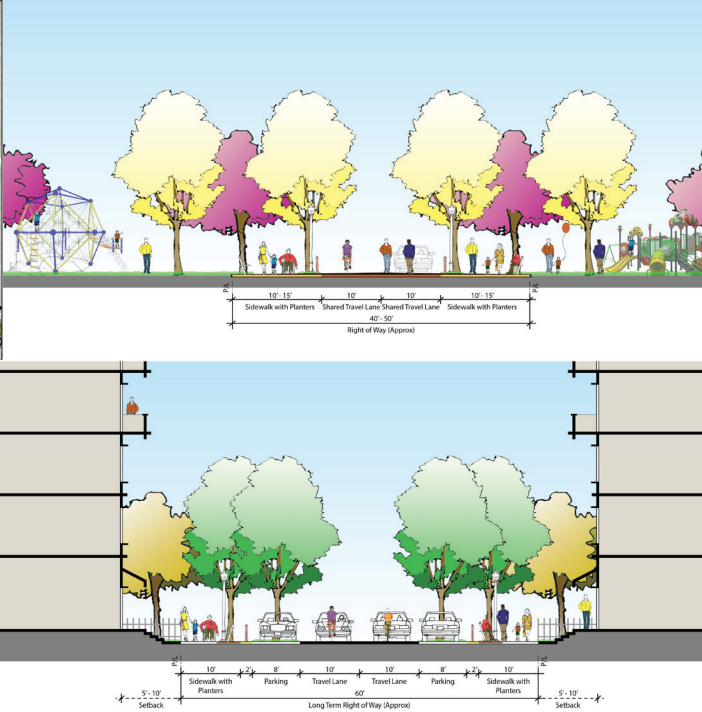
- » Allows for changes in permitting requirements on an as-needed basis.
- » Provides for greater flexibility in development standards.
- » Establishes an urban design framework that identifies key opportunity sites.
- » Updates outdated urban design guidelines.
- » Rebrands the former Civic Art District as the Arts District.
- » Provides flexible criteria and development standards for proposed planned integrated developments that incorporate public amenities.

PROJECT DETAILS

Reference: Greg Pfost, Director of Community Development (retired)
City of Laguna Beach
(949) 497-0361 | gjp64@hotmail.com

Dates: 2014-2021

Budget: \$300,000



Patrick Henry Drive Specific Plan and EIR

MIG

SANTA CLARA, CA

MIG is working alongside City of Santa Clara staff to transform an existing low-density commercial area into a high-density residential mixed-use community. The 75-acre Patrick Henry Drive area is one of several office parks in Santa Clara envisioned as a transit-oriented neighborhood that will provide needed housing and neighborhood services to this vibrant Silicon Valley community.

MIG is leading a multi-disciplinary team to develop a Specific Plan that will guide redevelopment of the Patrick Henry Drive area from a low-density, auto-oriented neighborhood into a walkable community with active ground floor uses, neighborhood-serving commercial uses, community amenities and a network of parks and open spaces.

The Patrick Henry Drive neighborhood will be characterized by pedestrian-friendly complete streets, a network of greenways and abundant public parks and open spaces.

A critical element of the planning process is engaging and facilitating several property owners and developers in the Patrick Henry Drive area. MIG has led multiple large and small meetings with a dozen members of the Stakeholder Steering Group to develop a shared vision, preferred alternative, and framework equitable cost-sharing of community amenities and infrastructure.

The Specific Plan policies, strategies and guidelines will guide redevelopment and transform an area characterized by large blocks, surface parking lots, and limited connectivity to a dynamic, walkable residential community.

PROJECT DETAILS

Reference: John Davidson, Principal Planner
City of Santa Clara
(408) 615-2478 | JDavidson@santaclaraca.gov

Dates: 2018-2022

Budget: \$1.1 million



Redwood City Inner Harbor Specific Plan



REDWOOD CITY, CA

To address the potential of Redwood City's Inner Harbor as a waterfront community and great community gathering place, the City undertook development of a Specific Plan to guide the reinvention of this 100-acre area. Working with a 15-member task force representing economic, environmental, recreation and private property interests, City staff and MIG first developed a vision for the Inner Harbor. The Specific Plan reflects this vision.

The Specific Plan foremost provides for public access and connection to the water's edge along Redwood Creek and Steinberger Slough via paths, a grand promenade and a boat-launch facility for human-powered watercraft. The Plan provides for existing marginal wetlands to be enhanced and new wetland habitat created. Both passive and active recreational facilities will respond to public demand for connections to nature and places to engage in organized sports. Inland properties will support new housing and an office park with open space amenities. Along Steinberger Slough, accommodations are made for a marina for recreational watercraft and live-aboards.

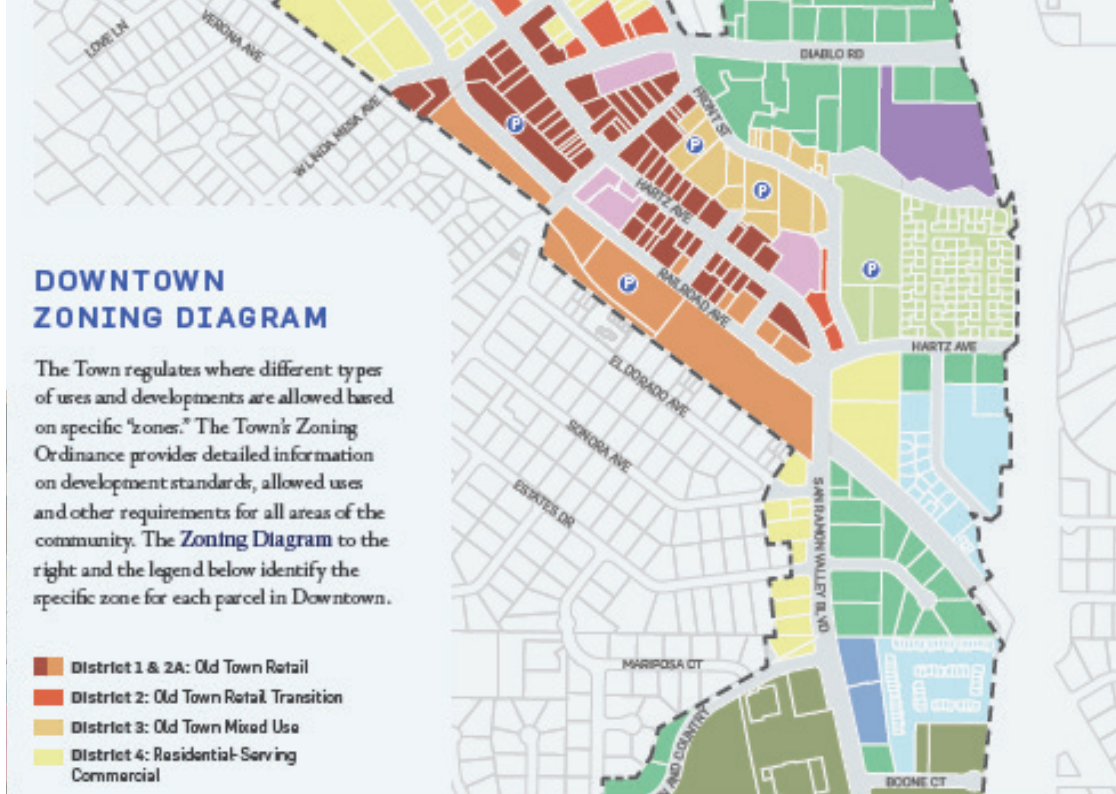
As part of the Specific Plan, missing connections of the Bay Trail will be established for pedestrians and cyclists, and improvements to the Maple Street bridge over US 101 will safely accommodate all travel modes and provide improved linkages to Downtown Redwood City. The Plan also calls for pedestrian bridges over Redwood Creek and Steinberger Slough to intertie all neighborhoods and districts comprising Redwood City's waterfront.

PROJECT DETAILS

Reference: Diana O'Dell, Principal Planner
City of Redwood City
(650) 780-7236 | dodell@redwoodcity.org

Dates: 2014-2016

Budget: \$550,000



Danville Downtown Business District Ordinance Update



DANVILLE, CA

Downtown Danville is the "heart and soul" of the community, and the Town is committed to supporting its small-town character through careful planning and a significant infrastructure investment. While the Downtown is lauded for its historic charm, pedestrian-friendly environment, and bustling restaurant scene, it currently falls short in economic vitality—specifically in the form of a vibrant continuous retail core. MIG worked with Town staff, business and property owners, and the local community to identify strategies that could be done to attract and support emerging retail formats, including blended and destination uses that can compete with online retail.

MIG's updated Downtown Business District (DBD) Ordinance shifts the regulatory approach from one that has been more careful and control-oriented to one that is more facilitative. This included adding flexibility to the type of allowed uses and encouraging blended uses (e.g., combining retail, dining, bar and/or entertainment uses in one space). Parking requirements were reduced, tied into an overall parking management strategy to ensure there is enough parking in the Downtown, while also not burdening local businesses with unnecessary requirements and cost.

In addition to the ordinance updates, MIG also developed a highly graphical brochure that clearly and concisely summarized the key regulatory information for the business community. This "Plan-on-a-Page" approach was coordinated closely with both Town staff and the business community to ensure it included the right level of detail while also being easy to understand. The Town has since used this document as a key economic development tool to attract new businesses and investment.

PROJECT DETAILS

Reference: Tai Williams, Assistant Town Manager
(925) 314-3313 | twilliams@danville.ca.gov

Dates: 2016-2018

Budget: \$35,000



Wilsonville Town Center Redevelopment Plan



WILSONVILLE, OR

MIG led for a multidisciplinary team charged with developing a new vision, urban design, land use, and transportation plan for the Wilsonville Town Center. This project is based on extensive public engagement designed and implemented by MIG and the City.

MIG created the project logo and designed the Town Center website: <http://www.wilsonvilletowncenter.com>, which serves as a dynamic project portal and includes interactive features such as a "Question of the Month." The project also included a Task Force, facilitated by MIG.

Phase 1 began with a community kick-off event and workshop, and included an online mapping survey, a series of stakeholder interviews, a meeting with technical partners, community "out and abouts," Idea Labs at public facilities, and Planning Commission and City Council meetings. Phase 2 included an in-person community design workshop and an online community design survey.

In the midst of the second phase MIG and the City held a community block party that attracted hundreds of participants and incorporated food trucks, a floor map, a chalk art contest, and interactive design feedback exercises, packaged as fun! Project materials and public outreach was often provided in Spanish.

This project received the 2018 Oregon APA Award for Public Engagement.

PROJECT DETAILS

Reference: Miranda Bateschell

City of Wilsonville

(503) 570-1581 | bateschell@ci.wilsonville.or.us

Dates: 2018

Budget: \$448,570



Arlington Downtown Master Plan



ARLINGTON, TX

The 2018 City of Arlington Downtown Master Plan establishes a strategic framework and specific action items to guide the next generation of development of Downtown Arlington, Texas. This Plan builds on the substantial public and private investment in Downtown in the last several years and a growing sense of momentum and excitement.

MIG led this 12-month process to develop a visionary and action-oriented Master Plan for "The American Dream City."

The Plan, adopted in November 2018, established several goals for Downtown Arlington. Each goal is supported by several strategies, including physical and placemaking improvements. The Team proposed specific strategies and detailed illustrations for Downtown activity centers and opportunity sites. A detailed implementation plan will guide the work of the City and its Downtown partners for the next 15 years.

The City and MIG leveraged a broad base of stakeholder input to inform the Plan. By leading a series of outreach activities with Downtown residents, businesses, developers, landowners, neighborhood associations, faith- and community-based organizations, and arts and cultural groups, the Team was able to heed calls for a wide range of new public amenities, including increased culinary and retail options, more office and housing choices, green spaces, and cultural events.

PROJECT DETAILS

Reference: Ann W. Foss, PhD., Principal Planner
Office of Strategic Initiatives
City of Arlington
(817) 459-6678

Dates: 2018

Budget: \$200,000

ADDITIONAL MIG PROJECT EXPERIENCE

Oregon Vibrant Downtowns Guidebook

STATEWIDE, OR

MIG is currently developing the Oregon Vibrant Downtowns Guidebook for the Oregon Department of Transportation's Growth Management Program. Ellie Fiore is the primary author of this document, which presents best practices for downtown planning and urban design, based on MIG's extensive work in many Oregon downtowns and dozens of small, medium, and large downtowns across the country.

The guidebook will serve staff, developers and residents of small jurisdictions. Strategies and best practices address land use and affordable housing, placemaking and urban design, economic development, and mobility and connectivity strategies. The Guidebook will focus on implementation actions that can help direct staff, developers, and volunteers to successful outcomes.

Caltrans District 1 Climate Adaptation Implementation Plan

HUMBOLT COUNTY, CA

MIG is assisting Caltrans District 1 with outreach and community engagement support for the Climate Adaptation Implementation Plan (CAIP) being developed for the Eureka-Arcata U.S. Highway 101 Corridor Improvement Project, which consists of five component projects within a six-mile segment of Highway 101 along the east side of Humboldt Bay. The CAIP is required as a condition of the permitting process required by the California Coastal Commission.

MIG assisted with developing the Public Engagement Plan, establishing and facilitating a Climate Change Working Group, conducting outreach, and developing a social media strategy. MIG conducted outreach to environmental and social justice groups in the region MIG also assisted Caltrans with developing a presentation that included high-quality visuals to help improve education and understanding of the significance of sea level rise in this area. MIG will also assist Caltrans D1 with outreach and communications regarding additional efforts to address sea level rise throughout the District.



BAE PROJECT EXPERIENCE**Economic Analysis of Options for Waterfront Development**

EUREKA, CALIFORNIA

The City of Eureka has long sought to redevelop its underutilized waterfront properties. As part of that process, the City conducted a charrette which produced six conceptual land use plans for this area. These alternatives include a mix of residential, commercial, and public uses. Simultaneously, hotel developers who were interested in waterfront sites approached the City. While development of a hotel in the waterfront might be a welcome development for the City, it would preclude development consistent with the previously generated conceptual land use plans, as a hotel and surface parking would require most or all of the available land. Alternatively, a hotel might be developed on other nearby sites, with the potential for synergies with other new development as well as with Old Town.

To evaluate the economic impacts of these development options, the City retained **BAE** to assess fiscal impacts and overall economic impacts for the City. The analysis considered both direct impacts and indirect impacts, including the impacts of new housing occupied by full-time residents, new housing utilized as vacation dwelling units (VDUs), retail, other commercial uses, and one or more hotels. BAE's study included an overview of basic demographic and housing conditions in Eureka and Humboldt County and then analyzed several alternatives. Finally, the analysis examined the potential for overbuilding of lodging facilities in light of multiple proposals for hotel development in the City.

Reference: Kristen Goetz, Principal Planner
(707) 441-4160 | kgoetz@ci.eureka.ca.gov

Dates: February to May 2018

Budget: \$24,500

UXO PROJECT EXPERIENCE**Mass Timber Affordable Multifamily Housing**

EUREKA, CALIFORNIA

uxo architects is working as architect and development consultant for a tribal-led community land trust on three 40+ unit buildings using cross laminated timber in downtown Eureka, California. The three projects are currently in the concept design and feasibility analysis phase, which will serve low-income families and seniors.

As part of their feasibility analysis, UXO has been in contact with local builders and city agencies to understand existing site and constructability constraints. They have also provided consulting on public funding and subsidy programs that will apply to these projects, including low-income housing tax credits. Each building has an estimated construction cost of \$18-22M.

Reference: David Cobb, Dishgamu Humboldt
(707) 362-0333 | davidkcobb@gmail.com

Dates: 2021-Ongoing

BKF PROJECT EXPERIENCE



Alameda Point Site A

ALAMEDA, CALIFORNIA

Located on the Bay, Alameda Point Site A is a mixed-use, transit-oriented waterfront development that sits on the former Naval Air Station Alameda. Upon its completion, the 68-acre site will include 800 residential units comprised of a mix of for-sale and rentals. The development will also provide high-density housing configurations, which will be 25% affordable. The area spans 17-city blocks, and will provide ample commercial, maker and retail spaces, as well as roughly 15 acres of public space and parks.

BKF is providing civil engineering design and surveying services on the project. We were originally engaged by the City to peer review their Master Infrastructure Plan; and then for Alameda Point Partners, the master developer, to support their demolition, remediation, infrastructure (roadways, utilities, outfalls to the Bay, etc.) work necessary to, in turn, support the various vertical development projects. These include housing, retail shopping, parks and other commercial projects. A major off-site sewer main and pump station, along with connection to EBMUD interceptor system was included.

Reference: Stephanie Hill, Vice President,
Northern California

Trammell Crow Company
(415) 569-3722 | shill@tcr.com

Dates: Ongoing



Pier 70 Waterfront Development and Stormwater Management Master Plan

SAN FRANCISCO, CALIFORNIA

Pier 70 is a historic pier in San Francisco's Potrero Point neighborhood; once home to Union Iron Works and later to Bethlehem Shipbuilding. It was one of the largest industrial sites in San Francisco during the two World Wars, and is the oldest and longest continually operating civilian shipyard in the United States. Ship repair continues in 1.5 acres of the northeast of Pier 70, and is considered the largest ship repair facility on the West Coast.

The project is located within a combined sewer area, so the San Francisco Stormwater Management Requirements (SMR) requires the project to reduce stormwater runoff by 25% from existing conditions during the 2-year, 24-hour storm. Meeting this requirement is extremely challenging because a goal of the project is to maintain the historic and industrial aesthetics, limiting opportunities for traditional landscaping and bioretention best management practices (BMPs).

Reference: Richard Kennedy
James Corner Field Operations
(415) 943-9197 | rkennedy@fieldoperations.net

Dates: Ongoing

ADDITIONAL MIG PROJECT EXPERIENCE

	DOWNTOWNS	COMMUNITY ENGAGEMENT	WATERFRONT	SPECIFIC MASTER PLAN	ENVIRONMENTAL ANALYSIS	AFFORDABLE HOUSING	ECONOMIC DEVELOPMENT
Estacada Downtown Plan, OR	●	●	●	●		●	●
Heart of Fairfield Specific Plan, CA	●	●		●	●	●	●
Downtown Covina Specific Plan, CA	●	●		●	●	●	●
Coeur d'Alene Comprehensive Plan, ID	●	●	●	●		●	●
El Cerrito-Richmond San Pablo Avenue Specific Plan and EIR, CA		●		●	●	●	●
Smoky Hollow Specific Plan (ePlan), El Sagundo, CA	●	●		●		●	●
Port of San Diego Climate Mitigation and Adaptation Plan, CA	●	●	●				●
San Francisco Embarcadero Roadway, CA	●	●	●				●
Santa Monica Land Use and Circulation Element, CA	●	●			●	●	
Channel Islands Harbor Master Plan, Oxnard, CA		●	●	●			●
Oceanside Waterfront Vision Plan, CA		●	●				●
Downtown Specific Plan, Vacaville, CA	●	●		●		●	●
Central City Specific Plan, Sacramento, CA	●	●		●		●	●
Dana Point Harbor Master Plan, Orange County, CA	●	●	●	●			
Port of San Francisco Waterfront Plan Update, CA	●		●				
Hercules Bayfront Mixed-Use Project EIR, CA		●	●		●	●	●
Peninsula Park Project EIR Addendum, Redwood City, CA		●	●		●		
Marina Shores Village Mixed-Use Project EIR, Redwood City, CA		●	●		●		
Alamosa Downtown Design Plan, CO	●	●	●			●	●
Downtown Marysville Economic Plan, CA	●	●				●	●
Downtown Napa Specific Plan and Flood Resiliency Plan, CA	●		●	●		●	●
Astoria Youngs Bay Master Plan and Urban Renewal, OR		●	●	●		●	●
Treasure Island Parcel Multi-Family Residential Plan, CA		●	●			●	

2. Scope of Work, Schedule, and Budget

Project Approach and Essential Tasks

The following scope of work is based on the City's objectives for Waterfront Specific Plan and available resources. The City of Eureka wishes to understand what our team can complete within the allocated budget for this project. To that end, we have tailored our base scope and budget to match the priorities the City identified in the RFP, specifically:

- » a comprehensive community outreach strategy
- » a preferred development scenario for the Plan Area, focused on housing production
- » a draft Specific Plan
- » CEQA analysis for Plan adoption and project streamlining

Our proposed work program includes the following strategies to work within allocated resources:

- » One MIG Team trip to Eureka
- » Predominantly remote (Zoom-based) engagement activities
- » Developing an outreach toolkit for City staff, leaders and volunteers to do on-the-ground engagement
- » Leveraging recent BAE and UXO work in Eureka to streamline design concepts
- » High-level economic feasibility for three conceptual design scenarios, and proforma analysis for one preferred scenario
- » Baseline required infrastructure analysis and planning to comply with Specific Plan statute
- » A CEQA Initial Study to determine whether an Addendum to the certified 2040 General Plan EIR, Supplemental EIR, or Mitigated Negative Declaration (MND) would be required, relying heavily existing environmental documentation (as identified on RFP page 19) to complete the Initial Study. If it is determined that no further CEQA analysis is required, the Initial Study, with minor revisions, may serve directly as the Addendum to the General Plan EIR. The CEQA budget for this proposal assumes an EIR Addendum can meet the City's needs.

- » City-led adoption process

OPTIONAL TASKS

The MIG Team has considered the potential expansion of the Plan Area as described in the RFP but without more information on available GIS and other data, it is not possible for us to determine the order of magnitude by which this change would impact the scope and budget.

We have also included optional tasks for additional meeting attendance/support, additional economic analysis of the alternatives and augmented infrastructure analysis and planning. We propose discussing these options in depth with City staff during Task 1 to finalize the optional scope and budget for the City's needs.

Scope of Work

The following scope of work is based on our understanding of the City's objectives for the Waterfront Specific Plan and available resources. The MIG Team understands that the work program and schedule may be refined during Task 1, and we are happy to tailor our approach to best meet the City and community's needs. We have also included some optional tasks to provide flexibility if there is an opportunity for additional budget, or to adjust the scope according to City priorities.

TASK 1: PROJECT WORK PROGRAM, INITIATION, AND MANAGEMENT

Task 1.1 Develop Work Program and Schedule

To best meet the needs of the project, following execution of the consultant contract, MIG will work with City of Eureka staff to refine the work plan and schedule. MIG will provide an updated and detailed scope, schedule and budget.

Task 1.1 Deliverables:

MIG Team Deliverables

- » Participation in remote scoping meeting
- » Revised and final scope (Word), schedule (Excel or InDesign) and budget (Excel)



City Responsibilities

- » Organize and participate in remote scoping meeting (phone or Zoom)
- » Provide one round of comments on updated scope, schedule, and budget

TASK 1.2 PROJECT KICK-OFF MEETING AND DOWNTOWN WATERFRONT TOUR

To launch the project and build an in-depth understanding of the plan area, members of the MIG Team will plan and facilitate a project initiation meeting and participate in a walking tour of Downtown and adjacent neighborhoods.

The budget and scope of work assumes four members of the MIG Team will travel to Eureka and includes three to four hours for meetings and three hours for a tour. We can also arrange to have one or more meetings via Zoom to match personal preferences and/or public health directives related to the COVID-19 pandemic.

Project initiation meetings will be held with City staff and other stakeholders and city leaders as desired to:

- » Review the Plan objectives, scope and schedule
- » Identify project team roles, responsibilities, and communication protocols
- » Inform the community engagement strategy
- » Understand current plans, projects, and planned investments

- » Highlight preliminary opportunities and challenges

The walking tour of Downtown will provide an introduction to the plan area including:

- » Downtown destinations, activity nodes, and edges
- » Historic features
- » Land uses including housing and mixed-use examples and opportunities
- » Infrastructure conditions
- » Vacant and underutilized land
- » Parks and open spaces
- » Waterfront activity and connections
- » Sidewalks, streetscapes, and alleys

Task 1.2 Deliverables:

MIG Team Deliverables

- » Meeting agenda, materials, facilitation, and brief summaries (assumes up to four hours of in-person meetings)
- » Walking tour documentation and photos

City Responsibilities

- » Organize walking tour including route and destinations
- » Schedule project kick-off meeting(s) and invite participants; secure meeting location



Inclusive and equitable planning is a part of our DNA at MIG. For nearly four decades, MIG has developed holistic approaches to embedding and advancing equity in all our projects. **We believe in bringing diverse communities and diverse perspectives together to plan for inclusive prosperity, resiliency, and well-being.** We challenge ourselves to think critically about equity, power, and privilege, with the goal of creating better outcomes for everyone.

Task 1.3 Ongoing Project Management

MIG will provide ongoing project management to ensure the project is delivered on time and on budget. This task includes ongoing, ad hoc email and phone communication as well as a biweekly (every other week) one-hour project management team call. Project Manager Ellie Fiore will attend each team call, with other MIG Team members participating as needed to address key issues or inform project deliverables and next steps. MIG will prepare brief agendas for each call, as well as summary emails highlighting action items and next steps. This task includes project set-up, close-out, and monthly invoicing, and is based on an 18-month schedule beginning in December 2021.

Task 1.3 Deliverables:

MIG Team Deliverables

- » Ongoing project management and coordination
- » Biweekly Project Team Coordination calls, agendas, summary notes, and action items (via email)
- » Monthly invoices, brief progress reports, and budget updates

City Responsibilities

- » Participate in bi-weekly Coordination Calls and ongoing ad hoc communication
- » Review of meeting summaries and action items

TASK 2: COMMUNITY OUTREACH

Task 2.1 Community Engagement Plan (CEP)

Following the project initiation meetings, MIG and UXO will develop a detailed but concise Community Engagement Plan (CEP) that describes the goals, methods, and tools for engaging a diverse cross-section of the Eureka community.

Target audiences may include:

- » Downtown residents, including homeowners and renters
- » Downtown employees, including hospitality staff, waterfront, and shift workers
- » Downtown property and business owners
- » Tourists and visitors
- » Realtors and developers
- » Students/youth
- » Tribal Nation Members
- » Local community-based organizations
- » Bike/ped advocates
- » Affordable housing developers
- » Community service providers

The CEP will establish clear project messages and a common vernacular to communicate effectively with stakeholders from diverse backgrounds and with various professional experiences. We will also develop a suite of simple project templates consistent with the City's new brand guidelines for use throughout the project.

While the specific engagement tactics and tools will be developed and refined in collaboration with City staff, MIG proposes the following elements for the engagement program, outlined in Tasks 2.2 - 2.6 below.

Task 2.1 Deliverables:

MIG Team Deliverables

- » Draft and Final Community Engagement Plan (Word or InDesign)
- » Project logo and Word, InDesign, and PowerPoint templates

City Responsibilities

- » Provide one set of consolidated comments on the draft Community Engagement Plan
- » Provide brand guidelines and one set of comments on the draft logo and templates

Task 2.2 Stakeholder Interviews

MIG and UXO staff will plan, lead, and record one-on-one or small group meetings with Waterfront and Downtown stakeholders such as employees, residents, developers, business owners, and appointed and elected city leaders. These meetings will be designed to gather candid input and ideas regarding the current conditions, challenges, and opportunities in the Plan Area including specific parcel or site information. The budget for this task will support up to ten one-on-one meetings or five small groups.

Task 2.2 Deliverables:

MIG Team Deliverables

- » Draft Stakeholder Interview Guide
- » Meeting facilitation (via Zoom or phone) and meeting notes
- » Summary of interview themes and findings (in aggregate)

City Responsibilities

- » Identify stakeholders and/or small group participants
- » Review and provide comments on Stakeholder Interview Guide
- » Invite and schedule interviews or group meetings (Zoom or phone)

Task 2.3: Outreach Toolkit and City-led Engagement

In order to maximize efficiency of the project budget and extend the reach of the project team into the Eureka community, MIG will create an Outreach Toolkit that can be used by City staff, leaders, and/or volunteers. The Toolkit will provide instructions and branded project materials for staff or others to host activities or participate in community meetings and events (such as Chamber meetings or outdoor events like the Easter Eggventure).



The Toolkit may include some or all of the following elements:

- » Website content for a City-hosted project webpage
- » Pop-up event guides for staff and volunteers
- » Talking points and FAQ
- » Draft meeting agendas
- » Draft PPT presentation
- » Flyer and postcard templates
- » Recording forms for community input

Task 2.3 Deliverables:

MIG Team Deliverables

- » Draft and final Outreach Toolkit
- » Orientation / training session with staff and volunteers

City Responsibilities

- » Confirm Outreach Toolkit contents
- » Provide one set of consolidated comments on draft materials
- » Schedule and lead outreach activities
- » Collect and summarize community input and send to MIG Team

Task 2.4 Community Workshops

The MIG Team will plan and lead a series of three online community workshops during the course of the project. These events will be held at project milestones to inform key decisions, recommendations, or draft products or activities, including:

- » Existing conditions and community visioning
- » Development scenario alternatives
- » Preferred scenario and Draft Specific Plan

The MIG Team will plan, facilitate, and record these sessions. We assume that each workshop will be held via Zoom to conserve project resources and make participation more convenient for residents and stakeholders. Two MIG Team members will participate in each workshop to provide technology support, provide real-time recording of comments, and facilitate breakout discussions or other activities. If desired, the Zoom meeting can be recorded and a video posted on the project webpage for interested residents who were unable to attend the event.

Task 2.4 Deliverables:

MIG Team Deliverables

- » Workshop agenda, presentation, materials, and summary
- » Zoom meeting design, real-time recording, and technology management

City Responsibilities

- » Promote and advertise workshop
- » Provide one set of consolidated comments on draft materials
- » Participate in and attend workshops including small group facilitation, technology management, or presentations as needed to augment the consultant team
- » Post workshop content and summaries to project webpage

Task 2.5 Online Surveys

MIG will draft, revise, and launch two online map-based surveys to collect input on the Waterfront Specific Plan. The surveys will be created using Maptionnaire, an interactive map-based survey tool that allows location-specific data collection as well as more traditional survey questions. City staff and volunteers can administer the survey during pop-up events or in high-traffic public places such as a library or waterfront destination using iPads.

This strategy allows input to be collected from residents, Downtown visitors, and others who would not traditionally be aware of or engage with the planning process. Surveys can be used in conjunction with community workshops or other milestones to provide additional and more detailed community input.

Task 2.5 Deliverables

MIG Team Deliverables

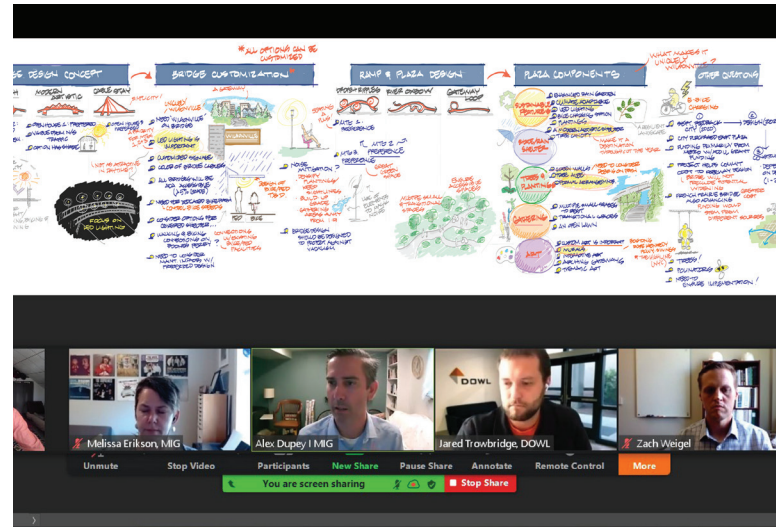
- » Draft and final online map-based survey
- » Survey promotion strategy
- » Summary and analysis of survey findings
- » Raw survey response data

City Responsibilities

- » Provide one set of consolidated comments on two draft surveys
- » Promote surveys, including as part of City-led engagement activities or community events
- » Provide consolidated comments on two draft survey summaries

Task 2.6 Planning Commission and Council Meetings

The MIG Team will present and solicit input at two joint Planning Commission and City Council Work Sessions. The first will be held early in the planning process to introduce the Waterfront Specific Plan scope, process and schedule to City leadership. This meeting will also be structured to collect input from City leaders on opportunities and challenges in the plan area as well as community engagement strategies.



The second joint work session will be held to review the preferred scenario for the Waterfront.

Each joint Commission and Council meeting will follow community engagement activities, so that the project team can share those findings with the Commission and Council to inform their discussion and recommendations.

Task 2.6 Deliverables

MIG Team Deliverables

- » Draft and final work session presentations
- » Written summary of comments

City Responsibilities

- » Schedule work sessions
- » Prepare staff reports
- » Advise MIG on meeting structure and protocols
- » Prepare public notices or promotion strategies

TASK 3: PLAN AREA PROFILE

Task 3.1 Plan and Data Review

To supplement the on-the-ground knowledge acquired during the walking tour, MIG staff will review plans, strategies, development reports, and data to develop a nuanced understanding of the Plan area and its context.

The review will include both published and technical work as well as public input solicited during City-led and other processes, including the most recent General Plan update. In addition to reviewing the City's planning documents identified in the RFP, MIG will provide City staff with a Request for Information that details additional data and information.

BAE will collect pertinent socioeconomic metrics, such as population and household growth trends (e.g., race and ethnic composition, age distribution, household income characteristics, poverty trends, educational attainment, etc.), as well as housing stock characteristics (e.g., units by type, occupancy and vacancy, rents and for-sale home prices, etc.) and economic conditions (e.g., residents by place of work, industry, occupation, and wage; workers by place of residence, industry, occupation, and wages; etc.) in Eureka and the Waterfront district more specifically. The analysis will also consider projected population, housing, and jobs growth in Humboldt County and the City of Eureka, with special attention paid to characteristics and projected growth in tourist serving sectors and those associated with economic activity at the Port of Humboldt Bay (e.g., the fishing fleet).

We will use the most recent data available to reflect current conditions, including the impact of the COVID-19 pandemic on the City's Waterfront and Downtown.

BKF will analyze the existing plan area conditions, particularly as related to water, sanitary sewer conveyance, wastewater treatment, storm drain, and facilities. BKF will review the current status of the existing storm drain, wastewater, water, and recycled water infrastructure in the plan area. BKF will review the existing utility block maps provided by the City and other relevant utility companies.

Depending on information provided by the utility owners, BKF will identify pipe size, age, condition, and their approximate location and direction of flow (if available). Engineering staff from BKF will meet with the City and utility providers to discuss any known existing capacity and condition issues. BKF will review with staff any future upcoming utility improvements within the Specific Plan Area.

Based on the existing information provided, BKF will provide an engineering level analysis of the existing storm drain, wastewater, water, and recycled water utilities. This analysis will indicate the existing utility framework that serves the area, along with a programmatic analysis of the perceived deficiencies and recommendations for reuse as part of the Specific Plan. It is assumed that an engineering level analysis of existing dry utilities, such as electricity, gas, and telecommunication will be completed by others.

Task 3.1 Deliverables:

MIG Team Deliverables

- » Request for Information
- » Draft and Final Planning Context Memo summarizing relevant data, plans, and policies

City Responsibilities

- » Provide available plans data
- » Review and provide comments on the Draft Planning Context Memo

Task 3.2 Existing Conditions Map Suite

MIG will develop a suite of up to eight maps that illustrate conditions in the Waterfront District. These maps will identify existing assets and amenities, planned infrastructure and investments, and challenges and constraints. This task will include a template and base consistent with the City's brand guidelines that can be used throughout the project.

In addition to two context maps, the map suite may include the following maps for the Plan Area:

- » Building footprints and urban design characteristics
- » Street and sidewalk patterns and conditions
- » Non-vehicular connectivity and alleyways
- » Multimodal circulation
- » Transit routes and stops
- » Land use and zoning
- » Ground floor uses and activation
- » Parks and open spaces
- » Land to building value

Task 3.2 Deliverables:

MIG Team Deliverables

- » Draft and final map template, base map, two context maps and a map suite of up to eight maps (GIS; Illustrator)

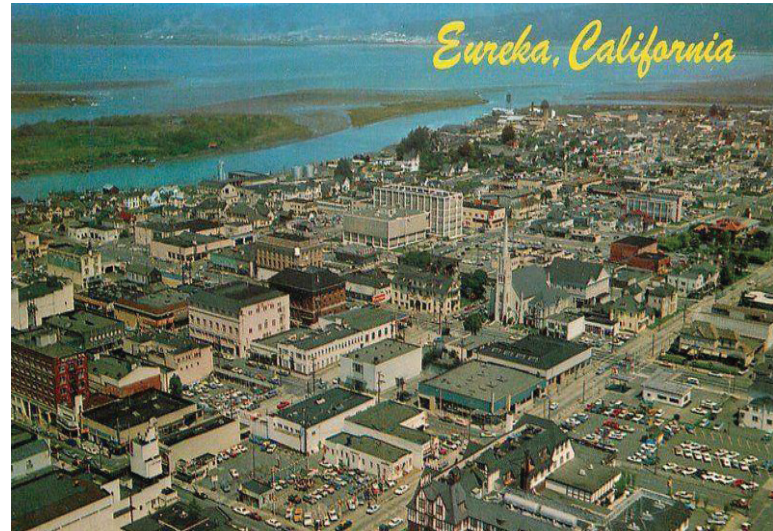
City Responsibilities

- » Provide available data and mapping / brand conventions
- » Review and provide one set of consolidated comments on the map suite

Task 3.3 Plan Area Profile

Building on the site tour, existing conditions analysis and preliminary stakeholder input described above, MIG will prepare a concise, graphically rich Plan Area Profile that summarizes current conditions and an analysis of opportunities and constraints based on plans, data, and qualitative and location-specific information from stakeholders and survey respondents.

This Profile will be developed in PowerPoint so that it can be easily presented to the public and City leadership. It will include narrative as well as maps, photos, and diagrams to illustrate opportunities and challenges.



It will also include precedent and representative character imagery, and a list of emerging strategies and opportunities (e.g., catalyst sites) to be reviewed and prioritized with staff, stakeholders, and the community in subsequent tasks.

Task 3.3 Deliverables:

MIG Team Deliverables

- » Draft and final Plan Area Profile (PowerPoint)

City Responsibilities

- » Review and provide one set of consolidated comments on the Plan Area Profile

TASK 4: AFFORDABLE HOUSING / ANTI-DISPLACEMENT STRATEGY

Task 4.1 Affordable Housing and Anti-Displacement Strategy Report

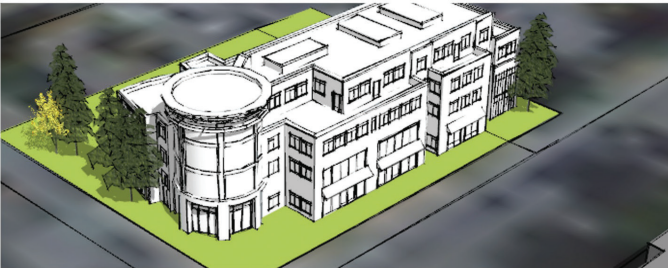
BAE will prepare an Affordable Housing and Anti-Displacement Strategy report to accompany the Waterfront Specific Plan. The report will include a review of existing conditions, primarily based on information collected as part of the Plan Area Profile preparation; an assessment of affordable housing need and displacement risk, including by income level and tenure; and a summary of potential strategies and policy options, including:



Prototype Concept #1
Medium Density Townhomes



Prototype #2
Higher Density Multi-family



Prototype #3
Infill Mixed-Use



Prototype #4
Infill Mixed-Use

- » identification of key opportunity sites (e.g., pipeline of housing and mixed-use development sites; potential sites for affordable and mixed-income housing);
- » preservation opportunities (e.g., location and type of at-risk units occupied by low- and moderate-income household for potential acquisition and rehabilitation);
- » preservation and production policies (e.g., inclusionary zoning, density bonus, 1:1 replacement, reduced parking standards, condominium conversion ordinance, acquisition/rehabilitation/conversion program; land trusts; foreclosure mitigation, etc.);
- » anti-displacement policies (e.g., just cause evictions, rent stabilization, SRO preservation ordinance, community benefits zoning, protection or integration of locally owned businesses into new development, local hire provisions, targeting strategies for businesses that align with residents' skill sets/levels, etc.);
- » funding sources and strategies (e.g., local sources like bonds, impact fees, linkage fees, housing trust fund, etc.; State and Federal sources like HOME, CDBG, tax credits, grants, etc.); new/innovative strategies and sources); and

- » and approaches that fill remaining gaps (i.e., quantifying the impact of proposed policies and funding sources on the gap identified between housing needs and anticipated production).

BAE will prepare a report that includes recommendations to support a range of affordable housing options to existing and future residents as well as a draft anti-displacement strategy report.

Task 4.1 Deliverables:

MIG Team Deliverables

- » Draft and Final Affordable Housing Options report (Microsoft Word)
- » Draft and Final Anti-Displacement Strategy

City Responsibilities

- » Provide one set of consolidated comments the Draft Affordable Housing Options Report
- » Provide one set of consolidated comment on the Ant-Displacement Strategy

TASK 5: CONCEPTUAL DEVELOPMENT SCENARIOS

Task 5.1 Develop and Evaluate Conceptual Scenarios

MIG and uxo will identify and illustrate three conceptual development scenarios in the Waterfront Plan Area. uxo architects is familiar with the City of Eureka's current Housing Element and ongoing efforts to redevelop city-owned urban infill and coastal zone sites. Through their work with Dishgamu Humboldt, they have developed concept designs for some of these sites which can be leveraged for the Waterfront conceptual scenarios. uxo will refine or revise these concepts to respond to community and City staff input as well as data gathered through the Waterfront Specific Process. MIG and uxo will provide specifications for each prototype, including site area, building square feet by use type, parking spaces by type, and other project details as needed to develop modeling assumptions. Illustrations will include original graphics for prototypical products as well as precedent imagery.

Each development scenario will be evaluated for responsiveness to identified market opportunities and constraints, and for the potential to accommodate uses and activities targeted by the City as part of the Waterfront Specific Plan, as well as other guiding planning documents, including the General Plan, the Local Coastal Plan, and the Economic Development Strategic Plan. UXO architects will work collaboratively with BAE and build on the strategies they have identified through their local work to overcome environmental, economic, and workforce constraints which have stifled housing production.

Task 5.1 Deliverables:

MIG Team Deliverables

- » Definition, description and specifications for three development scenarios

- » Illustrations of three scenarios with simple 3D illustrations or hand-drawn renderings (SketchUp/Illustrator/image file)

City Responsibilities

- » Work with the MIG Team to identify and confirm three development scenarios
- » Provide one set of comments on scenario illustrations

TASK 6: DRAFT SPECIFIC PLAN

Task 6.1 Administrative Draft Plan

Based on the work and community engagement described above, the MIG Team will identify a preferred development scenario and develop the Administrative Draft Waterfront Specific Plan. The Plan will meet all state legislative requirements including maps and illustrations of the plan area, land uses and density/intensity, design guidelines, essential infrastructure, and an implementation plan. The Administrative Draft will be a Word document with attached images and figures.

BKF will draft the infrastructure section of the Specific Plan. BKF will provide high-level engineering and infrastructure evaluations to support the Waterfront Specific Plan. Technical feedback will be provided to the design team pertaining to the Specific Plan proposed building, parking, circulation, and utility infrastructure capacity. BKF will review opportunities for green infrastructure and stormwater treatment with the plan area.

Task 6.1 Deliverables:

MIG Team Deliverables

- » Administrative Draft Plan (Word; Excel)
- » Supporting figures, images, and illustrations (GIS; Illustrator; SketchUp; PDF; image files)

City Responsibilities

- » Work with the MIG Team to select a preferred scenario
- » Provide one set of consolidated, non-conflicting comments



Task 6.2 Public Review Draft

MIG will incorporate City staff comments on the Administrative Draft and prepare a Public Draft Specific Plan consistent with the City's branding guidelines, including all images, figures, and diagrams. The Public Review Draft will be presented to the Eureka community and City leadership for feedback, as described in Task 2 above.

Task 6.2 Deliverables:

MIG Team Deliverables

- » Public Review Draft Plan (InDesign)

City Responsibilities

- » Provide one set of consolidated, non-conflicting comments

Task 6.3 Final Draft Plan

MIG will update the Specific Plan based public input and direction from City Council. City staff will be responsible for all Commission and Council hearings and plan adoption.

Task 6.3 Deliverables:

MIG Team Deliverables

- » Final Draft Plan (InDesign)

City Responsibilities

- » Prepare a memo or other document identifying necessary changes based on community and Commission/Council input
- » Provide one set of consolidated, non-conflicting comments

TASK 7: CONSISTENCY REVIEW

Task 7.1 Draft Task

MIG will identify any inconsistencies between the Final Draft Specific Plan, the 2040 General Plan and Zoning Code and the certified Local Coastal Program Land Use Plan (LUP) and Implementation Plan (IP). MIG will recommend staff actions to ensure consistency between the documents and identify necessary plan updates or amendments.

Task 7 Deliverables:

MIG Team Deliverables

- » Memo identifying inconsistencies between City planning documents
- » Recommendations for staff actions to update plans and code for consistency

City Responsibilities

- » Review and provide comments on Memo

TASK 8: ENVIRONMENTAL ANALYSIS

Environmental Review Approach and Assumptions

The City is requesting a CEQA document that would streamline environmental review for future development projects. The development of the CEQA document would be informed by Eureka's Local Coastal Program (LCP) and 2040 General Plan, which both call for mixed-use development along Eureka's waterfront on Humboldt Bay.

To help determine the most effective and efficient process and documentation for providing comprehensive CEQA coverage – now and into the future - MIG will prepare an Initial Study to determine whether an Addendum to the certified 2040 General Plan EIR, Supplemental EIR, or Mitigated Negative Declaration (MND) would be required.

MIG will rely heavily on existing environmental documentation (e.g., as identified on RFP page 19) to complete the Initial Study.

If it is determined that no further CEQA analysis is required, the Initial Study, with minor revisions, may serve directly as the Addendum to the General Plan EIR. The CEQA budget for this proposal assumes an EIR Addendum, as described below.

For the proposed Waterfront Specific Plan, MIG will provide environmental analysis and compliance documentation pursuant to the California Environmental Quality Act (CEQA), based primarily on available environmental documentation provided by the City of Eureka; in addition, this work scope assumes Coastal Commission certification of the City's draft coastal zone Land Use Plan (LUP) by early 2022.

Task 8.1 Kick-off and Data Review

MIG and City staff will hold a conference or Zoom call, and MIG will refine and verify the CEQA approach. After reviewing existing data and materials related to the Waterfront Specific Plan (e.g., RFP page 17), MIG will prepare a data needs checklist, as necessary, to identify any additional data needed to address the CEQA-required environmental topics.

Task 8.1 Deliverables

MIG Team Deliverables

- » Meeting agenda, materials and brief summary (email)
- » Data needs checklist

City Responsibilities

- » Participate in kick-off call
- » Provide data as needed

Task 8.2 Project Description and Initial Study

MIG will prepare a detailed project description for City staff review for accuracy. We will also prepare an Initial Study (IS), evaluating whether available data and information (e.g., 2040 General Plan EIR) are adequate for CEQA impact conclusions and mitigation needs. In the IS, MIG will analyze all environmental factors identified in CEQA Guidelines Appendix G.



The IS will identify uniformly applicable development regulations and performance standards that can avoid or reduce environmental impacts (CEQA Guidelines Section 15183.3 Streamlining for Infill Projects). In addition, the IS will identify Specific Plan objective development and design standards to avoid or reduce impacts.

MIG will review and evaluate existing data and information to complete the IS, including, among other documents listed on page 17 of the RFP, the City's draft coastal zone Land Use Plan (LUP) (assumed to be certified by early 2022) and the 2040 General Plan EIR. MIG will revise the IS/Addendum based on one round of consolidated City review comments.

To provide the necessary vehicle miles traveled (VMT) analysis, which was not required under CEQA until July 2020, MIG will subcontract with a licensed transportation engineer to evaluate the Specific Plan's VMT, consistent with SB 743, OPR's Technical Advisory on Evaluating Transportation Impacts in CEQA, and CEQA Guidelines Section 15064.3 (Determining the Significance of Transportation Impacts). The VMT analysis will be incorporated into the IS.

Task 8.2 Deliverables

MIG Team Deliverables

- » Draft and final project description
- » Draft and final IS/Addendum
- » VMT Analysis

City Responsibilities

- » Review and provide one round of comments on project description
- » Review and provide one round of comments on IS/Addendum

Task 8.3 Mitigation Monitoring and Reporting Program (MMRP) and Hearings

The Mitigation Monitoring and Reporting Program (MMRP) will consolidate and clarify the General Plan EIR-identified impacts and mitigations that would apply specifically to the Waterfront Specific Plan as well as to future individual projects under the Plan. MIG's CEQA budget assumes attendance at one Planning Commission hearing and one City Council hearing to answer questions pertaining to the CEQA process and document. All CEQA meetings are assumed to be via Zoom or other meeting platform.

Task 8.3 Deliverables

MIG Team Deliverables

- » Draft and final MMRP
- » Participation at one Commission Meeting and one Council Meeting (or one joint meeting)

City Responsibilities

- » Review and provide one round of comments on MMRP
- » Staff report(s) for Commission and Council hearing(s)

Optional Tasks

OPTIONAL TASK 01: EXPANDED PLAN AREA

If directed by City staff following a discussion of task and budget implications during the Work Plan development (Task 1), the MIG Team will collect information necessary to expand the Plan Area as outlined in the RFP. This would entail gathering and analyzing data for the additional 65 acres for inclusion in the Plan Area Profile (Task 3), Specific Plan (Task 6), Consistency Review (Task 7) and Environmental Analysis (Task 8). For some metrics, MIG, BKF, and BAE may collect information for the combined expanded Plan Area; BAE may also break out data by sub-area, as needed, depending on data availability.

OPTIONAL TASK 02: PROFORMA ASSESSMENT OF DEVELOPMENT PROTOTYPES

If directed, BAE will prepare pro-forma financial models to evaluate the financial feasibility of developing up to three different waterfront development prototypes that are illustrative of the types of development that the Specific Plan envisions for the study area. UXO or BAE will conduct research on local development cost elements and potential revenues from renting and/or selling the completed projects.

The City of Eureka will provide estimates of all permitting and impact fees that would be applicable for each prototype. BAE will assemble the information into pro forma spreadsheets and calculate the financial returns that developers could achieve. BAE will evaluate the extent to which the financial returns would allow developers to achieve threshold rates of return determined through review of local market data and consultations with local developers. BAE will prepare a draft report to document the feasibility analysis.

OPTIONAL TASK 03: ADDITIONAL MEETING ATTENDANCE

As directed by City staff, members of the MIG Team can plan, attend and/or facilitate additional meetings or hearings on a time and materials basis using the hourly rates included in this proposal.

Assumptions

In preparing this scope of work, MIG has made the following assumptions regarding the proposed project, available data, and approach to the Specific Plan and environmental review.

BUDGET AND SCOPE

- » The project budget is an estimate of how project costs are allocated among tasks. The MIG Team will not exceed the total contract amount without the express approval of the City. The prime consultant (MIG, Inc.) may reallocate costs among phases and tasks and Consultant team members as needed to carry out the phases and tasks in the scope of work. MIG will notify the City of significant cost reallocations in conjunction with monthly invoicing and progress reports.
- » Task dollars reflect an estimate; work will be charged on a time and materials basis against the total project budget, not against each individual task budget.
- » The City will compensate the MIG Team for work carried out at their request of City that is outside of the approved scope of work. MIG will inform the City of any work that is out-of-scope and subject to additional costs prior to conducting the work. The City will compensate the MIG Team for this work on a time-and-expenses basis according to current bill rate schedules.

SCHEDULE AND REVIEW

- » One round of review is budgeted for all products unless otherwise specified in the work scope. All comments from City staff will be consolidated into a single set of non-conflicting comments in a single document.
- » The estimate assumes the Coastal Commission has certified the City's draft coastal zone Land Use Plan (LUP) by early 2022.
- » All CEQA meetings will be via Zoom or other online meeting platform.

- » Additional budget will be required if substantial project description changes are made after the start of the environmental impact analysis.

PUBLIC MEETINGS

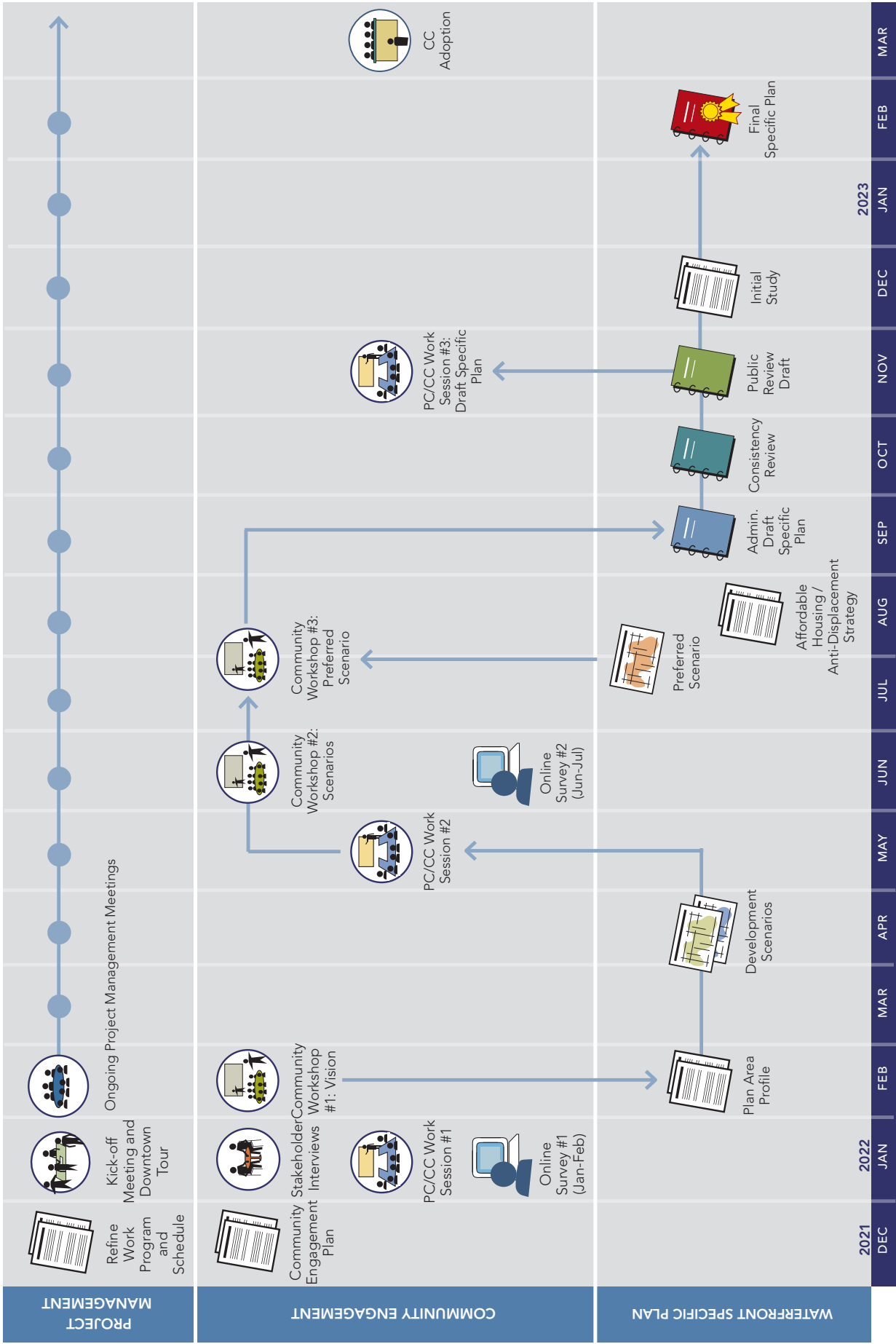
- » City staff will be responsible for all meeting logistics and notices.
- » MIG will provide electronic versions of the IS/ Addendum documents. City staff will provide one set of consolidated comments on MIG submittals.
- » MIG will participate in one kick-off call, one Planning Commission hearing, and one City Council hearing related to the CEQA process.

GIS AND MAPPING

- » The client will provide current and available GIS data that is reasonably accurate for the purpose of completing the project.
- » The MIG Team will not produce any new GIS data, other than what is necessary to carry out the tasks outlined in the scope of work. Copies of any GIS Files created for the project will be delivered to the client as shapefiles.

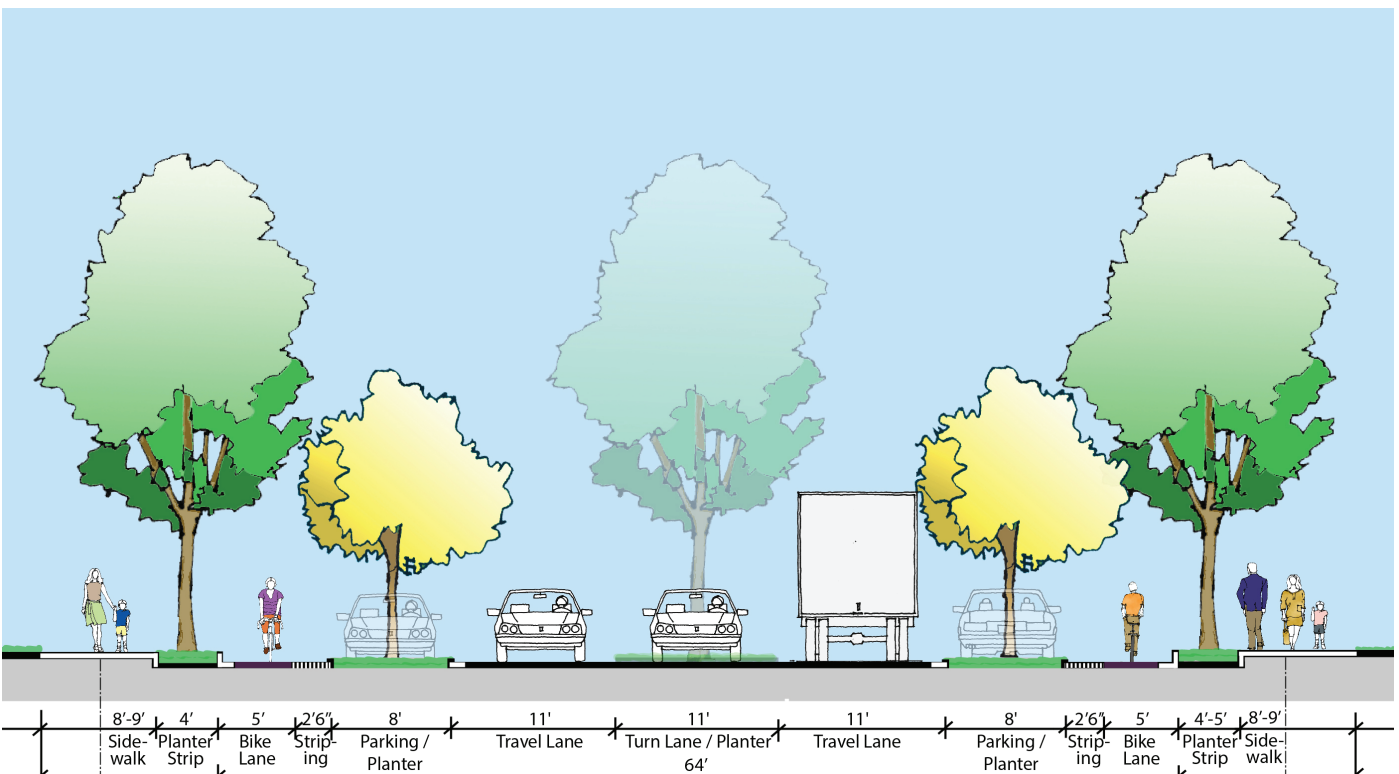
Proposed Schedule

2. SCOPE OF WORK, SCHEDULE, AND BUDGET



Hourly Billing Rates

Position and Role	Hourly Rate
MIG, Inc.	
Principal-in-Charge	\$235
Consulting Principal	\$250
Project Manager	\$190
Senior Planner	\$175
Planning and Urban Design Project Associate	\$115
Outreach Associate / Project Assistant	\$100
CEQA Project Manager	\$195
Senior Environmental Planner	\$155
CEQA Analyst	\$125
Director of Air Quality, GHG and Noise Services	\$195
Air Quality, GHG, Noise, Energy Specialist	\$150
Environmental Planning Project Associate	\$115
Biological Resources Staff	\$120
Cultural Resources Staff	\$120
Project Assistant / Administrator	\$120
BAE Urban Economics, Inc.	
Principal	\$310
Associate Principal	\$270
Director / VP	\$260
Senior Associate	\$195
Associate	\$150
Senior Analyst	\$100
Analyst	\$100
uxo architects	
Architect / Designer	\$120
Community Engagement Designer	\$75
BKF Engineers	
Principal	\$264
Senior Project Engineer	\$192
Project Engineer	\$169
Project Assistant	\$93



Proposed Budget

Proposed Budget			MIG, Inc.																	Subconsultants			Direct Costs	Professional Fees Totals		
			R. Barrett Principal-in-Charge		E. Fiore Project Manager		J. Renkens Consulting Principal		A. Dupey Senior Planner		P. Alfaro Planner/ Urban Designer		Outreach / Planning Associate		Project Administrator		R. Pendro CEQA Project Manager		E. Rippe CEQA Analyst		MIG Totals	BKF			BAE	UXO
			Hrs@	\$235	Hrs@	\$190	Hrs@	\$250	Hrs@	\$175	Hrs@	\$115	Hrs@	\$100	Hrs@	\$120	Hrs@	\$195	Hrs@	\$125						
Task 1: Project Work Program, Initiation and Management																										
1.1	Develop Work Program and Schedule	2	\$470	8	\$1,520		\$0		\$0		\$0		\$0		\$0	4	\$780		\$0	14	\$2,770		\$540	\$250		\$3,560
1.2	Project Kick-Off Meeting and Downtown Waterfront Tour	16	\$3,760	20	\$3,800		\$0		\$0	32	\$3,680		\$0		\$0		\$0		\$0	68	\$11,240			\$0	\$1,500	\$12,740
1.3	Ongoing Project Management	8	\$1,880	72	\$13,680	4	\$1,000		\$0	12	\$1,380		\$0	24	\$2,880		\$0		\$0	120	\$20,820		\$540	\$0		\$21,360
Subtotal		26	\$6,110	100	\$19,000	4	\$1,000	0	\$0	44	\$5,060	0	\$0	24	\$2,880	4	\$780	0	\$0	202	\$34,830	\$0	\$1,080	\$250	\$1,500	\$37,660
Task 2: Community Outreach																										
2.1	Community Engagement Plan		\$0	2	\$380		\$0		\$0		\$0	4	\$400		\$0		\$0		\$0	6	\$780		\$0	\$1,200		\$1,980
2.2	Stakeholder Interviews		\$0	6	\$1,140		\$0		\$0		\$0		\$0		\$0		\$0		\$0	6	\$1,140		\$0	\$1,125		\$2,265
2.3	Outreach Toolkit and City-led Engagement		\$0	4	\$760		\$0		\$0		\$0	24	\$2,400		\$0		\$0		\$0	28	\$3,160		\$0	\$750		\$3,910
2.4	Community Workshops (3)	8	\$1,880	12	\$2,280		\$0		\$0		\$0	48	\$4,800		\$0		\$0		\$0	68	\$8,960		\$0	\$900		\$9,860
2.5	Online Surveys (2)	2	\$470	12	\$2,280		\$0		\$0		\$0	32	\$3,200		\$0		\$0		\$0	46	\$5,950		\$0	\$300	\$3,000	\$9,250
2.6	Planning Commission and Council Meetings (2)	4	\$940	24	\$4,560		\$0		\$0		\$0		\$0		\$0		\$0		\$0	28	\$5,500		\$0	\$0		\$5,500
Subtotal		14	\$3,290	60	\$11,400	0	\$0	0	\$0	0	\$0	108	\$10,800	0	\$0	0	\$0	0	\$0	182	\$25,490	\$0	\$0	\$4,275	\$3,000	\$32,765
Task 3: Plan Area Profile																										
3.1	Plan and Data Review		\$0	4	\$760		\$0		\$0	12	\$1,380		\$0		\$0		\$0		\$0	16	\$2,140	\$8,000	\$7,040	\$0	\$2,250	\$19,430
3.2	Existing Conditions Map Suite	4	\$940		\$0		\$0		\$0	24	\$2,760		\$0		\$0		\$0		\$0	28	\$3,700	\$2,000	\$1,440	\$0		\$7,140
3.3	Plan Area Profile	2	\$470	8	\$1,520	4	\$1,000	4	\$700	16	\$1,840		\$0		\$0		\$0		\$0	34	\$5,530	\$2,000	\$1,440	\$480		\$9,450
Subtotal		6	\$1,410	12	\$2,280	4	\$1,000	4	\$700	52	\$5,980	0	\$0	0	\$0	0	\$0	0	\$0	78	\$11,370	\$12,000	\$9,920	\$480	\$2,250	\$36,020
Task 4: Affordable Housing / Anti-Displacement Strategy																										
4.1	Affordable Housing and Anti-Displacement Strategy Report		\$0	2	\$380		\$0	4	\$700		\$0		\$0		\$0		\$0		\$0	6	\$1,080		\$18,300	\$800		\$20,180
Subtotal		0	\$0	2	\$380	0	\$0	4	\$700	0	\$5,980	0	\$0	0	\$0	0	\$0	0	\$0	6	\$1,080	\$0	\$18,300	\$800	\$0	\$20,180
Task 5: Conceptual Development Scenarios																										
5.1	Develop and Evaluate Conceptual Scenarios	4	\$940	2	\$380	4	\$1,000		\$0		\$0		\$0		\$0		\$0		\$0	10	\$2,320		\$12,320	\$2,400		\$17,040
Subtotal		4	\$940	2	\$380	4	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	10	\$2,320	\$0	\$12,320	\$2,400	\$0	\$17,040
Task 6: Draft Specific Plan																										
6.1	Administrative Draft Plan	12	\$2,820	12	\$2,280	4	\$1,000	32	\$5,600	60	\$6,900		\$0		\$0	4	\$780	2	\$230	126	\$19,610	\$5,000	\$3,600	\$0		\$28,210
6.2	Public Review Draft	8	\$1,880	8	\$1,520	2	\$500	12	\$2,100	40	\$4,600		\$0		\$0		\$0		\$0	70	\$10,600	\$1,500	\$1,000	\$0		\$13,100
6.3	Final Draft Plan	2	\$470	8	\$1,520		\$0	2	\$350	20	\$2,300		\$0		\$0		\$0		\$0	32	\$4,640		\$0	\$0		\$4,640
Subtotal		22	\$5,170	28	\$5,320	6	\$1,500	46	\$8,050	120	\$13,800	0	\$0	0	\$0	4	\$780	2	\$230	228	\$34,850	\$6,500	\$4,600	\$0	\$0	\$45,950
Task 7: Consistency Review																										
7.1	Consistency Review	1	\$235	4	\$760		\$0		\$0	12	\$3,000		\$0		\$0		\$0		\$0	17	\$3,995			\$0		\$3,995
Subtotal		1	\$235	4	\$760	0	\$0	0	\$0	12	\$3,000	0	\$0	0	\$0	0	\$0	0	\$0	17	\$3,995	\$0	\$0	\$0	\$0	\$3,995
Task 8: Environmental Analysis																										
8.1	Kick-off and Data Review		\$0	1	\$190		\$0		\$0		\$0		\$0		\$0	2	\$390	7	\$1,225	10	\$1,805			\$0		\$1,805
8.2	Project Description and Initial Study		\$0	2	\$380		\$0		\$0		\$0		\$0		\$0	16	\$3,120	64	\$11,200	82	\$14,700			\$0		\$14,700
8.3	Mitigation Monitoring and Reporting Program		\$0		\$0		\$0		\$0		\$0		\$0		\$0	8	\$1,560	14	\$2,450	22	\$4,010			\$0		\$4,010
Subtotal		0	\$0	3	\$570	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	26	\$5,070	85	\$14,875	114	\$20,515	\$0	\$0	\$0	\$0	\$20,515
SUBTOTAL		73	\$17,155	211	\$40,660	18	\$4,500	54	\$9,450	228	\$33,820	108	\$10,800	24	\$2,880	34	\$6,630	87	\$15,105	837	\$134,450	\$18,500	\$46,220	\$8,205	\$6,750	\$214,125
10% Markup (Direct Costs)		\$675																								
TOTAL PROJECT COSTS		\$214,800																								

3. Other Requirements

Sample Contract Review

MIG has reviewed the City of Eureka's Sample Contract for the Waterfront Specific Plan project, and have the following exceptions.

25. Indemnification. To the fullest extent allowed by law, Consultant shall indemnify, defend with counsel acceptable to City, and hold harmless City and its officers, officials, employees, agents and volunteers from and against any and all liability, loss, damage, claims, suits, actions, arbitrations proceedings, administrative proceedings, regulatory proceedings, civil penalties and fines, expenses and costs (including, without limitation, **reasonable** attorney's fees and costs and fees of litigation) (collectively, "Liability") of every nature **actually caused by whether actual, alleged or threatened, arising out of or in connection with** Consultant's **negligent** performance of the Services or its failure to comply with any of its obligations contained in this Agreement, except such Liability caused by the **sole** negligence or willful misconduct of City.

The Consultant's obligation to defend and indemnify shall not be excused because of the Consultant's inability to evaluate Liability or because the Consultant evaluates Liability and determines that the Consultant is not liable to the claimant. The Consultant must respond within thirty (30) days to the tender of any claim for defense and indemnity by the City, unless this time has been extended by the City. ~~If the Consultant fails to accept or reject a tender of defense and indemnity within thirty (30) days, in addition to any other remedy authorized by law, so much of the money due the Consultant under and by virtue of this Agreement as shall reasonably be considered necessary by the City, may be retained by the City until disposition has been made of the claim or suit for damages, or until the Consultant accepts or rejects the tender of defense, whichever occurs first.~~ Furthermore, Consultant and Subcontractors' obligations to indemnify and defend the City are binding on their successors and assigns and shall survive the termination or completion of this Agreement for the fullest extent and duration allowed by law.

Insurance Coverage

MIG currently maintains the following levels of insurance coverage:

General Liability: \$1,000,000 per occurrence, \$2,000,000 aggregate and \$10,000,000 umbrella

Professional Liability: \$2,000,000 per claim and \$4,000,000 aggregate

Automobile Liability: \$1,000,000 per accident

Worker's Compensation: \$1,000,000 per accident

City Policy Statement

MIG is willing to comply with the City of Eureka's policies.

Conflict of Interest Statement

MIG has no potential conflicts of interest that would impair or impede our ability to work objectively with the City of Eureka or impact our delivery of services under this contract.

Business License Statement

MIG is operating and willing to operate under a legitimate business license.

Proprietary Statement

MIG acknowledges nothing contained in this proposal will be proprietary.