



*Statement of Qualifications for  
Professional Services for*

# County of Hawai'i

## Fiscal Year 2025-2026



June 27, 2025

June 27, 2025

Kehaulani M. Costa, Administrator  
Housing and Community Development, County of Hawai'i  
1990 Kino'ole Street, Suite 102  
Hilo, Hawai'i 96720

Subject: **Response to Notice to Providers of Professional Services for Fiscal Year 2025-26**

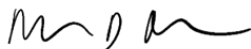
Dear Ms. Costa,

Raimi + Associates (R+A) is excited to present its statement of qualifications to the County of Hawai'i in response to its Notice to Providers of Professional Services for Fiscal Year 2026. We wish to be considered for the following category of Professional Services: **OH.1) Community Planning** (Community Engagement, Strategic Planning). R+A brings to all our projects a unique specialty in community planning that emphasizes health, equity, sustainability, and high-quality urban design. Our firm has numerous strengths and core competencies that align well with the needs of the Office of Housing and Community Development:

- **Experience with all aspects of planning.** R+A works on planning projects at all scales — from individual sites to entire counties. The firm's staff have expertise in policy writing, community engagement, vision plans, zoning, design guidelines, health and equity plans, and social research.
- **Expertise in incorporating sustainability and health into comprehensive planning.** We are experts at integrating sustainability, health, and social equity priorities into planning processes.
- **Strategic approach.** We craft innovative project approaches and scopes of work with fiscal prudence and timeliness in mind, and with an eye toward maximizing the knowledge, expertise, and capacity of team members, county staff, and stakeholders.
- **Award-winning community engagement.** Our team members have led many successful engagement efforts in Hawai'i and across the nation.
- **Implementation-focused plans.** Our plans are prepared with implementation in mind. We develop plans that meet both the aspirations of the community and the practical needs of the development community, county staff, and decision-makers who will implement them.

If you need any additional information, please do not hesitate to reach out. Thank you for the opportunity to submit our qualifications.

Sincerely,



Matt Raimi, AICP  
Founding Principal, CEO  
[matt@raimiassociates.com](mailto:matt@raimiassociates.com) | (510) 200-0520

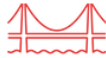


Ron Whitmore, PhD, AICP  
Principal  
[ron@raimiassociates.com](mailto:ron@raimiassociates.com) | (808) 963-7953

# Firm Profile

## 1. The name of the firm, principal place of business, and location of all offices.

Raimi + Associates is a multi-disciplinary planning firm with offices in Berkeley (Headquarters) and Los Angeles, California.



### BERKELEY OFFICE

1900 Addison Street #200, Berkeley, CA 94704

**Direct:** 510.666.1010



### LOS ANGELES OFFICE

448 South Hill Street, Suite 512, Los Angeles, CA 90013

**Direct:** 213.599.7670

## 2. The age of the firm and its average number of employees over the past years.

Raimi + Associates is an S-Corporation founded in 2006 in Berkeley, CA and is 18 years old. The firm has grown from two associates at its inception to 25 employees in 2025. In the last five years, R+A has employed an average of 22 professionals.

### 3. The education, training, and qualifications of key members of the firm.

#### **Our Vision**

We understand how to create lasting value through planning. We have honed a process that draws on careful observation and analysis, direct and open community engagement, and the ability to think three-dimensionally about how form and character impact community vitality. Whether it's developing a General Plan, planning a transit-oriented district, creating a targeted neighborhood retrofit plan, or generating a vision for a multi-jurisdictional corridor, we think holistically and examine the health, environmental, and socioeconomic impacts of planning and design.

#### **What We Do**

At Raimi + Associates, we are advocates, collaborators, organizers, and pioneers committed to creating healthy and enduring places. Over the years, we have served dozens of communities across the nation as trusted advisors, skilled practitioners, imaginative problem solvers, and effective communicators. We help communities achieve their long-term visions by listening to and learning from ordinary people, partnering closely with our clients, and relying on our keen eye for place.

Our firm's planning and urban design expertise is complemented and informed by our focus on public health, equity, sustainability, and program evaluation. To address the complexity of communities, R+A integrates a host of interrelated subjects — land use and design, sustainability and green building, public health and social equity, and public engagement and visioning — into planning and social research efforts at a variety of scales.

As a result of our dedication to the profession, R+A regularly wins awards for our projects, including multiple regional and state awards for comprehensive plans and community engagement. Additionally, R+A was the recipient of the 2015 APA Award for National Emerging Planning and Design Firm based on our technical planning expertise, commitment to authentic community engagement, and emphasis on health, sustainability, and equity.

Our work focuses on six practice areas: comprehensive planning; urban design and area planning; public health and equity; sustainability and climate change; evaluation, assessment, and strategic planning; and engagement, communication, and technical assistance.

#### **Our Specialties**

Raimi + Associates has remained focused while offering a variety of skill sets and services to our clients nationwide. Our specialties include:

- Comprehensive, general, and community plans
- Master plans, neighborhood plans, vision plans, and urban design studies
- Transit-oriented development plans and corridor plans
- Zoning codes, form-based codes, and clear and objective design standards
- Climate action plans, GHG inventories, and climate adaptation and resilience planning
- Green building and energy codes
- LEED-ND implementation and sustainability policy and analysis

- Health and environmental justice planning and analysis, Health Impact Assessments (HIAs), Health in all Policies Initiatives (HiAP), and healthy development checklists
- Community engagement programs, meeting facilitation, policy/program strategy, skills training, and website design
- Community assessments, impact and developmental evaluation, and organizational strategic planning
- Technical assistance, project management, and contract staffing

## Our Team

Raimi + Associates has attracted talented planners, advocates, researchers, and evaluators. Most have advanced degrees as well as AICP and/or LEED certification. More importantly, they have decades of practical experience leading planning projects in the public, private, nonprofit, and higher education sectors. Please see staff biographies below and full-page individual resumes in Appendix A.



### **Matt Raimi, AICP | President + Principal**

Matt is the founder of R+A and has over 25 years of planning experience across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects throughout the country. Matt is an expert in creating inclusive and authentic public planning processes and creating more equitable, resilient, and sustainable cities. Matt worked on the Kaua'i General Plan and served as the Principal-in-Charge of the Primary Urban Center Development Plan in Honolulu.



### **Ron Whitmore, PhD, AICP | Principal**

Ron brings 25 years of public sector planning, private consulting, and non-profit experience. Ron has led a variety of complex planning projects, including General Plans, community plans, suitability analysis, climate adaptation plans, and housing plans. For 13 years, he played senior leadership roles in the planning and development departments in Hawai'i County – as Principal Planner and Interim Manager of the Long Range Division, he led the General Plan, community plan, and CIP programs. Ron was project manager for the Ka'ū Community Development Plan, which was recognized with a Hawai'i APA Best Practice award for its groundbreaking engagement and implementation-focused design. He is currently managing the Climate Action and Adaptation Plan for the County of Kaua'i and the Central Maui Community Plan.



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

Simran's background in planning, urban design, and architecture brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. She has authored plans for many types of urban environments, in particular, TOD/mixed use districts, downtowns, historic and residential neighborhoods, commercial corridors, and educational campuses. These community-based planning and urban design efforts have achieved notable implementation.



**Kym Dorman | COO + Principal**

Kym is a leading social sector consultant who excels at conducting evaluations, needs assessments, and developing planning processes for complex community efforts that emphasize organizational and community capacity. With 20 years of experience as an applied researcher and facilitator, Kym’s professional expertise spans a range of issues, including education, community health and wellness, health care access, and active transportation.



**Walker Wells, AICP, LEED AP | Principal**

Walker is an industry-leading expert in urban sustainability, climate action, green building, and renewable energy. He has experience working with local governments, affordable housing developers, community-based organizations, and non-profits across the country to further sustainable development practices via technical assistance, charrettes, stakeholder facilitation, and developing public policy. He is a lecturer in green urbanism at the Claremont Colleges and the UCLA Urban Planning Program



**Eric Yurkovich | Principal**

Eric has over 15 years of experience as a community planner focused on issues of sustainability, climate change, and urban planning. He specializes in developing comprehensive plans, adaptation and resiliency plans, and sustainability master plans. He has led the South San Francisco General Plan Update, Culver City General Plan, Seaside General Plan, Indio General Plan, North Bayshore Precise Plan, East Whisman Precise Plan, Santa Monica Climate Adaptation Plan, and the Gary Comprehensive Plan. Eric is currently the technical lead for the Climate Adaptation Plan for the County of Kaua’i.



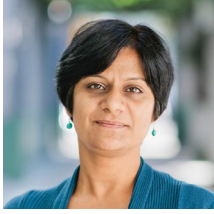
**Chris Sensenig, AICP | Associate Principal**

Chris is a passionate urban designer dedicated to making meaningful places. As a graduate student at UC Berkeley and as a professional, Chris focuses his work on creating livable neighborhoods and increasing opportunities for participation and social interaction in the neighborhood landscape through projects that include street design, mixed use multi-family housing, transit-oriented development, and neighborhood planning. During his 15 plus years of experience, Chris has worked on a variety of projects including specific plans, street designs, master plan developments, zoning ordinance updates, feasibility studies, project entitlements and schematic design on architecture projects.



**Alessandra Lundin | Senior Associate**

Alessandra is an Associate with a broad range of experience on urban design and land use planning projects including specific, corridor, and downtown plans, comprehensive plans, objective design standards, vision plans, and zoning codes. With over ten years of experience working with public sector clients, she is adept at coordinating diverse stakeholder groups and facilitating joint agreements.



**Mitali Ganguly | Senior Associate**

Mitali, a recent addition to Raimi + Associates, is a motivated urban designer and planner with over 18 years of professional experience in developing innovative, context-sensitive solutions for projects within the US, including Hawaii, and abroad. Her project experience ranges in scale and complexity from regional studies and citywide analysis to neighborhood plans, streetscape design, site testing, building prototypes, and form-based codes.



**Tiffany Eng | Senior Associate**

Tiffany brings over twenty years of experience in grassroots campaigns, healthy cities and communities, organizational leadership, and capacity-building. She has an extensive background promoting equitable land use planning and is passionate about climate and environmental justice (EJ) solutions. Tiffany believes the key to creating healthy, just, and climate-resilient communities is through an environmental justice and land use planning lens.



**Paige Kruza | Intermediate Research Associate**

Paige is an applied researcher with expertise in quantitative, qualitative, and geospatial data analysis, as well as 15 years of experience working with community-based organizations to support racial, economic, and gender justice/equity. Prior to joining R+A, Paige worked at the Alameda County Public Health Department, the San Francisco Department of Public Health, and the California Department of Public Health's Office of Health Equity/Health in All Policies Task Force.



**Varun Bhargava | Associate**

Varun specializes in the data science and infrastructure designed around the needs of cities and agencies supporting them. He has a background in planning and GIS-centered workflows with experience in building software and tools for planners. He's worked on building models to support regional climate studies, transit and walk access studies, and different databases to support zoning and land use consolidation and digitization. He is passionate about building community spaces via open and collaborative data-based methods.



**Meghan McNulty, AICP | Associate**

Meghan is an Associate with an interest in land use planning and urban design. She has experience developing general plans, specific plans, and community plans for cities throughout California and the nation. She is adept at writing plans and reports, engaging with communities, and designing graphic materials. Her interests include placemaking, parks and public spaces, and rustbelt cities.



**Melissa Stark, AICP | Associate**

Melissa's passion for working with diverse communities fuels her interest in planning and urban design. She has a diverse background working for local governments across California, creating design and visioning studies, developing innovative policy solutions, and coordinating inclusive and targeted community engagement. Melissa has experience working on projects ranging in size from comprehensive general plan updates to small-scale community vision plans.



**Sami Taylor, EcoDistricts AP | Senior Sustainability Planner II**

Sami has an extensive background in sustainable policy and planning and brings with her nearly ten years of experience in a variety of sectors, including local government and private institutions. With experience spanning each component of sustainability, she enhances sustainability planning work and has coordinated the implementation of various sustainability programs and community engagement efforts.



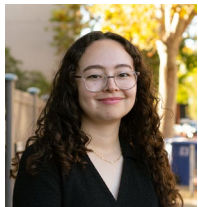
**Robyn Wong | Senior Planner I**

Robyn works on all aspects of climate action and adaptation plan development, including the preparation of GHG inventories, GHG reduction tool and measure analysis, hazard and social vulnerability assessment, community engagement, and plan drafting. Robyn has recently worked on climate action and adaptation plans for the City of Petaluma, City of Ventura, City of Beverly Hills, and County of Kaua'i.



**Gina Kotos | Senior Planner I**

Gina is a Senior Planner specializing in community engagement, climate resiliency, open space stewardship, public health, and environmental justice. Her approach is shaped by her diverse background working in environmental nonprofits, urban planning consulting, academia, climate tech, and as a community activist in San Francisco. She has experience leading projects ranging in size from comprehensive general plan updates and climate action plans to community-driven public space beautification projects. Gina is passionate about empowering communities to shape the character of their city and achieve climate resilience.



**Michelle Hernandez, LEED Green Associate | Intermediate Planner/Designer II**

Michelle is a planner and designer with experience working on comprehensive and specific plans, community engagement strategies, climate change planning, and LEED green building certification. She has a passion for interdisciplinary approaches that incorporate sustainability into all areas of planning and placemaking. She believes that equitable collaboration is necessary in designing adaptive and resilient communities.



**Foteini Bouliari | Intermediate Urban Designer II**

Foteini is an urban designer with six years of experience working on a range of urban design and planning projects at a variety of scales, from downtown and area plans, comprehensive plans, zoning, form-based codes, design guidelines, and mixed-use developments. As an urban designer, Foteini is passionate about creating spaces that foster a sense of connection and belonging within communities. Foteini is committed to understanding the unique conditions and needs of communities, translating those insights into a framework of goals and recommendations that reflect the character and aspirations of a place and its people. Her expertise in research, mapping, and community engagement enables her to apply an analytical approach to each project.



**Sasha Cheechov | Intermediate Planner I**

Sasha is a planner who specializes in mapping, data analysis, and community engagement. She leverages GIS and technology to conduct environmental analysis, visualize demographics and socioeconomic data, create detailed land use and zoning maps, and provide interactive products to connect our clients and the public to data in innovative ways. Sasha is passionate about sustainability for the benefit of both people and planet, and values an authentic and equitable approach to community outreach and engagement.



**Vatsal Bhavesh Shah | Intermediate Urban Designer I**

Vatsal is an urban designer and an architect with key interests in policy-based design explorations and collaborative community-driven approaches that enhance the urban built environment. Through his professional and research experience he has developed key insights into devising inventive solutions by integrating sustainable planning practices and fostering community engagement. He holds a degree in Master of Science in Urban Design from The University of Texas at Austin. He is a licensed architect in India and received his Bachelor of Architecture from Kamla Raheja Vidyanidhi Institute for Architecture and Environmental Studies, Mumbai.



**Christian Ledezma | Intermediate Graphic Designer**

Christian’s approach to graphic design is to be accessible and inclusive, eliminating the disparity between complex and simplistic. Christian’s work has included branding, information design, publication design, web design, campaign creation, research studies, mapping color templates, and brand/strategy consultations. Some of Christian’s recent projects include developing climate hazard factsheets for the Kaua’i Climate Adaptation Plan.



**George Karam | Intermediate Planner I**

George is a planner with a passion for holistic approaches to city planning and urban design that center community health and climate resilience. He has experience researching a wide range of local and state land use, housing, transportation, and climate policy in California. His projects include general plans, area plans, zoning codes, and objective design standards. He holds a Master of Urban and Regional Planning from the University of California, Los Angeles.



**Sarah Perez | Intermediate Planner I**

Sarah is an urban planner dedicated to creating healthier and more sustainable environments that improve the quality of life for all, especially diverse and underserved communities. She has extensive experience in environmental justice work and has served in various roles within the public, private, and nonprofit sectors. Sarah specializes in community engagement, climate resiliency, and environmental justice. She believes in advocating and uplifting the voices of frontline communities to build a more resilient future.

## 4. Up to five client references

### Client References

R+A prides itself on its strong, productive, and enduring relationships with clients. References include:

Project	Timeline	Contact
Central Maui Community Plan	2023-present	Jacky Takakura, Planning Program Administrator Long Range Planning Division, County of Maui (808) 270-7214 <a href="mailto:Jacky.Takakura@co.maui.hi.us">Jacky.Takakura@co.maui.hi.us</a>
Kaua'i County Climate Adaptation Plan Kaua'i General Plan Update Support	2021-present 2016	Marie Williams, Long Range Planning Manager Kaua'i County Planning Department 808-241-4067 <a href="mailto:mwilliams@kauai.gov">mwilliams@kauai.gov</a>
Honolulu Primary Urban Center Development Plan	2017-2023	Noelle Cole, Planner VI, DPP 808-768-8055 <a href="mailto:noelle.cole@honolulu.gov">noelle.cole@honolulu.gov</a>
Palmdale General Plan Update Palmdale Zoning Code Update	2018-2023 2021-present	Megan Taggart, Deputy Director Economic and Community Development Department, City of Palmdale (661) 267-5213 <a href="mailto:mtaggart@cityofpalmdale.org">mtaggart@cityofpalmdale.org</a>
South San Francisco General Plan Lindenville Specific Plan	2019-2022 2022-2023	Billy Gross Principal Planner, City of South San Francisco 650-877-8535 <a href="mailto:Billy.gross@ssf.net">Billy.gross@ssf.net</a>

## 5. Promotional Literature

### Experience and Professional Qualifications Relevant to Hawai'i County

At Raimi + Associates, we believe that visionary yet implementable plans are essential for creating enduring, healthy, and sustainable communities. Crafting these plans can (and should) be a transformative, creative, community-building endeavor, not a formulaic exercise. Our team of professionals has significant expertise preparing general plans, community plans, and neighborhood plans for communities throughout the nation, including Hawai'i. Our plans are known for their visionary perspective, innovative "place-based" designations, honest and inclusive public process, the incorporation of sustainability and health, clearly written goals, policies, and actions, and a focus on implementation. We also enjoy strong partnerships with a diverse range of firms that can supplement R+A's areas of expertise as needed to produce the highest quality products on schedule. Listed below are some of our key projects by discipline. Please see Appendix B for full-page project summaries of select projects.

#### *General Plans*

Select General Plans by Raimi + Associates include:

- County of Kaua'i, HI General Plan Support
- City of Coachella, CA General Plan
- City of Culver City, CA General Plan
- City of Davis, CA General Plan
- City of Hermosa Beach, CA General Plan
- City of Marina, CA General Plan
- City of Mountain View, CA General Plan
- City of Ojai, CA General Plan
- City of Palmdale, CA General Plan
- City of Petaluma, CA General Plan
- City of Santa Maria, CA General Plan
- City of Seaside, CA General Plan
- City of South San Francisco, CA General Plan
- City of Thousand Oaks, CA General Plan
- City of Ventura, CA General Plan
- City of Washington, DC Comprehensive Plan + Resilience Element
- City of West Hollywood, CA General Plan

#### *Community, Area, and Specific (Master) Plans*

This area of our work includes specific plans, neighborhood plans, vision plans, and master plans. We believe in strong placemaking, and complete neighborhoods lead to more sustainable, healthy, communities. Select community, town, and area scale plans by Raimi + Associates include:

- County of Maui, HI Central Maui Community Plan
- City/County of Honolulu, HI Primary Urban Center Development Plan
- County of Hawaii, HI Ka'u Community Development Plan (while Ron Whitmore was with the County of Hawaii)

- City of Berkeley, CA Adeline Corridor Specific Plan
- City of Fremont, CA City Center Community Plan & Form-Based Code
- City of Fresno, CA Central Southeast Area Specific Plan
- City of Lancaster, CA Transit Village Vision Plan
- City of Mountain View, CA Downtown Precise Plan
- City of Mountain View, CA El Camino Real Precise Plan
- City of Mountain View, CA North Bayshore Precise Plan
- City of Palmdale, CA Transit Area Specific Plan
- City of Palo Alto, CA San Antonio Road Area Plan
- City of San Leandro, CA Bay Fair TOD Specific Plan
- City of South San Francisco, CA Lindenville Specific Plan
- City of Sunnyvale, CA Moffett Park Specific Plan
- City of Watsonville, CA Downtown Specific Plan
- City of Thousand Oaks, CA Downtown Master Plan
- City of Walnut Creek, CA North Downtown Specific Plan
- City of West Hollywood, CA Eastside Community Plan

### ***Zoning Codes and Development Standards***

Raimi + Associates has expertise in preparing zoning codes, subdivision codes, design standards and form-based districts as part of comprehensive code updates, master plans, and general plan updates. Our team has a deep understanding of the development review process, from creating policies in General and Master Plans, to developing codes and guidelines, to working on master plans and building design projects. Several staff are trained in architecture who can evaluate draft standards in terms of how they result in a physical, built form. In addition, our visual communication skills aid in translating complex regulations into visuals that the public, commissioners, and policymakers can easily understand. Below are select design, development, and codes standards projects:

- Ashby and North Berkeley BART Stations, CA Objective Design Standards
- City of Berkeley, CA Corridors Zoning Update
- City of Coachella, CA Zoning Consistency Update
- City of Culver City, CA Zoning Code Update
- City of Fremont, CA City Center Community Plan & Form-Based Code
- City of Indio, CA Zoning Code Update
- City of Marina, CA Objective Design Standards
- City of Milpitas, CA Objective Design Standards
- City of Milpitas, CA Housing Overlay Districts
- City of Palo Alto, CA Zoning Analysis
- City of Palo Alto, CA Objective Design Standards
- City of Palmdale, CA Zoning Code Update
- City of Santa Maria, CA Objective Design Standards
- City of Vancouver, WA Downtown Design Guidelines
- City of Ventura, CA Housing Overlay Zones
- City of Walnut Creek, CA Citywide Design Standards and Guidelines
- Tahoe Basin, CA and NV Cultivating Community, Conserving the Basin – Code of Ordinances Update

## ***Climate Change, Adaptation, Resilience, and Sustainable Development***

Raimi + Associates believes that sustainability and climate planning are about making informed, responsible choices for our future. We incorporate sustainability into everything we do, from our projects to our company operations.

We also have some of the country's deepest qualifications in LEED for Neighborhood Development (LEED-ND), including guiding nearly a dozen developers and communities in the LEED-ND implementation and certification process and writing large portions of the U.S. Green Building Council's LEED Reference Guide. Additionally, we provide a range of sustainability planning and implementation services to public, private, and non-profit sector clients across the country.

We have created multiple Climate Action Plans and Greenhouse Gas (GHG) inventories throughout California, several climate adaptation and resiliency plans, and sustainability- and climate-related policy sections for multiple General Plans. Notable projects include:

- County of Kaua'i, HI Climate Action and Adaptation Plan
- City of Honolulu, HI Ward Village LEED-ND implementation
- City of Alameda, CA Climate Action and Resilience Plan
- City of Beverly Hills, CA Climate Action and Adaptation Plan
- City of Coachella, CA General Plan Sustainability and Natural Environment Element
- City of Cupertino, CA Building Reach Code
- City of Delano, CA General Plan Health and Sustainability Element
- City of Huntington Beach, CA Sustainability Master Plan
- City of Palm Springs, CA Sustainability Master Plan Update
- City of Palmdale, CA General Plan Sustainability, Climate Action, and Resilience Element
- City of Petaluma, CA Blueprint for Climate Action
- City of Richmond, CA Climate Action and Adaptation Plan
- City of San Jose, CA Climate Smart Plan
- City of San Jose, CA Climate Action and Resilience Plan
- City of San Leandro, CA Sea Level Rise Adaptation
- City of Santa Clara, CA Climate Action Plan
- City of South San Francisco, CA General Plan Climate Protection Element
- County of Los Angeles, CA Sustainability Plan
- County of Santa Clara, CA Sustainability Master Plan
- Resilient Monterey County, CA Dashboard
- Silicon Valley, CA 2.0 Regional Adaptation Plan
- Silicon Valley Clean Energy Policy Experimentation (Northern California)

## ***Public Health and Equity***

Raimi + Associates views community health broadly and holistically and seeks to integrate it into all of our planning processes and projects. This means that we examine issues like access to healthy foods, pedestrian access, protection from hazards, socio-economic conditions, health disparities, health care, and mental health. R+A has a successful track record of public health projects that is based on our up-to-date knowledge of research and policy trends; through analysis, mapping, and evaluation; the ability to work

with the diverse players in the field of public health; and our focus on implementation and evaluation. Representative projects include:

- City of Berkeley, CA Urban Sustainability Directors Network (USDN) Equity in Adaptation Training
- City of Los Angeles, CA General Plan Health Element – Plan for a Healthy LA
- City of Loma Linda, CA Environmental Justice Element
- City of Milpitas, CA Environmental Justice Element
- City of South San Francisco, CA General Plan Community Health and Environmental Justice Element
- County of Monterey, CA Health-in-all-Policies Task Force
- County of Santa Clara, CA General Plan Health Element
- East Oakland Building Healthy Communities, Oakland, CA Oakland Healthy Development Guidelines
- Harbor Community Benefit Foundation, Los Angeles, CA Harbor Community Off-Port Land Use Study
- San Bernardino County Transportation Authority, CA Senate Bill 1000 Toolkit
- San Bernardino County Transportation Authority, CA Engagement Framework
- Urban Land Institute, CA Los Angeles Healthy Communities Toolkit

### ***Program Evaluations, Assessments, and Strategic Planning***

Our team at R+A has extensive experience leading and facilitating strategic and project planning processes, developing and implementing evaluation services, and providing training, technical assistance, and capacity-building related to strategic and project planning as well as evaluation for nonprofits, community collaboratives, government agencies, and foundations. Our track record of completing successful projects is based on our highly collaborative process, experience developing project plans, facilitating strategic planning processes, implementing evaluation services, providing expert knowledge of qualitative and quantitative research methodologies, and ability to engage and listen to diverse stakeholders. Our team believes that effective, sustainable change is only possible when a range of community stakeholders are involved in meaningful ways and see themselves reflected in the final products. Notable projects include:

- City of East Palo Alto, CA City Council Strategic Priorities and Plan
- County of Marin, CA Community Health Improvement Plan Development and Implementation Support
- County of Marin, CA Health and Human Services Department Strategic Plan to Achieve Health and Wellness Equity
- County of Monterey, CA Health Department Equity-Focused Strategic/Action Planning
- County of Monterey, CA Natividad Medical Center Strategic Plan
- County of San Mateo, CA Community Collaboration for Children’s Success Action Planning Process
- City of San Francisco, CA Department of Public Health Sugary Drinks Distributor Tax Advisory Committee Strategic Plan
- City of San Francisco, CA Department of Public Health Sugary Drinks Distributor Tax Evaluation
- City of San Jose, CA COVID Recovery Task Force Facilitation and Planning Project
- County of Santa Clara, CA Transportation Needs Assessment
- City of San Francisco, CA SisterWeb Community Doula Network Strategic Planning

## ***Community Engagement and Plan Implementation***

Raimi + Associates has developed and implemented a broad range of community engagement strategies and activities for local and regional public agencies and community-based organizations. We work with clients to develop a tailored community engagement strategy that meets the needs of the project and solicits meaningful dialogue among stakeholders.

We have a wealth of experience working with underserved, minority, and low-income communities, as well as populations with limited English proficiency. Our techniques have enabled us to engage diverse stakeholders and support their active, meaningful participation in the planning process.

R+A offers a comprehensive range of community engagement and facilitation services, including traditional community workshops, “pop-up” workshops, community surveys, interactive websites, educational workshops, and one-on-one communication with stakeholders. All of the projects above included a significant amount of community engagement activities.

## **Our Awards**

In 2015, the firm was recognized by the National American Planning Association as the top “Emerging Planning and Design Firm” in the country for our work in community planning, LEED-ND and sustainable neighborhoods, and health and equity in planning. Other select national, state, and regional awards include:

- ✦ Award for Excellence in Sustainability, National APA Sustainable Communities Division:
  - City of Hermosa Beach, CA Integrated General Plan and Local Coastal Program
- ✦ Best Practices Award, Hawai‘i, Los Angeles, and Inland Empire APA:
  - County of Hawaii, Ka‘ū, HI Community Development Plan (while Ron Whitmore was with the County of Hawai‘i)
  - City of Lynwood, CA Safe and Healthy Communities Element
  - San Bernardino County Transportation Agency, CA Senate Bill 1000 Toolkit
  - County of Riverside, CA Healthy Development Checklist
- ✦ Comprehensive Plan Award, Large Jurisdiction – California and Inland Empire APA:
  - City of Murrieta, CA General Plan
  - City of Los Angeles, CA Plan for a Healthy Los Angeles
  - City of Moreno Valley, CA Nason Street Corridor Plan (Merit)
- ✦ Comprehensive Plan Award, Small Jurisdiction – California, Northern California, Los Angeles, Central Coast, and Inland Empire APA:
  - City of South San Francisco, CA General Plan Update
  - City of Beaumont, CA General Plan Update
  - City of Santa Monica, CA General Plan Land Use and Land Use Element
  - City of East Palo Alto, CA General Plan Update and Westside Area Plan
  - City of Sunnyvale, CA Moffett Park Specific Plan
  - City of Mountain View, CA El Camino Real Precise Plan
  - City of Mountain View, CA East Whisman Precise Plan
  - City of Palm Desert, CA General Plan Update
  - City of Coachella, CA General Plan Update
  - City of Thousand Oaks, CA General Plan Update

- City of West Hollywood, CA General Plan
- City of Mountain View, CA North Bayshore Precise Plan
- City of San Leandro, CA Bay Fair BART Transit-Oriented Development Plan (TOD) Specific Plan
- ✦ Innovation in Green Community Planning Award – California, Los Angeles, Inland Empire, and Northern California APA:
  - City of West Hollywood, CA Green Building Program (Merit)
  - Treasure Island and Yerba Buena Island Design for Development
  - The Gateway Cities Climate Action Plan Framework
  - City of Palm Springs, CA Sustainability Master Plan
  - City of Delano, CA Health and Sustainability Element
- ✦ Hard-Won Victories Award – Northern California APA:
  - City of Watsonville, CA Downtown Specific Plan
- ✦ Advancing Diversity and Social Change Award – Northern California APA:
  - City of Salinas, CA Alisal Vibrancy Plan
- ✦ Planning and Health Award – Northern California APA:
  - County of Santa Clara, CA Health Element
- ✦ Public Outreach Award – Central California APA
  - City of Fresno, CA Transform Fresno Climate Communities Program
- ✦ Planning Project Award of Excellence – Central California APA
  - City of Selma, CA Downtown Strategic Plan
- ✦ Emerging Planning and Design Firm – Northern California, California, and National APA
  - Raimi + Associates, Inc.

Our website, <https://www.raimiassociates.com/>, includes background information about our firm, staff, services, and projects.

# Appendix A: Resumes



# MATT RAIMI

## PRINCIPAL

Matt Raimi, the founder of Raimi + Associates, has over 20 years of experience in planning across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects throughout the country. Matt is an expert in creating inclusive and authentic public planning processes and creating more equitable, resilient, and sustainable cities. He has spoken and written extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development.

## EDUCATION

University of North Carolina,  
Chapel Hill  
Master of Regional Planning, 1997

University of Rochester, Rochester, NY  
Bachelor of Arts, English, 1992

## AFFILIATIONS & CERTIFICATIONS

Member. Congress for the New Urbanism, American Planning Association

Senior Fellow. Environmental Leadership Program

## EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Principal, 2006-present

Design, Community, & Environment  
Berkeley, CA  
Senior Associate, 2002-2006

SMWM  
San Francisco, CA  
Senior Associate, 1999-2002

Natural Resources Defense Council,  
Associate, Washington, DC, 1997-1999

Surface Transportation Policy Project,  
Intern/Independent Consultant,  
Washington, DC, 1998-1999

ICF Incorporated, Associate, Fairfax,  
VA, 1992-1995

## GENERAL PLANS

- **East Palo Alto General Plan and Westside Area Plan (East Palo Alto, CA)**  
*Project Manager and Principal-in-Charge. Lead a multi-disciplinary team to develop a General Plan that includes policies and regulations for infill development, economic development, health, sustainability and social equity. Developed an Area Plan for a 160-area section of the City with detailed policies on anti-displacement, tenant rights and affordable housing. Lead an extensive public outreach effort that included two advisory committees, citywide workshops, neighborhood meetings and social media activities.*
- **Mountain View General Plan (Mountain View, CA)**  
*Served as Project Manager and Principal-in-Charge (in coordination with MIG). Duties included generating land use and urban design content, helping structure General Plan, and served as strategic advisor to the City.*
- **Ventura General Plan Update (Ventura, CA)**  
*Serving as Principal-in-Charge for Ventura's comprehensive Plan Update. The Plan will address critical topics affecting Ventura including housing, sea level rise, health and equity, mobility, and wildfire risk. Project includes extensive community engagement, including a diverse General Plan Advisory Committee, pop-up workshops, focus groups, stakeholder interviews, and public workshops.*
- **Thousand Oaks General Plan (Thousand Oaks, CA)**  
*Served as Principal-in-Charge for first comprehensive update to the city's General Plan. The plan incorporates new state laws and recent local planning efforts, and land use and mobility alternatives analysis. Project included complex planning and growth discussions and extensive community engagement program such as General Plan Advisory Committee, focus groups, stakeholder interviews, pop-ups, office hours, and virtual and in-person workshops.*
- **Hermosa Beach General Plan (Hermosa Beach, CA)**  
*Served as Principal-in-Charge. Worked with stakeholders, advisory committee, and community members to comprehensively update the General Plan and integrated Local Coastal Plan with the goal of reaching carbon neutrality.*
- **Coachella General Plan Update (Coachella, CA)**  
*Principal-in-Charge. Led a multidisciplinary team of consultants for the Coachella General Plan Update and Climate Action Plan. The implementation-focused Plan included a "place-based" approach to urban design and placemaking and a standalone community health and wellness element.*
- **West Hollywood General Plan (West Hollywood, CA)**  
*Principal-in-Charge and Project Manager. Completed a comprehensive General Plan update focusing on corridor revitalization and improved quality of life. The project focused on infill development along the major transportation corridors, advancing social services and equity, and achieving significant reductions in GHG emissions.*
- **South Gate General Plan (South Gate, CA)**  
*Principal-in-Charge and Project Manager. Developed one of the first "form-based" General Plans and stand-alone public health elements in the country and a strong focus on urban design, economic development, social equity and environmental sustainability. Process included extensive community engagement, a design charrette, and managing a multi-disciplinary technical team.*

- **Land Use and Circulation Element (Santa Monica, CA)**  
*Project Manager and extension of staff. Prepared draft element content, developed the land use map and policies, and created a chapter on health and sustainability.*

## SPECIFIC PLANS AND PRECISE PLANS

- **Eastside Community Plan (West Hollywood, CA)**  
*Project Manager and Principal-in-Charge. Worked with a community advisory committee to develop an implementation-focused community plan for the Eastside of West Hollywood. Topics included urban design, transportation, community identity, public safety, and economic development. The project included a community event that drew hundreds of Eastside residents to celebrate the identity of the neighborhood and provide input on the plan.*
- **Orange Line BRT Sustainable Corridor Plan (City of Los Angeles, CA)**  
*Project Manager and Principal-in-Charge. Developed implementation-focused plan that included detailed station-specific and corridor-wide strategies for 13 stations along this active BRT corridor. Led to funding for multiple specific plans for stations along the corridor.*
- **Thousand Oaks Downtown Core Master Plan (Thousand Oaks, CA)**  
*Principal-in-Charge. Completed a Master Plan for a 60-acre area in and around the Thousand Oaks City Hall and Civic Arts Plaza to create a pedestrian-focused vibrant downtown in a traditional, auto-oriented suburban city. Led a team of real estate economists, architects and transportation experts in creating a design framework with four primary actions for success, all which are implementable by the City.*
- **North Bayshore Precise Plan (Mountain View, CA)**  
*Principal-in-Charge and Co-Project Manager. Responsibilities included managing a multi-disciplinary team, creating form based development standards and regulations that convert a suburban office park into a 21st century mixed use district with office, residential and retail. Created standards for green buildings and to preserve natural habitat and endangered species. Included an innovative community benefits program that tied the allocation of office development to the construction of residential units and significant advances in green buildings.*
- **Fresno Central Southeast Area Specific Plan (Fresno, CA)**  
*Project Manager and Principal in Charge. Leading a team of consultants on a specific plan for the Central Southeast neighborhood of Fresno, a 2,220 acre area southeast of Downtown. The Specific Plan addresses a wide range of topics that impact the quality of life in the community including affordable housing, jobs and economic development, transportation, parks and open space, and a healthy environment.*
- **El Camino Real Precise Plan (Mountain View, CA)**  
*Principal-in-Charge. Developed form-based standards and regulations for infill development along this iconic corridor. Plan identifies building heights, build-to lines, setbacks and stepbacks and other regulations to enhance walkability and improve connections with adjacent residential areas.*
- **Fremont City Center Precise Plan (Fremont, CA)**  
*Served as Principal-in-Charge. Led a multi-disciplinary team to transform a suburban commercial area into a downtown. Plan includes identification of sub-areas, topic-specific policies, street standards, and a form-based code.*

## HEALTH, EQUITY AND ENVIRONMENTAL JUSTICE

- **Plan for a Healthy Los Angeles: General Plan Health Element and Implementation Ordinances (Los Angeles, CA)**  
*Project Manager and Principal-in-Charge. Responsibilities included project coordination, writing sections of the health element, creating interactive web site on existing health conditions and developing implementation programs and ordinances.*
- **Riverside County Health Element (Riverside, CA)**  
*Project Manager and Principal-in-Charge. Responsibilities included developing topic-specific fact sheets; working with a technical advisory committee and writing the health element, one of the first county-level health elements in the State.*
- **Santa Clara County Health Element (Santa Clara County, CA)**  
*Principal-in-Charge. Responsibilities included project management, developing detailed existing conditions report, coordinating a community advisory committee and a department/agency advisory committee; and writing portions of the Health Element.*
- **El Monte Health and Wellness Element (El Monte, CA)**  
*Project Manager and Principal-in-Charge. Led a health element for the General Plan, one of the first in the State. Process included bi-lingual engagement, detailed existing conditions contrasting health conditions in different sub-areas of the City and detailed policies and implementation programs.*



# RON WHITMORE, PHD, AICP

PRINCIPAL

Ron has led community planning and development initiatives for over twenty years – as a manager and deputy director for public planning and development agencies, as a senior municipal community planner, as a consultant, as founding CEO of an urban community development corporation, and with the Peace Corps. Ron has managed energy, sustainability, climate change, capital budgeting, economic development, food systems, housing, and community and comprehensive planning programs. Ron specializes in designing participatory, knowledge-driven, transparent planning processes that produce actionable plans to deliver multi-goal co-benefits. An enterprising leader, Ron directs complex projects, facilitates outcome-focused meetings, and navigates comfortably across community, business, government, and higher education environments.

## EDUCATION

Michigan State University  
Ph.D. (2003) & Master's of Science  
(1998) Community Sustainability

Dartmouth College  
Bachelor of Arts in International  
Studies (1991)

## CERTIFICATIONS

American Institute of Certified  
Planners (AICP)

Charrette Management and  
Facilitation Certificate, National  
Charrette Institute

American Planning Association  
Member

## EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Principal, 2020 - present

Hawai'i County  
Acting Program Manager, Long Range  
Planning, 2019-2020

Deputy Director, Department of  
Research & Development, 2017-2019

Senior Long Range Planner, 2007-2016

Integra Consulting  
Founder & Principal, 2005-2016

NorthWest Initiative  
Founding Executive Director,  
2000-2005

## KEY PROJECTS

- **Petaluma General Plan Update and Climate Adaptation Plan (Petaluma, CA)**  
*Project Manager: Leading a large team of staff and subconsultants in an ambitious update of the City's general plan in coordination with the development of a Climate Action and Adaptation Plan. In addition to required elements, the plan includes retail, economic development, arts, and historic resource elements. Led stakeholder interviews, design advisory group meetings, and coordinated area, pop-up, and communitywide workshops. Coordinated existing conditions analysis and the development of a community vision, guiding principles, a key strategies diagram, and policy frameworks. Presents updates and work products to various commissions and the City Council.*
- **Ojai General Plan Update (Ojai, CA)**  
*Project Manager: Leading a team of staff and subconsultants in a focused update of the City's Land Use, Housing, Circulation, Safety, and Environmental Justice elements. Led stakeholder interviews, focus groups, a survey, and community workshops. Coordinated existing conditions analysis, a review of current general plan policies; the development of a community vision, guiding principles, and land use, mobility, and safety policy options; and preparation of draft elements.*
- **Santa Maria General Plan Update (Santa Maria, CA)**  
*Project Manager: Leading a team of staff and subconsultants in a comprehensive update of the City's general plan. Design and facilitate technical and department advisory group meetings, led two community surveys and a community workshop, and present updates and work products to the Planning Commission and City Council. Coordinated the review of existing plans, a City evaluation of the current general plan, existing conditions analysis, the development of a community vision, guiding principles, and an areas of change map, and the development and analysis of land use alternatives.*
- **Berkeley Housing Element (Berkeley, CA)**  
*Project Manager: Led the 6th Cycle Housing Element update in cooperation with the City and subconsultants.*
- **Kaua'i Climate Action & Adaptation Plan (County of Kaua'i, HI)**  
*Project Manager: Leading a team of staff and subconsultants crafting Kaua'i's first climate action and adaptation plan, including extensive community engagement. The project includes a climate hazards study, a vulnerability and equity assessment, a GHG reduction analysis, funding and financing strategies, and an adaptation plan tailored to facilitate implementation by County agencies.*

- **San Joaquin Valley Housing Production Trends (San Joaquin Valley, CA)**  
*Impediments, and Best Practices Report, SJV Regional Early Action Program (REAP) Committee, Project Manager: Led stakeholder interviews and facilitated regional workshops. Oversaw preparation of the existing conditions analysis focused on the different population, economic, and housing trends within the Valley as well as the characteristics that distinguish the Valley from other parts of the state. Oversaw the compilation of “best practice” strategies to stimulate Valley housing production, including land use policy, housing site availability, regulatory mechanisms, and funding and financing.*
- **General Plan Program (County of Hawai‘i, HI)\***  
*Program Manager: Designed, led, and managed the comprehensive review, including staff, contracts, and consultants. Oversaw demographic, housing, and economic trends and forecasts analysis; GIS-based modeling of housing and non-residential development allocations; development suitability studies; and element-specific research. Led public engagement design and implementation. Cross-walked General Plan and Community Development Plans. Managed interim amendments and annual reports.*
- **Community Development Planning (CDP) program (County of Hawai‘i, HI)\***  
*Program Manager: Led a team of long range planners, guiding them through CDP and public engagement redesign. Facilitated re-orientation toward community-based implementation, the establishment of a community engagement “community of practice,” and a partnership with a nonprofit intermediary.*
- **Ka‘ū Community Development Plan (County of Hawai‘i, HI)\***  
*Project Manager: Designed, led, and managed planning process and wrote award-winning rural plan. Led public engagement design and facilitation. Innovated stakeholder input, background analysis, decision matrices, transparent rationale, and implementation manuals.*
- **Capital Improvement Program (County of Hawai‘i, HI)\***  
*Program Manager: Led annual development of the inter-agency capital budget and six-year capital program. Evaluated proposed projects relative to the General Plan and Community Development Plans. Managed and developed the annual report for the Fair Share (impact/mitigation fee) program.*
- **Sustainability Program (County of Hawai‘i, HI)\***  
*Program Manager: Coordinated and integrated energy, mobility, and greenhouse gas mitigation programs. Oversaw intervention in Public Utilities Commission dockets. Represented the County with the electric utility and in state, national, and international networks.*
- **Kilauea Volcano Disaster Recovery (County of Hawai‘i, HI)\***  
*Deputy Manager: Led Emergency Support Function 12 (Energy) and related missions at the Emergency Operations Center during the four-month eruption. Core member of Mayor’s Recovery Leadership Team. Scoped and secured funding and consultants for volcanic risk assessment, economic recovery, and recovery scenario planning.*
- **NorthWest Initiative (Lansing, MI)\***  
*Executive Director: Founded comprehensive, “healthy communities” community development corporation. Built and funded programs and team to advance neighborhood planning, corridor revitalization, health outreach, food systems improvement, community promotion, and leadership development.*

*\*Denotes projects completed while serving as key staff at other organizations.*

## ADDITIONAL PROJECT AWARDS, PRESENTATIONS, AND APPOINTMENTS

- Scenario Planning Consortium Conference: A Novel Linkage of Land Use and Hazard Planning
- Best Practice Award, American Planning Association, Hawai‘i Chapter
- Urban Sustainability Directors Network (USDN) representative, County of Hawai‘i



# SIMRAN MALHOTRA, AICP, ASSOCIATE AIA

## VICE PRESIDENT | PRINCIPAL

Simran Malhotra, with a background in planning, urban design and architecture, brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. She has authored plans for many types of urban environments, in particular, TOD/mixed-use districts, downtowns, historic and residential neighborhoods, commercial corridors, industrial areas, and educational campuses. These efforts have resulted in community-based planning and urban design innovations that have achieved notable implementation. For over twenty years, Ms. Malhotra's academic and professional interests have coalesced into an effective design and planning process, one that balances community concerns and objectives with market and financial feasibility. Her hands-on involvement in each project, with particular emphasis on generating and developing high-quality design, policy and regulatory documents, ensures that each assignment is completed to the highest level of client satisfaction.

### EDUCATION

Harvard Graduate School of Design  
Master of Architecture in  
Urban Design  
Cambridge, MA

School of Planning and Architecture  
Bachelor of Architecture  
New Delhi, India

### EXPERIENCE

Raimi + Associates, Los Angeles, CA  
Vice-President, 2019 - Current  
Principal, 2017 - Current

The Arroyo Group, Pasadena, CA  
Principal, 2005-2017  
Senior Associate, 2000-2005  
Associate, 1995-2000

### AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners

American Institute of Architects,  
Associate Member

Licensed Architect, India

California Planning Roundtable,  
Member & Past Vice-President,  
Operations and Past Vice-President,  
Programs

American Planning Association,  
Member

APA Urban Design and Preservation  
Division, Member

APA Women in Planning Division,  
Member

### KEY PROJECTS

#### ■ **Palmdale General Plan Update (Palmdale, CA)**

*Simran was the Principal-in-charge and project manager for the Palmdale General Plan Update project, which was recently adopted after extensive community engagement over 3 years. The City of Palmdale is positioned to draw new residents, employees, and visitors with planned employment growth and infrastructure investments. The Plan includes economic development strategies and a "place-based" approach to urban design and placemaking.*

#### ■ **Palmdale Zoning Code (Palmdale, CA)**

*Simran was the project manager for the Palmdale Zoning Code project which updates the City's development regulations to meet current best practices and in compliance with the newly adopted General Plan.*

#### ■ **Objective Design Standards (Various)**

*Simran has been the Principal-in-charge for the preparation of Objective Design Standards for several cities including:*

- City of Milpitas, CA
- City of Marina, CA
- City of Santa Maria, CA
- City of Beaverton, OR

#### ■ **Culver City Zoning Code Update (Culver City, CA)**

*Simran led the update of the City's development code to implement the recommendations of the City's ongoing General Plan and the recently adopted Housing Element.*

#### ■ **Ventura Overlay Zones (Ventura, CA)**

*Simran prepared new overlay zoning districts to implement the recommendations of the City's Housing Element. The project included working with the City's Design Review Board, local stakeholders, housing developers and advocates.*

#### ■ **SCAG Palmdale East Avenue Q Complete Streets Project (Palmdale, CA)**

*Simran was the lead urban designer on a team to develop concepts for complete streets improvements along Avenue Q in Palmdale.*

#### ■ **Watsonville Downtown Specific Plan (Watsonville, CA)**

*Working with City staff, an Advisory Committee, and a team of consultants, Simran led the preparation of Specific Plan for Downtown Watsonville. The Downtown Watsonville Specific Plan articulates a community vision for an active, 24/7 mixed use environment, and provides the regulatory framework for guiding development over the next 20-30 years.*

- **Ventura General Plan Update (Ventura, CA)**

*Simran is working on the update of the Ventura General Plan and the preparation of new zoning districts to implement the proposed land use designations. Project includes extensive community engagement, including a diverse General Plan Advisory Committee, pop-up workshops, focus groups, stakeholder interviews, and public workshops.*

- **Coachella Zoning Consistency Update (Coachella, CA)**

*Simran led the preparation of a focused update to the City's zoning code. This effort incorporated the General Plan and recently adopted Pueblo Viejo Implementation Strategy Plan into streamlined zoning districts. Simran led the effort to prepare updated Zoning Code sections, Zoning map, General Plan map, and a General Plan Amendment.*

- **Nason Street Corridor Phase II (Moreno Valley, CA)**

*Simran led the SCAG-funded effort to develop a comprehensive design strategy for a town center on a 60-acre parcel of City-owned property in Moreno Valley. The project included extensive community engagement and visioning that led to two distinct design alternatives. The City has since selected a developer to implement the Plan.*

- **Indio Unified Development Code (Indio, CA)**

*Simran led the effort for updating the City of Indio's zoning code to achieve consistency with the recently adopted General Plan. The project included creation of new zoning districts and updated review processes, as well as a single user-friendly Unified Development Code document.*

- **Santa Fe Depot TOD Specific Plan (Orange, CA)\***

*Simran led a multi-disciplinary design team in preparing an update of the Santa Fe Depot Specific Plan to transform the Depot into a vibrant transit-oriented district while strengthening its connections to adjacent residential neighborhoods, Chapman University, and the Old Towne Historic District.*

- **South Lake Avenue Concept Plan and Design Project, (Pasadena, CA)\***

*Retained by the South Lake Business Association, Simran led a design team to continue the ongoing revitalization efforts for South Lake Avenue. Several of the Plan's recommendations for improvements in various elements of the public realm have been implemented. These include street furniture, planter boxes, tree grates and median planting. Other long-term improvements have been initialized with the formation of a property-based business improvement district and implementation of an aggressive retail recruitment strategy.*

- **Tweedy Boulevard and Hollydale Village (TOD) Specific Plans (South Gate, CA)\***

*Simran was the project lead on two Specific Plans funded by a Strategic Growth Council grant. Under her direction, the Specific Plans presented an innovative hybrid approach to form based codes, recommendations for Complete Street improvements, unique urban design and streetscapes designs and implementation strategies. Expanding regional connections with the Los Angeles River and Bikeway is an important element of both plans. The Hollydale Plan is centered on the arrival of the future Eco-Rapid Transit line that is expected to extend 40 miles across the region, from Burbank to Artesia. The plans were prepared with extensive bilingual community outreach including community workshops, stakeholder interviews, study sessions and hands-on input from steering committee members.*

## TEACHING AND SPEAKING ENGAGEMENTS

- Facilitator, California Planning Roundtable Leadership Academy
- Panelist, Riverside APA California Conference Session, *Objective Design Standards*
- Panelist, California Natural Resources Agency Earth Day Forum, *Fostering Nature-Based Solutions*
- Panelist, Santa Barbara California APA Conference Session, *Housing By Right, Right*
- Instructor, Visalia California APA Conference, Pre-Conference Workshop: *Urban Design for Planners*
- Speaker, Rancho Mirage California APA Conference, *Advanced Planning as an Economic Development Tool*
- Speaker, California Planning Roundtable, *Santa Fe Depot Specific Plan: Integrating TOD into a Historic District, Orange*
- Speaker, AIA Pasadena/Foothill Chapter *Pasadena Playhouse Streetscapes and Alley Walkways Plan: A Work in Progress*
- Guest Lecturer, Tufts University, Boston, MA and Guest Instructor, Harvard GSD Career Discovery Program, Cambridge, MA

*\*Denotes projects completed while serving as key staff at other organizations.*



# KYM DORMAN, MPH

PRINCIPAL AND CHIEF OPERATING OFFICER

Kym Dorman is a leading social sector consultant who brings an equity lens to evaluations, needs assessments, and planning processes, and expertise engaging in complex community collaborative processes that emphasize organizational and community capacity. With 25 years of experience as an applied researcher and facilitator, Kym's expertise includes a range of topics, including economic development, community health and wellness, health care access, wellbeing across the life course, and active transportation, among others. She is skilled in qualitative and quantitative research methods, and has extensive experience using data and research to support community coalitions, local governments, non-profit organizations and foundations make informed decisions for their future. She is also fluent in Spanish.

## EDUCATION

San Francisco State University,  
San Francisco, CA  
Master of Public Health

University of California,  
Santa Cruz, CA  
Bachelor of Arts in Sociology and  
Women's Studies

## EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Principal & Chief Operating Officer,  
2015-present

Harder + Company Community  
Research  
San Francisco, CA  
Vice President, 2007-2015  
Senior Research Associate,  
2004-2007  
Research Associate, 2002-2004  
Research Assistant, 1999-2002

## KEY PROJECTS

- **Youth and Family Opportunity Initiative (Alameda County Health)**  
*Serving as project director for the evaluation of the the Youth and Family Opportunity (YFO) initiative which addresses inequities related to educational attainment and health outcomes among children, youth, and their families throughout Alameda County. Developed and conducted focus groups with program participants, survey with program staff, and interviews with program staff to explore how the YFO grantee strategies were being implemented and to identify how implementation could be strengthened.*
- **Evaluation for San Francisco Sugary Drinks Distributor Tax (San Francisco Department of Public Health)**  
*Served as project director for the multi-year evaluation and had led the development of the first strategic plan for the Sugary Drinks Distributor Tax (SDDT) Advisory Committee. Developed the SDDT evaluation to align with strategic plan goals and values, created logic model and identified meaningful quantitative metrics and qualitative measures to assess the impacts of SDDT funding allocations on communities and inequities. Oversaw development of the 2019-2020, 2020-2021, 2021-2022, and 2022-2023 evaluation reports, 2023 VideoVoice process, and the data highlighted for SDDT's 5th anniversary.*
- **Clipper START Pilot Program Evaluation (Metropolitan Transportation Agency)**  
*Oversaw development of evaluation tools, sampling plan, and analysis for evaluation of a means-based fare pilot program involving transit operators throughout the Bay Area's nine counties. Conducted virtual (zoom) focus groups with interpretation. Identified developmental evaluation findings and recommendations at three points during pilot program.*
- **San José COVID-19 Recovery Task Force (City of San José)**  
*As project director, worked with the City of San José to develop a strategy to engage residents, community members, and businesses on matters of COVID-19 economic and social recovery, and especially those most impacted by the pandemic. This included facilitation of monthly Recovery Task Force meetings and subsequent working groups/committees that concluded with final recommendations from the Task Force to the City Council.*
- **Marin County Community Health Improvement Plan (County of Marin Department of Health and Human Services)**  
*Facilitated a multi-sector steering committee in prioritizing three health issues and corresponding outcomes and strategies to address those issues and increase health and racial equity in Marin. Developed guiding principles that centered data on existing inequities in Marin as core to the prioritization process. Developed plan outlining how community leaders, agencies, and organizations can align efforts to improve health outcomes.*

- **Santa Clara County Transportation Needs Assessment (County of Santa Clara, Office of the County Executive)**  
*Led with Nelson/Nygaard to conduct the Santa Clara County Transportation Needs Assessment that focused on six key populations. Kym led the community engagement efforts for the 6 key populations for the assessment, which included young people in foster care, people receiving health and/or social services, and people being released from the County's jail. Through the engagement, the team collected and analyzed 734 surveys, 7 focus groups, and 12 stakeholder interviews that resulted in overall findings and population-specific findings*
- **San Mateo County Community Collaboration for Children's Success (San Mateo County Health System)**  
*Led the planning process for the CCCS initiative, which identified community-supported, evidence-based strategies to improve outcomes for children, youth, and families who disproportionately experience trauma and who have been involved in the child welfare and/or criminal justice systems in San Mateo County. The place-based, trauma-informed planning process developed community-specific action plans for four neighborhoods based on extensive community engagement with youth (13-24 years old), parents and caregivers of children and youth 0-24, and multi-sector youth and family focused community-based organizations and service providers.*
- **Process Evaluation of Implementation of the Santa Clara County Community Health Improvement Plan (Santa Clara County Public Health Department)**  
*Kym served as project director for the process evaluation of the Countywide Community Health Improvement Plan. Using a collective impact approach, the process evaluation used mixed methods including a collaborative partner survey and key leader interviews to understand the strengths and challenges of this collaborative effort.*
- **REACH Ashland Youth Center Evaluation (County of Alameda)**  
*Serving as project director for the annual evaluation of REACH programming, its impact on disenfranchised and vulnerable youth, and the cross-disciplinary REACH partnership. Key highlights of past evaluations have included: analyzing individual-level participation data, revising the Results/Evaluation Framework, revising and analyzing the annual REACH Member Survey, conducting interviews and focus groups with youth, staff, and family members, and preparing final evaluation reports and presentations.*
- **San Francisco Safe Routes to School Evaluation (San Francisco Municipal Transportation Authority)**  
*Served as project director for the multi-year evaluation. Oversaw the development of the 2019-2020, 2020-2021, and 2021-2022 SRTS evaluation reports, including overseeing data analyses, graphic design, and the development of the evaluation story for each year.*
- **Santa Clara County Children's Health Assessment Primary Data Collection and Facilitation**  
*Lead a qualitative assessment of children's health in Santa Clara County. We conducted 19 focus groups, 30 key leader interviews, and collected over 1,000 surveys to understand more about the social determinants that affect children's health outcomes across the county. Focus groups were conducted in English, Spanish, Mandarin, and Vietnamese. The project culminated in an engaging final report and a community and stakeholder "Call to Action" forum to identify action steps.*
- **University of California, Berkeley School of Public Health, Best Babies Zone Initiative Evaluation**  
*Served as project director to evaluate the place-based Best Babies Zone Initiative (BBZ). Conducted extensive surveys and interviews with community partners in Oakland, Cincinnati, and New Orleans to define an outcome evaluation that establishes shared baseline measures relevant to the project's community sites to demonstrate impact over time.*
- **California Department of Public Health, Health in All Policies (HiAP) Process Evaluation\***  
*Led the process evaluation of the statewide HiAP collaborative process to identify successful elements of this collaborative, as well as challenges and early outcomes. Conducted stakeholder survey and key leader interviews. Findings informed the development of Health in All Policies: A Guide for State and Local Governments (2013).*
- **Napa County Collaborative: Community Health Assessment,\* Community Health Improvement Plan,\* Community Action Plan,\* and Collaborative Process Evaluation**  
*Directed the MAPP process to develop the Community Health Assessment and Community Health Improvement Plan. Developed and conducted a Process Evaluation of the Live Healthy Napa County Collaborative Process and developed recommendations.*
- **California Department of Public Health, Safe Routes to School Community Needs Assessment\***  
*Conducted an assessment of low-income and underserved communities in the state and explored challenges and opportunities for non-infrastructure Safe Routes to School programs in those diverse communities. CDPH will use recommendations to inform future program design and funding.*

\*Denotes projects completed while serving as key staff at other organizations.



# WALKER WELLS AICP, LEED AP

## PRINCIPAL

Walker Wells is an industry-leading expert in urban sustainability, green building, and renewable energy. He has 25 years of experience working with local governments, affordable housing developers, and non-profit organizations across the country to further sustainable development practices via technical assistance, charrettes, workshops, and developing public policy. He is a lecturer in green urbanism at the Claremont Colleges and the UCLA Urban Planning Program. Walker holds degrees from UC Santa Barbara and California Polytechnic State University San Luis Obispo. He also studied at Lund University and Lund Polytechnic School of Architecture in Sweden.

## EDUCATION

Fulbright Fellow, Sustainable Urbanism, Royal Institute of Technology Stockholm, Sweden 2015

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo, 1993

Bachelor of Arts in Environmental Studies and Sociology (Double Major with Honors) University of California Santa Barbara 1989

## EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Principal, 2018-present

Global Green USA  
Santa Monica, CA  
Executive Director, VP of Programs  
1999-2018

City of Santa Monica  
Santa Monica, CA  
Associate Planner, 1998-1999

Gruen Associates  
Los Angeles, CA  
Senior Urban Designer, 1993-1998

City of Malmo  
Malmo, Sweden  
Urban Planner, 1990-1991

## AFFILIATIONS

Los Angeles Regional Collaborative for Climate Action (LARC) Executive Committee Member

LEED for Cities and Communities Consensus Committee Member

APA Foresight Committee

## KEY PROJECTS

- **LA Metro TOD Grant Program Expert Reviewer (Los Angeles, CA)**  
*Review planning and urban design projects funded through the Metro Transit-Oriented Communities program for consistency with the Metro Transit Supportive Planning Toolkit (developed by R+A). Documents reviewed included specific plans, urban design proposals, and overlay zones. Prepare detailed summary memos that address ten different attributes of transit-supportive planning and placemaking. Share comments and recommendations with Metro, city staff, and consultants preparing the plans, including phone consultations.*
- **LA Metro Joint Development (Los Angeles, CA)**  
*Supported LA Metro with the overhaul of its Joint Development program to support the creation of affordable housing on LA Metro-owned properties, including a major rebranding effort, the development of a "Community-Based Development Organization" definition for RFPs, and engagement with the building industry and communities. Developed a community educational campaign on the need for and benefits of affordable housing.*
- **LA Metro Moving Beyond Sustainability Plan (Los Angeles, CA)**  
*Provided guidance on stakeholder outreach; and shared best practices from other sustainability efforts. Prepared drafts of the equity, economic development, and livable neighborhoods sections of the Metro Moving Beyond Sustainability plan.*
- **Los Angeles County Sustainability Plan (Los Angeles County, CA)**  
*Served as Strategic Advisor providing technical assistance to the Los Angeles County Chief Sustainability Officer in development and implementation of the County's first ever Sustainability Plan. Analyzed the roles and authority of County agencies, identified best practices, reviewed the alignment of current County programs, and assisted in review of goals, strategies, and indicators.*
- **San José Climate Adaptation and Resilience Plan (San José, CA)**  
*Leading a consultant team that is preparing the City's first comprehensive Climate Adaptation and Resilience plan. Includes a thorough evaluation of the threats to key City assets and the potential impacts on vulnerable populations from heat, fire, flooding, and grid disruptions. Shaping the measures for increasing resilience through input from community stakeholders.*
- **Western Riverside COG Energy Resilience Plan (Riverside County, CA)**  
*Prepared recommendations for strategies to increase community resilience to heat, wildfire, and other climate hazards through strategic retrofits to civic facilities. Conducted a literature review of microgrids, battery installations, and neighborhood resilience hubs, developed the stakeholder engagement strategy, and prepared equity-related facility evaluation metrics.*

- **Building Resilience Against Climate Effects (BRACE) Leadership Academy (Santa Clara County, CA)**  
 Worked closely with community-based organizations throughout Santa Clara County to develop a Leadership Academy curriculum aimed at building CBO's organizational capacity to adapt to climate change impacts (heat, air quality, and wildfire). Led in-person and virtual working sessions with CBO partners to develop Academy content, including presentations, activities, and a template for organizations to create their own Climate Preparedness Action Plans.
- **Transform Fresno Stakeholder Engagement Plan (Fresno, CA)**  
 Worked with City of Fresno staff and multiple community stakeholders to develop a 5-year plan for public outreach related to a \$75 million State of California Transformative Climate Communities grant. Outreach methods included interviews, neighborhood pop ups, community workshops, website updates, and an annual Transform Fresno Summit to showcase project progress and accomplishments.
- **Technical Assistance for Energy Efficiency for All (EEFA) (Los Angeles, CA)**  
 Coordinated with staff at Los Angeles Department of Water and Power (LADWP) and EEFA partners to determine the role of the Low-Income Weatherization program in the overall five-year work plan for the \$100 million commitment; Defined critical program goals including kWh saved, reductions in utility costs, and GHG emissions avoided; identified key administrative and procedural issues; aided staff in preparing analysis of potential savings, narrative for staff reports or presentations, facilitating meetings, or coordinating with building owners or community stakeholders that would be good candidates for program.
- **GHG Reductions Analysis for AHSC Applicants (Statewide, CA)**  
 Oversee and provide technical advice around greenhouse gas reductions (GHG) analysis and project scope for affordable housing developments submitting Affordable Housing and Sustainable Communities (AHSC) grant applications. Advise on project application scopes of work to ensure the project will achieve the greatest environmental and co-benefits.
- **Climate and Cultural Resilience Program (Multiple Sites in United States)\***  
 In coordination with Enterprise Community Partners, worked closely with five communities nationally - Atlanta, Chicago, Duluth, San Francisco, West Virginia - to craft resilience strategies and projects that build on local culture, address both social and physical vulnerabilities, and build capacity within community based organizations.

\* Denotes work completed while serving as key staff at other organizations

## ACADEMIC & TEACHING EXPERIENCE

- Pomona College, Claremont, California 2006 - Present
- UCLA, Department of Urban Planning 2008 - Present
- UCLA, Institute of the Environment, 2015 - Present
- Antioch University Los Angeles 2010 – 2012

## PUBLICATIONS

- Efficient outdoor thermal comfort via radiant cooling, Nature Sustainability, (co-author) 2025
- A social network analysis of cross-organizational engagement for urban heat resilience in Los Angeles County, California, Urban Climate, (co-author) 2024
- Building Electrification Strategies for Affordable Housing, ShelterForce, 2023
- Blueprint for Greening Affordable Housing, (co-author) Island Press, 2020

## SELECTED PRESENTATIONS

- Association of Environmental Professionals Conference,, Energy Reach Code Strategies, 2025
- SCAG ToolBox Tuesdays, Passive Building Design and Urban Shade Strategies, 2024
- American Planning Association California Conference 2006, 2008, 2009, 2011, 2022
- American Planning Association National Conference, 2007, 2015, 2022
- US Green Building Council Equity Summit, 2020
- Green Affordable Housing, New Hampshire Housing Finance, 2019



# ERIC YURKOVICH

## PRINCIPAL

Eric Yurkovich has over twenty years of experience as a community planner focused on issues of land use, housing, climate change, environmental justice, and equitable development. He has led the Gary Comprehensive Plan; General Plans, Housing and Environmental Justice Elements for Culver City, South San Francisco, Seaside, Milpitas, Loma Linda, and Indio; health and equity-focused climate action plans for Alameda, Inglewood, Richmond, Ventura, and Santa Monica; Specific Plans for Moffett Park, North Bayshore, East Whisman, Downtown Castro Valley, and South San Francisco Lindenville; and regional efforts such as the San Bernardino County SB 1000 Equity Toolkit, Restoring Housing Justice project in the Lake Tahoe region, LA County Sustainability Plan, and Gateway Cities Climate Adaptation Toolkit. He co-authored the Guide to Equitable, Community Driven Climate Preparedness and led trainings with the City of Berkeley / BayCAN, and at the National APA Conference and California Adaptation Forum.

## EDUCATION

University of California, Los Angeles  
Master of Arts in Urban Planning, 2010

Macalester College, St. Paul, MN  
Bachelor of Arts, Geography, 2000

## AFFILIATIONS

Member, American Planning Association

## EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Principal, 2012-present

National Oceanic and Atmospheric Administration/Pew Center on Climate Change  
Oakland, CA  
Climate Change Researcher, 2010-2012

Calthorpe Associates  
Berkeley, CA  
Senior Planner, 2002-2008

## GENERAL PLANS

- **South San Francisco General Plan Update (South San Francisco, CA)**  
*Served as Project Manager for a comprehensive update to the General Plan. Led land use policy, climate adaptation, environmental justice, and public engagement.*
- **Culver City General Plan Update (Culver City, CA)**  
*Serving as Project Manager. Leading land use policy and public engagement for the General Plan Update. Managing work plan, documentation, and oversight of CEQA process.*
- **Seaside General Plan (Seaside, CA)**  
*Serving as Project Manager. Assisting with land use policy, environmental assessment, and public engagement for the General Plan Update. Managing work plan, documentation and oversight of CEQA process.*
- **Indio General Plan Update & Climate Action Plan (Indio, CA)**  
*Led the City's second effort to Update their General Plan and Climate Action Plan. Managed multiple subconsultants in sifting through technical analysis and updating where necessary. Wrote Climate Action Plan including GHG forecasts and evaluated GHG reduction measures.*
- **Milpitas Housing Element and Environmental Justice Element Update (Milpitas, CA)**  
*Served as Project Manager. Lead a team of consultants throughout the Housing Element Update process. Managed work plan, community outreach, development, and documentation.*

## EQUITY & ENVIRONMENTAL JUSTICE

- **San Bernardino County Transportation Authority Senate Bill 1000 Equity Toolkit (San Bernardino, CA)**  
*Served as Project Manager. Developed an online toolkit to support local jurisdictions with implementation of Senate Bill 1000 (environmental justice elements), including data analysis tools to support with the disadvantaged communities screening analysis.*
- **Loma Linda Environmental Justice Element (Loma Linda, CA)**  
*Serving as Project Manager. Leading an update to the Environmental Justice Element of the City of Loma Linda. Development of environmental justice analysis, policies, and community engagement strategies.*

- **Santa Clara County Health Element (Santa Clara, CA)**  
*Worked on the development of a Health Element for the Santa Clara County General Plan. The element addresses neighborhood- and regional-scale community health and wellness topics.*
- **Plan for Healthy Los Angeles (Los Angeles, CA)**  
*Led the development of a Health Atlas and interactive mapping tool to explore neighborhood health conditions and disparities. Wrote sections of the health element.*

## SPECIFIC PLANS

- **Moffett Park Specific Plan Update (Sunnyvale, CA)**  
*Served as Project Manager. Led urban design, land use policy, climate adaptation strategies, and public engagement for the Specific Plan Update.*
- **East Whisman Precise Plan (Mountain View, CA)**  
*Served as Project manager of a small area plan for a transit oriented development district around a light rail station. Wrote detailed design standards, guidelines, and implementation guide for the city.*
- **North Bayshore Precise Plan (Mountain View, CA)**  
*Worked as Deputy Project Manager on a plan and development code to transition a suburban employment district into a model of sustainable development. Wrote portions of the plan, including an incentive-based framework to encourage project- and district-level sustainability and incorporation of housing into the precise plan.*
- **Lindenville Specific Plan (South San Francisco, CA)**  
*Served as Project Manager. Led a team of consultants to develop a specific plan that implements the adopted General Plan and introduces mixed-uses in a historically industrial area of South San Francisco.*
- **Castro Valley Business District Specific Plan (Castro Valley, CA)**  
*Leading urban design analysis, land use vision development, and public engagement for the Specific Plan.*

## PUBLICATION AND PRESENTATIONS

- Open Space Superstar! The Role of General, Specific, and Master Plans in Improving Urban Ecology. Presentation for the 2024 CalAPA Conference.
- Innovating for Change: New Tools to Embed Equity in General Plans. Presentation for the 2024 CalAPA Conference.
- From Industry to Innovation: Pioneering Pathways for Transforming Suburban Employment Districts. Presentation for the 2024 CalAPA Conference.
- "Walking the Walk: Implementing Adaptation and Resilience Equity Strategies." Presentation for the 2018 California Adaptation Forum.
- "Equitable, Community-Driven Climate Resilience Planning." Training at the 2018 National American Planning Association Conference.
- *Guide to Equitable, Community-Driven Climate Preparedness Planning*, Urban Sustainability Director's Network, 2017.
- "Whose Climate Plan is This? Planning for an Equitable Climate Future through Authentic Community Partnerships." Presentation for the 2017 California Climate Action Planning Conference.
- Climate Justice for All! Connecting Climate Protection, Community Resilience, Local Economy, and Health Equity." Presentation for the 2017 California Chapter of the American Planning Association.
- "Health Indicator in The Plan for a Healthy LA and Quimby Reform" Presentation for the 2015 California Chapter of the American Planning Association.
- "Something Old, Something New, Something Borrowed, Something Blue: Climate Adaptation in the 21st Century." Presentation and conference paper for the 2013 National Association of Environmental Professionals.
- "Health Atlas for the City of Los Angeles's Health and Wellness Chapter." Blog post for the U.S. Department of Health and Human Service's National Partnership for Action to End Health Disparities, 2013.
- "Adaptation Planning and U.S. Federal Agencies" Federal Interagency Forum on Climate Change Impacts and Adaptations, 2012.
- *Adaptation Planning, What U.S. Federal Agencies Are Doing*. Co-authored for the Pew Center on Global Climate Change, Arlington, VA, 2012.
- *Adapting to Climate Change: A Planning Guide for State Coastal Managers—a Great Lakes Supplement*. Co-authored for the NOAA Office of Ocean and Coastal Resource Management, Silver Spring, MD, 2011.
- *Advancing statewide climate change adaptation strategies: Lessons from state and local governments addressing the impacts of climate change*. Center for Climate Action, 2010.



# CHRIS SENSENIG, AICP

## ASSOCIATE PRINCIPAL

Christopher Senseinig is a passionate urban designer with 20 plus years of experience collaborating with both cities and developers on creating meaningful places. Chris has brought his experience in both architecture and planning to work at a variety of scales and project types from affordable housing, master plans, street designs, specific plans, zoning ordinances, feasibility studies, and objective design standards. Chris focuses his work on creating livable neighborhoods and increasing opportunities for participation and social interaction in the neighborhood landscape. Chris strongly believes that Walkability is the keystone for great communities. At the outset of every project, Chris asks, "What will this project give back to the community?" and works toward each project not only improving the physical place but also building community.

### EDUCATION

University of California, Berkeley, CA  
Masters of City Planning in Urban Design, 2005  
Masters of Architecture, 2005

Washington University  
St. Louis, MO  
Bachelor of Arts, Architecture, 2000

### AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners (AICP)

### EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Senior Associate, 2018-present

MRED+D, UC Berkeley  
Berkeley, CA  
Faculty, 2020-2022

ConnectOakland.org  
Oakland, CA  
Founder, 2014-present

Gensler  
San Francisco, CA  
Senior Urban Designer, 2017-2018

Van Meter Williams Pollack  
San Francisco, CA  
Associate, 2005-2017

DCRP, UC Berkeley  
Berkeley, CA  
Lecturer, 2008-2019

### KEY PROJECTS

- **Moffett Park Specific Plan (Sunnyvale, CA)**  
*Chris led a diverse team to develop and eco-innovation district that will create 20,000 units and 10 million net new square feet of office in a vibrant mixed use district focused around urban ecology. Chris's roles included Project Manager, Master Planner, Urban Design, Land-use Concepts, Development Standards, and Stakeholder/Community Engagement.*
- **Milpitas Housing Opportunity Districts (Milpitas, CA)**  
*Chris led the team to work with the City to implement General Plan and Housing Element policies to revitalize aging shopping centers into vertical and horizontal mixed use districts. Chris's roles included Project Manager, Zoning Standards, and Site Tests.*
- **Objective Design Standards**  
*Project Manager, Objective Design Standards, Site Tests*  
*Chris leads multiple Objective Design Standards projects, focusing on creating a holistic approach to encourage high-quality, human-scaled, and contextual design, development at multiple scales, from large urban scale strategies to fine-grained architectural strategies*
  - Milpitas Objective Design Standards (Milpitas, CA)**
  - Palo Alto Objective Design Standards (Palo Alto, CA)**
  - Santa Maria Objective Design Standards (Santa Maria, CA)**
- **Ashby and North Berkeley BART Framework Plan and Objective Design Standards (Berkeley, CA)**  
*Project Manager, Objective Design Standards, Site Analysis, Infrastructure Planning, Stakeholder Engagement, Proposal Analysis*
- **Beaverton Downtown Zoning Code Update (Beaverton OR)**  
*Zoning Code, Objective Design Standards, Implementation of Vision*
- **Metro Crossing - Warm Springs TOD Village Master Plan (Fremont, CA)\***  
*Chris led the urban design master plan for Toll Brothers in implementing the Warm Springs Innovation District Specific Plan. Chris's roles included Project Manager, Master Plan Design, Led team including 3 architecture firms, civil engineers + landscape architects and Streetscape/Open Space Design.*
- **Bay Fair TOD Specific Plan (San Leandro, CA)\***  
*Project Manager, Financial Feasibility Studies, Design Standards*  
*As a sub to R+A, Chris led the VMWP team in developing land use alternatives, development standards, and project feasibility tests.*

\*Denotes projects completed while serving as key staff at other organizations.

## KEY PROJECTS CONTINUED

- **North Bayshore Gateway Master Plan (Mountain View, CA)**  
*Project Manager, Master Planner, Urban Design, Financial Feasibility Studies*
- **North Bayshore Precise Plan (Mountain View, CA)\***  
*Project Manager, Affordable Housing Strategy, Streetscape and Circulation*
- **Mountain View El Camino Real Precise Plan (Mountain View, CA)\***  
*Corridor Development Concept, Feasibility Studies, Design Standards*
- **Hunters Point Shipyard D4D Document (San Francisco, CA)\***  
*Lead Writer, Codify and adapt Sir David Adjaye's Vision into Standards*
- **Nason Town Center Master Plan (Moreno Valley, CA)**  
*New 90 acre Town Center Master Plan, Visioning, Site Planning*
- **RebuildPOTRERO - HOPE SF Redevelopment (San Francisco, CA) \***  
*Project Manager, Community Outreach Plan, Master Plan Design, Design Standards and Guidelines, Master Infrastructure Plan, Design Review*
- **River Road Corridor Zoning Code (Eugene, OR)**  
*Middle Housing Zoning Code, Objective Standards*
- **North Walnut Creek Downtown Specific Plan (Walnut Creek, CA)\***  
*Project Manager, Infill Strategies, CAC and City Staff Charrettes*
- **Balboa Reservoir Developer Proposal (San Francisco, CA)\***  
*Team Charettes, Master Planning, Building Prototypes, Parking Strategy*
- **Pleasanton TOD Standards and Guidelines (Pleasanton, CA)\***  
*Project Manager, Design Standards and Guidelines, Street Design*

## SPEAKING ENGAGEMENTS AND PUBLICATIONS

- **Speaker:** National Academies TRB Webinar: *Addressing Justice in Transportation* (2021)
- **Panelist:** CNU Seattle: *Transforming Freeways to Boulevards: What to Plan Before You Hit the Detonate Button* (2021)
- **Author:** *Urban Highway Removal*, p 248-251 in *Sustainable Nation: Urban Design Patterns for the Future* by Doug Farr (2018)
- **Speaker:** SPUR Oakland: *Reenvisioning I-980*
- **Author:** *Journal of Green Building* (2016) 11 (2): *Creating livable infrastructure: the CONNECTOAKLAND vision to reconnect neighborhoods and connect cities through freeway removal*



# ALESSANDRA LUNDIN

## SENIOR ASSOCIATE

Alessandra is a Senior Associate with a broad range of experience on urban design and land use planning projects including specific, corridor, and downtown plans, comprehensive plans, objective design standards, vision plans, and zoning codes. With over ten years of experience working with public sector clients, she brings expertise in policy development, development and design regulations, GIS, graphics and illustrations, creative and inclusive community engagement, and implementation. Her recent and past projects include drafting area and corridor plans for the cities of Santa Clara and Fresno, leading zoning updates for the cities of Indio, Palmdale, and Culver City, and creating compelling, user-friendly outreach materials for a range of projects.

### EDUCATION

University of California Berkeley  
Berkeley, CA  
Master of City and Regional Planning

College of William and Mary  
Williamsburg, VA  
Bachelor of Arts - Economics

### AFFILIATIONS

American Planning Association (APA)  
San Francisco Planning & Urban  
Research (SPUR)

### EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Associate, 2017-present

PMC/Michael Baker International  
Oakland, CA  
Associate Planner  
2014-Aug 2017

City of Emeryville, Planning  
& Building Dept  
Emeryville, CA  
Long-Range Planning Intern  
2013-2014

University of California Berkeley  
Berkeley, CA  
Graduate Student Instructor  
2011-2013

Greenbelt Alliance  
San Francisco, CA  
Planning Intern  
2010-2011

Accenture  
Washington D.C.  
IT/Management Consultant  
2005-2010

### KEY PROJECTS

#### ■ El Camino Real Specific Plan (Santa Clara, CA)

*Leading a focused specific plan for the El Camino Real, the most visible and identifiable commercial corridor running through the City of Santa Clara. The Plan provides a vision and detailed guidance on preferred land uses, multi-modal transportation improvements, and design standards to transform El Camino Real from a series of automobile-oriented strip malls to a tree-lined, pedestrian and transit-oriented corridor with a mix of uses.*

#### ■ Castro Valley Downtown Business District Specific Plan (Castro Valley, CA)

*Currently leading the urban form and character analysis and policy framework for an update to Castro Valley's Downtown Business District Specific Plan. The plan will focus on creating a vibrant and walkable business district, retaining existing businesses while introducing new high-quality commercial and office uses, and facilitating infill housing to support retail businesses.*

#### ■ Fresno Central Southeast Area Specific Plan (Fresno, CA)

*Managed a specific plan for the Central Southeast neighborhood of Fresno, a 2,220 acre area just southeast of Downtown. The Specific Plan is an implementation-focused document that addresses a wide range of topics that impact the quality of life in the community including affordable housing, jobs and economic development, transportation, parks and open space, and a healthy environment. Outreach activities included developing an engagement toolkit to enable local community groups to lead conversations with residents, businesses, and traditionally underrepresented populations.*

#### ■ Walnut Creek Objective Design Standards (Walnut Creek, CA)

*Leading an update to the Walnut Creek Citywide Design Standards and Guidelines to adapt existing subjective design guidelines for multi-family and mixed-use residential development into a robust set of clear and objective design standards per State law. The project includes targeted developer outreach, usability testing to ensure legibility, and illustrative graphics to create a user-friendly document.*

#### ■ Indio Unified Development Code (Indio, CA)

*Led a comprehensive update to the City of Indio Zoning and Sign Codes. The new Unified Development Code focuses on implementing the recent General Plan, modernizing allowed uses, providing development standards that encourage economic revitalization and high-quality infill and mixed-use development, and ensuring consistency with new State legislation.*

#### ■ Ventura Housing Overlay Zones (Ventura, CA)

*Led a project for the City of San Buenaventura to create several form-based code housing overlay zones for sites that need to be rezoned to implement the City's recently adopted 6th Cycle Housing Element. The new housing overlay zones build off of the City's past form-based codes, improve their objectivity, and address challenges that have occurred with implementation of these codes in a manner that allows the overlays to be applied in other parts of the city.*



# MITALI GANGULY, AICP, LEED-ND

## SENIOR ASSOCIATE

Mitali, a recent addition to Raimi + Associates, is a motivated urban designer and planner with over 18 years of professional experience in developing innovative, context-sensitive solutions for projects within the US and abroad. Her project experience ranges in scale and complexity from regional studies and citywide analysis to neighborhood plans, streetscape design, site testing, building prototypes and form-based codes.

## KEY PROJECTS

### EDUCATION

Harvard Graduate School of Design  
Master of Design Studies  
Urban Development & Real Estate  
Cambridge, MA

School of Planning and Architecture  
Master of Architecture in Urban  
Design, New Delhi, India

School of Planning and Architecture  
Bachelor of Architecture  
New Delhi, India

### AFFILIATIONS & CERTIFICATIONS

American Institute of Certified  
Planners

LEED-ND Certified

National Charrette Institute (NCI)  
Certified

### EXPERIENCE

Raimi + Associates  
Berkeley, CA  
Senior Associate, 2025-present

Opticos Design  
Berkeley, CA  
Associate II, 2017-2025

Calthorpe Associates  
Berkeley, CA  
Associate, 2013-2017  
Project Manager, 2009-2013  
Senior Designer, 2006-2009

Gensler  
San Francisco, CA  
Designer, 2005-2006

#### ■ Concord Naval Weapons Site TOD Reuse Plan (Concord, CA)\*

*While at another organization, Mitali served as Project and Design Manager on the concept plan to transform the former Concord Naval Weapons Station into a large scale transit-oriented community, directly adjacent to the North Concord BART Station. The plan features two mixed-use centers, walkable neighborhoods, a comprehensive park and trail network and a shuttle route to the BART station.*

#### ■ Vallco Special Area Specific Plan and Form-Based Code (Cupertino, CA)\*

*While at another organization, Mitali served as Project Manager on a Specific Plan and Form-Based Code to transform the former Vallco Mall into a pedestrian-oriented mixed-use Town Center near Apple, Inc. headquarters. The project won a SPUR Impact Award and an APA Northern California award in 2019.*

#### ■ Citywide Missing Middle Housing Study (Sacramento, CA)\*

*While at another organization, Mitali served as Project Manager on a citywide study to enable Missing Middle Housing and increase lower-cost, attainable housing in Sacramento. The findings, refined through extensive community feedback at all key milestones, informed zoning and policy changes calibrated to the local community context.*

#### ■ Maui Missing Middle Housing Study (Maui, HI)\*

*While at another organization, Mitali served as Project and Design Manager for a Missing Middle Housing Study for Central, West and South Maui. Working with Hawaii Community Foundation and County of Maui staff as part of the [House Maui](#) initiative, the study included comprehensive analysis of existing conditions, development patterns, land use policy and zoning to identify priority areas for housing. Focusing on Missing Middle Housing, the study included financial feasibility analysis and building types calibrated to fit the needs and cultural preferences of Maui residents, vetted through workshops and interviews with local stakeholders. The recommendations of the study will inform future zoning updates and area planning efforts.*

#### ■ East Kaua'i Circulation and Community Plan (EKCCP) Update (Kaua'i, HI)

*While at another organization, Mitali served as Project Manager for area plan studies for Kapa'a, Kapahi and Wailua as part of the Kaua'i County's update of the East Kaua'i Community Plan (EKCCP). The effort included site studies, framework plans, and design concepts with active public participation at a week-long design charrette held in Kapa'a. The design efforts aimed at reconciling housing needs with climate adaptation and infrastructure challenges, to provide implementation-focused recommendations.*

*\*Denotes projects completed while serving as key staff at other organizations.*



# TIFFANY ENG

## SENIOR ASSOCIATE

Tiffany Eng is a Senior Planner with over twenty years of experience in grassroots campaigns, healthy cities and communities, organizational leadership, and capacity-building. She has an extensive background promoting equitable land use planning and is passionate about climate and environmental justice (EJ) solutions. Tiffany believes the key to creating healthy, just, and climate-resilient communities is through an environmental justice and land use planning lens.

## KEY PROJECTS

- **Loma Linda Environmental Justice Element (Loma Linda, CA)**  
*Provide a disadvantaged community analysis based on CalEnviroScreen 4.0 data and R+A's data screening process to provide community members and local stakeholders with key information to inform the development of the EJ Element. Develop strategies and facilitate community engagement activities to help develop environmental justice goals, policies, and objectives that address current environmental community concerns, socioeconomic challenges, and public health threats.*
- **Petaluma General Plan Update (Petaluma, CA)**  
*Developing a comprehensive Health, Equity, and Environmental Justice Element to comply with SB 1000. Work with community organizations to understand the community concerns and environmental justice issues.*
- **Santa Maria General Plan Update (Santa Maria, CA)**  
*Working with relevant stakeholders to craft the policy direction for a holistic Health and Environmental Justice Element. Engaging with City staff and community organizations to understand priority environmental justice concerns.*
- **SB 1000 Toolkit\***  
*Co-authored the SB 1000 Toolkit: Planning for Healthy Communities to guide local governments, planners, CBOs, and other stakeholders in creating equitable Environmental Justice Elements that meet SB 1000 requirements.*
- **Environmental and Housing Justice Platform\***  
*Co-created a new policy initiative to address the intersecting housing and environmental justice needs within California, along with over forty EJ, environmental, and housing justice organizations. Crafted five goals with associated policies that promoted resilience, anti-displacement, equity, and accountability.*
- **CalEnviroScreen: A Critical Tool for Achieving Environmental Justice in California\***  
*Co-authored the CalEnviroScreen: A Critical Tool for Achieving Environmental Justice in California report to outline the tool's methodology, identify current laws and programs utilizing the tool, and identifying other ways the tool could be used to further environmental justice. Educated planners and members of the CA State Legislature on the best uses of the CalEnviroScreen tool to promote equity and integrate environmental justice goals and policies into local land use planning. Conducted research, mapped disadvantaged communities for each legislative district, and developed curriculum to educate diverse audiences on the CalEnviroScreen tool and the importance of cumulative impact methodologies.*
- **Rethinking Local Control: Placing Environmental Justice and Civil Rights at the Heart of Land Use Decision-Making\***  
*Co-authored the Rethinking Local Control: Placing Environmental Justice and Civil Rights at the Heart of Land Use Decision-Making Report which introduces a new framework for promoting California's environmental and climate goals. Conducted case study analyses on the power of community-led decision-making and developed recommendations for promoting impactful and community-centered processes.*

## EDUCATION

University of California, Berkeley  
Master of City and Regional Planning,  
Environmental Planning and Policy

University of California, Los Angeles  
Bachelor of Arts in Art and Asian  
American Studies

## EXPERIENCE

Raimi + Associates; Berkeley, CA  
Senior Associate, 2024

California Environmental  
Justice Alliance (CEJA); Oakland, CA  
Land Use Director, 2023-2024  
Interim Co-Director, 2021 - 2023  
Program Manager, 2016-2021

Asian Pacific Environmental  
Network (APEN); Oakland, CA  
Consultant/State Policy Fellow,  
2015-2016

AYPAL: Building API Community  
Power; Oakland, CA  
Policy Director, 2012-2013  
Co-Director, 2008-2012  
Program Director, 2004-2008

## PUBLICATIONS

Poirier, L., Antonio, D., Dettmann, M.,  
Eng, T., Ganata, J., Ghosh, S., Lopez, M.,  
Karma, R., Natekal, A., & Brinkley, C.  
(2024). Making plans findable, accessible,  
interoperable, and reusable with data  
infrastructure: A search engine for  
constructing, analyzing, and visualizing  
planning documents. *Environment  
and Planning B: Urban Analytics  
and City Science*, 0(0). <https://doi.org/10.1177/23998083241227471>



# PAIGE KRUZA, MPH

## SENIOR RESEARCHER AND ASSOCIATE

Paige Kruza has worked with community-based organizations and government agencies to reduce internal and community-level inequities for more than 20 years (in both volunteer and paid roles). They have expertise in applied research (including quantitative, qualitative, geospatial methodologies), strategic planning, and Health & Equity in All Policies. Paige is committed to ensuring that data and plans are actionable, to making policies, practices, and resource allocation equitable, to recognizing each community's historical context and resilience, and to centering communities most burdened by structural inequities.

### EDUCATION

University of California, Berkeley, CA  
Master of Public Health

Wesleyan University, Middletown, CT  
Bachelor of Arts, Gender & Ethnic Studies

### EXPERIENCE

Raimi+Associates, Berkeley, CA  
Associate/Senior Researcher, 2020-present  
Senior Researcher, 2018-2020  
Intermediate Researcher, 2016-2018

Alameda County Public Health Department, Oakland, CA  
Program Evaluator, 2015-2016

City & County of San Francisco Department of Public Health  
Data Analyst, 2014-2015  
Technical Advisor, 2012-2014

California Department of Public Health, Office of Health Equity, Sacramento, CA  
MPH Intern, 2013-2014

Transgender Law Center  
San Francisco, CA  
Development Manager, 2009-2012

BAGLY, Inc. (Boston Alliance of LGBT Youth), Boston, MA  
Development Manager, 2007-2009

Massachusetts Department of Public Health, Division of Violence and Injury Prevention, Boston, MA  
Consultant, 2003-2004

### PUBLICATIONS

*Communicating about Equity in Health Impact Assessment: A Guide for Practitioners*. Society of Practitioners of Health Impact Assessment (SOPHIA), 2016.

### SELECTED EXPERIENCE

- **Evaluation for San Francisco Sugary Drinks Distributor Tax (San Francisco Department of Public Health)**

*Project manager for the multi-year Sugary Drinks Distributor Tax (SDDT) evaluation. Developed and revised evaluation logic model and annual evaluation plans, coordinated data collection, and prepared annual evaluation reports. Envisioned and implemented online, interactive maps and data visualizations to make evaluation data accessible to community members.*

- **Youth and Family Initiative Evaluation (County of Alameda)**

*Project manager for the multi-year evaluation of the the Youth and Family Initiative/Program (YFO Program), a funding stream via voter-authorized Measure A. Developed the first YFO Theory of Change/evaluation logic model and evaluation framework that synthesized current evidence on what factors and practices support children and youth in strengthening their long-term resilience. Updated reporting tools to increase ease and clarify for YFO program staff; developed additional evaluation tools and supported their implementation, and analyzes and presented evaluation findings.*

- **Evaluation of REACH Ashland Youth Center (County of Alameda)**

*Project manager for the multi-year evaluation of the the REACH Ashland Youth Center, which is located in unincorporated area with high levels of poverty, incarceration rates, unemployment, and violence. Design and conduct annual evaluation plans to assess youth participant demographics, participation levels, quality of programming, and outcomes for collaboratively-run youth center. Inquiry questions addressed through the evaluation have focused on the care coordination system, academic and career opportunities and awareness, the REACH partnership's collaborative competencies, and the perspectives of parents' and caregivers' of REACH members.*

- **San Mateo County Community Collaboration for Children's Success Neighborhood Planning Processes (San Mateo County Health System)**

*Managed all aspects of the planning process for the CCCS initiative, including development of four neighborhood plans with extensive community engagement, facilitation of a cross-sector and County-wide steering committee, and coordinating closely with subconsultants and neighborhood champions to collect data and support community decision-making.*

- **Evaluation of the Marin Student Wellness Ambassador Project (Marin County Behavioral Health & Recovery Services)**

*Project manager for the 4-year evaluation of the Student Wellness Ambassador Project (SWAP), a California Mental Health Services Act (MHSA) innovation pilot project. Developed evaluation activities and data collection instruments that include validated questions to answer MHSA learning questions and fulfill MHSA reporting requirements.*

- **Evaluation for Calistoga Community Schools Initiative (UpValley Family Centers)**  
*Project manager for this multi-year evaluation. Developed initial evaluation plan for this cradle-to-career collective impact initiative working primarily with low-income Latino immigrant families. Annually, clean, match, and analyze deidentified student-level data (including matching participation data with academic records and mental health assessment tools) and produce annual evaluation reports highlighting trends over time and comparisons between populations.*
- **Clipper START Evaluation (San Francisco Metropolitan Transportation Commission)**  
*As a subconsultant to Nelson\Nygaard, coordinated survey and focus group data collection for means-based fare pilot program involving an increasing number of transit operators serving the Bay Area's nine counties. Analyzed and presented data and identified developmental evaluation recommendations at three points during the evaluation.*
- **Marin County Community Health Improvement Plan (Marin County Health & Human Services Department)**  
*Co-facilitated Marin County Department of Health and Human Services to lead a cross-sector effort to develop a community health improvement plan for the county that focuses on health and racial equity. The plan identifies key health issues and corresponding strategies that have broad community support and will outline how a range of community stakeholder organizations and agencies will align efforts to improve health outcomes. Supported creation and work of Year 1 Action Teams working to implement prioritized strategies.*
- **Santa Clara County Transportation Needs Assessment (Santa Clara County, County Executive Office)**  
*Designed and managed outreach plan to identify specific opportunities and challenges related to addressing transportation needs for six hard-to-reach populations served by various County agencies: individuals with serious mental illnesses and/or medical conditions who are accessing services through a variety of County Departments, adults on probation, victims of crime and non-risk criminal witnesses, and youth served by the child welfare/foster care system. Analyzed and presented findings, helped develop recommendations for the County Executive and Board of Supervisors.*
- **Santa Clara County Children's Health Assessment (Santa Clara County Public Health Department)**  
*Managed all aspects of conducting and analyzing 19 focus groups and 30 key leader interviews that achieved sampling plan goals. Wrote report of qualitative findings, including sections on Structural Racism, Economic Inequities, and Education. Facilitated small group discussions at community meetings and summarized action forum conversations.*
- **San Francisco Safe Routes to School Evaluation (San Francisco Municipal Transportation Authority)**  
*Project manager for the multi-year San Francisco Safe Routes to School evaluation. Analyzed program and traffic collision data for annual evaluation report and identified data to highlight for Board of Supervisors. Worked closely with designer to present complex evaluation findings in a visually appealing and concise manner while aligning data with the San Francisco Municipal Transportation Authority's revised Safe Routes to School framework.*
- **Harbor Community Off-Port Land Use Health Impact Study (Harbor Community Benefits Foundation, Los Angeles)**  
*Supported participatory research and created maps highlighting the distribution of vulnerable residents in the communities of Wilmington and San Pedro, local factors that contribute to injuries (e.g., at-grade railroad crossings, vehicle collisions) and illness (e.g., diesel emissions) for residents. Identified data for additional analyses, presented findings.*
- **Data + Evaluation Trainings for Building Healthy Communities Alisal/East Salinas (The California Endowment)**  
*Developed and facilitated highly engaging Data Literacy, Data Analysis, and Evaluation trainings to build the skills and capacity of community and organization leaders working with the Building Healthy Communities East Salinas hub. Each training included interactive activities and tools to support participants in using the information in their organizing.*
- **Evaluation of Round 1 of the Innovations in Reentry Grant Program (Alameda County Public Health Department)\***  
*Designed and conducted process and outcome evaluation. Developed interview protocol and grantee reporting tools and provided technical assistance to grantees around data reporting. Analyzed quantitative and qualitative data about grantee clients, comparable recidivism statistics, and financial data for per client cost comparison to programs funded by Probation Department.*
- **Evaluation of California Health in All Policies Task Force Member Agencies' Grant Programs\***  
*Created evaluation tools, conducted literature review, and wrote institutional review board (IRB) proposal to support an evaluation (using document review, surveys, and interviews) of state grant programs that had prioritized public health and equity.*

\* Denotes project completed while key staff at other organizations/institutions



# VARUN BHARGAVA

## ASSOCIATE

Varun specializes in the data science and infrastructure designed around the needs of cities and agencies supporting them. He has a background in planning and GIS-centred workflows with experience in building software and tools for planners. He's worked on building models to support regional climate studies, transit and walk access studies, and different databases to support zoning and land use consolidation and digitization. He is passionate about building community spaces via open and collaborative data-based methods.

### EDUCATION

University of California, Berkeley,  
Berkeley, CA  
Masters in City Planning,  
Housing and Community  
Development and Urban Data  
Science

Thapar University, India  
Bachelors in Engineering - Mechanical  
CAD-based design systems and  
vehicular aerodynamics

### EXPERIENCE

Raimi + Associates  
Berkeley, CA  
Associate,  
2024-Present

Populus Technologies Inc.  
San Francisco, CA  
GIS Engineer

UrbanFootprint Inc.  
Berkeley, CA  
Senior Data Scientist

UrbanSim  
Berkeley, CA  
Frontend Dev + Zoning Lead

University of California - Berkeley  
Berkeley, CA  
Graduate Student Instructor

Indian Institute of Human Settlements  
Bangalore, India  
Research Intern

Mu Sigma Inc.  
Bangalore, India  
Data Scientist and UX Lead

### KEY PROJECTS

- **City of Ventura General Plan Update (Ventura, CA)**  
*Assists in mapping and building data integrity for zoning and land use designations.*
- **State of New York Department of Energy Data Infrastructure\* (New York State)**  
*Lead the efforts to make state-collected data on air pollution available to the broader public in partnership with Google Inc. and the DOE.*
- **Aclima Inc.\* (In collaboration with CAARB)**  
*Designed and built parcel-level community indicators to identify pollution exposure and historic economic disadvantage using public and proprietary data, mapped for users to interact with in Aclima's product.*
- **City of Culver City Land Use Updates\* (Culver City, CA)**  
*Assisted in training and navigating the city's data into UrbanFootprint's software while ensuring the quality of the data the city possessed along with guides for staff on improving their process for data storage.*
- **City of San Francisco Tech Innovation\* (San Francisco, CA)**  
*Built a software tool with a team to help planners in the city evaluate quick builds on any vacant city property with the aim of maximizing housing while accounting for zoning restrictions, physical design, and sources of state and federal funding for affordable housing.*  
*(\* Indicates projects completed while key staff for other organization)*



# MEGHAN MCNULTY, AICP

ASSOCIATE

Meghan is a planner with experience developing community plans for cities throughout the west coast, from small-scale downtown plans to comprehensive plan updates. She is skilled with all steps of plan development, from analyzing existing conditions and conducting community engagement, to developing plan alternatives and plan policy. She holds a Bachelor of Arts degree from Northwestern University and a Master's degree in Urban Planning from Harvard University.

## EDUCATION

Harvard University Graduate School of Design,  
Cambridge, MA  
Master in Urban Planning

Northwestern University,  
Evanston, IL  
Bachelor of Arts in History, Urban Studies, and Geography

## AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners (AICP), American Planning Association

American Planning Association  
Member

## EXPERIENCE

Raimi + Associates  
Berkeley, CA  
Associate, 2019 - Present

Dyett & Bhatia Urban and Regional Planners  
Oakland, CA  
Associate, 2016 - 2019

## KEY PROJECTS

- **Santa Maria General Plan Update (Santa Maria, CA)**  
*Serving as key staff for Imagine Santa Maria, the City's comprehensive General Plan update. Prepared materials for and facilitated community engagement activities, including technical advisory committee meetings and community workshops. Wrote existing conditions reports, community engagement reports, and community surveys. Conducted technical analysis to shape the development of three land use alternatives.*
- **Ojai General Plan Update (Ojai, CA)**  
*Serving as key staff for the Ojai General Plan Update. Facilitated community engagement, developed land use alternatives, and wrote the Land Use Element for the General Plan.*
- **Culver City General Plan Update (Culver City, CA)**  
*Served as deputy project manager for Picture Culver City, the City of Culver City's comprehensive General Plan Update for the year 2045. Assisted in day-to-day project management. Wrote existing conditions reports, calculated growth projections, and wrote General Plan Elements. Designed outreach materials and facilitated community engagement events, including workshops, technical advisory committee meetings, and stakeholder interviews.*
- **South San Francisco General Plan Update (South San Francisco, CA)**  
*Served as key staff for the Shape SSF, the comprehensive update to the City of South San Francisco's General Plan. Facilitated community engagement, wrote existing conditions analysis, and wrote General Plan elements.*
- **Central Maui Community Plan Update (Maui, HI)**  
*Serving as deputy project manager for the for the Central Maui Community Plan Update. Leads day-to-day project management, will conduct a land capacity analysis, and will develop policy to guide the future of Central Maui.*
- **Lindenville Specific Plan (South San Francisco, CA)**  
*Served as deputy project manager for the Lindenville Specific Plan. Facilitated community engagement and wrote land use policy and the General Plan amendment. Conducted technical analysis, including a study of existing land use and urban design conditions and airport land use compatibility.*



# MELISSA J. STARK, AICP

ASSOCIATE

Melissa's passion for working with diverse communities fuels her interest in planning and urban design. She has a diverse background working for local governments across California, creating design and visioning studies, developing innovative policy solutions, and coordinating inclusive and targeted community engagement. Melissa has experience working on projects ranging in size from comprehensive general plan updates to small scale community vision plans. She holds a Bachelor of Science in City and Regional Planning from California Polytechnic State University, San Luis Obispo, where she frequents as a guest lecturer for both undergraduate and graduate students.

## EDUCATION

California Polytechnic University,  
San Luis Obispo, CA  
Bachelor of Science in City and  
Regional Planning

## AFFILIATIONS & CERTIFICATIONS

American Institute of Certified  
Planners (AICP)

California Planning Roundtable &  
APA California Leadership Academy

American Planning Association  
Member

Board of Directors  
Past Vice Chair - Programs  
American Planning Association  
Inland Empire Section

## EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Associate, 2015-present

Pacific Municipal Consultants  
San Luis Obispo, CA  
Contract Assistant Planner

Flewelling & Moody  
Pasadena, CA  
Planning Intern

Los Angeles County Metropolitan  
Transportation Authority  
Los Angeles, CA  
Planning Intern - Active  
Transportation

## KEY PROJECTS

### ■ Thousand Oaks General Plan Update (Thousand Oaks, CA)

*Serving as Deputy Project Manager on TO2045, the community-driven and first comprehensive General Plan Update for the City of Thousand Oaks. Prepares existing conditions analysis and report, develops concepts and materials for in-person and virtual community engagement. Assists with preparing for and facilitating advisory committee meetings and City Council and Planning Commission engagement. Prepares land use and policy alternatives, and manages overall day-to-day project management and coordination with client and subconsultants.*

### ■ Marina General Plan Update (Marina, CA)

*Serving as Deputy Project Manager, works closely with City staff on day-to-day project management. Prepares materials for engagement efforts including the General Plan Advisory Committee (GPAC), updates to Planning Commission and City Council, and community-wide activities. Prepares existing conditions reports including citywide analysis of land use, parks, open space, and public facilities. Establishes areas of opportunity and change for future General Plan land use map.*

### ■ Palmdale General Plan and Zoning Code Update (Palmdale, CA)

*Serving as Deputy Project Manager for Palmdale 2045 and implementing Zoning Code Update - a visionary guide towards future growth for one of the largest cities in California. Conducts existing conditions analysis and maintains project specific website. Creates materials for and facilitates stakeholder meetings, advisory committee meetings, and community-wide community engagement activities both in-person and virtually. Assists in development of land use and transportation alternatives, and policy solutions, in addition to day-to-day project management.*

### ■ Palm Desert General Plan Update (Palm Desert, CA)

*Serving as key staff, supported project management in creating land use policies by analyzing land use alternatives. Prepared final land use map, and growth build-out analysis using ArcGIS. Completed existing conditions analysis, final document layout and design, and assisted in coordination of two additional land use plans, the City Center Area Plan, and University Neighborhood Specific Plan.*

### ■ Beaumont General Plan Update and Zoning Code (Beaumont, CA)

*Serving as key staff, prepared existing conditions report and General Plan documents, maintained project specific website, prepared mapping, and conducted land use and zoning analysis, and prepared final General Plan and Downtown Area Plan layout.*



# SAMI TAYLOR, ECODISTRICT AP

## SENIOR SUSTAINABILITY PLANNER II

Sami Taylor has an extensive background in sustainable policy and planning and brings with her nearly ten years of experience in a variety of sectors including local government and private institutions. With experience spanning each component of sustainability, she has coordinated the implementation of various sustainability programs and community engagement efforts. Her skill set includes quantitative greenhouse gas analyses, community engagement, green building code amendments, technical assistance, and LEED for Homes and Neighborhood Development certification.

### EDUCATION

University of Southern California, Los Angeles, CA

Master of Public Administration:  
Environmental Management and  
Land Use Policy,  
Certificate in Sustainable Policy and  
Planning

Oberlin College, Oberlin, OH  
Bachelor of Arts: Environmental  
Studies & Geology

### AFFILIATIONS

Planning Commissioner  
Town of Truckee, CA

EcoDistrict AP

### EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Senior Sustainability Planner II,  
2019-present

The Robert Group  
City of West Hollywood  
West Hollywood, CA  
Sustainability Planner

City of Arcadia  
Arcadia, CA  
Water Conservation Analyst

USC Office of Sustainability  
Waste Diversion Coordinator

### KEY PROJECTS

- **City of Ventura Climate Action + Resilience Plan (Ventura, CA)**  
*Prepared GHG forecast and completed quantitative analysis to determine the strategies and level of implementation needed to achieve GHG reduction targets. Planned and conducted virtual community engagement including online surveys and interactive Zoom workshops and assisted in the preparation for Planning Commission and City Council Study Sessions.*
- **City of Beverly Hills Climate Action + Adaptation Plan (Beverly Hills, CA)**  
*Led the development of GHG mitigation measures and the quantitative technical analysis of the impacts of the potential strategies across clean energy, buildings, transportation, water and wastewater, solid waste, and municipal sectors. Convened the CAAP citizen advisory committee to guide the CAAP development process.*
- **City of Santa Clara Climate Action Plan (Santa Clara, CA)**  
*Prepared GHG forecast and completed quantitative analysis to determine the strategies and level of implementation needed to achieve GHG reduction targets. Planned and conducted virtual community engagement including online surveys and interactive Zoom workshops and assisted in the preparation for Planning Commission and City Council Study Sessions.*
- **City of Petaluma Blueprint for Climate Action (Petaluma, CA)**  
*Prepared the City's 2019 community and municipal GHG inventories and forecast. Developed detailed GHG reduction action frameworks in the clean energy, buildings, waste, and water sectors to achieve the city's aggressive reduction target of carbon neutrality by 2030. Coordinated with the General Plan Update to integrate climate priorities and policies in the process.*
- **Climate Smart San Jose Update (San Jose, CA)**  
*Serving as project manager to update the Climate Smart San Jose model and Plan, coordinating with the City and subconsultants. Updating the Plan to integrate new elements, updated data sets, and identifying new KPIs to align with the City's goal of carbon neutrality by 2030. Supporting ESA in the incorporation of corrections, adjustments to emissions factors, and level of impact of various actions, and improving the usability of the data model.*
- **City of San Jose Building Decarbonization Policy Options (San Jose, CA)**  
*Identified and assessed innovative existing building decarbonization policies including electrification upgrades at time of remodel, property transfer/lease, and building performance standards. Established and evaluated ranking criteria such as potential GHG reduction, cost, equity, and implementation complexity.*
- **Alameda Climate Action and Resilience Plan Update (Alameda, CA)**  
*Managed the update of the Alameda Climate Action and Resilience Plan (CARP). Coordinated with the City and community stakeholders to revise the vision and goals, update the GHG inventory, and refine GHG mitigation measures based on changing state regulations and city policies. Coordinated subconsultants to revise LHMP resilience measures and coastal vulnerability assessment.*



# ROBYN WONG

## SENIOR PLANNER I

Robyn is a Climate Action and Resiliency Planner dedicated to helping communities and the natural environment thrive in the face of climate change. She brings a diverse range of experience in environmental and land use planning across local and state government, the non-profit sector, and academia.

### KEY PROJECTS

- **Petaluma Blueprint for Carbon Neutrality (Petaluma, CA)**  
*Key staff conducting technical analysis, community engagement, and drafting of the plan. Prepared 2018 Community and 2019 Municipal GHG inventories and supporting the GHG reduction measure analysis. Developed detailed action plans for the City to achieve carbon neutrality by 2030 in sectors including municipal operations, waste/consumption, and natural systems and carbon sequestration.*
- **Ventura Climate Adaptation and Resilience Plan (Ventura, CA)**  
*Conducted technical analysis, community engagement, and drafting of the plan. Developed a social vulnerability assessment and assisted with GHG reduction analysis and mitigation measures. Coordinated engagement including surveys and in-person and virtual open houses.*
- **Kaua'i Climate Adaptation Plan (Kaua'i, HI)**  
*Key staff conducting technical analysis, community engagement, project management, and drafting of the countywide adaptation plan. Conducted an islandwide climate hazard vulnerability assessment and social vulnerability assessment. Developing adaptation strategies for critical infrastructure, buildings, community capacity, and other sectors. Assisting with GHG reduction analysis and the development of climate mitigation measures.*
- **Beverly Hills Climate Action and Adaptation Plan (Beverly Hills, CA)** *Conducted social vulnerability analysis and developed adaptation measures for sectors including heat, wildfire, community education, and emergency preparedness.*
- **LA Metro Joint Development Housing Accelerator (Los Angeles, CA)**  
*Key staff conducting project management, strategic advising on the JD program components, and community and developer education and outreach. Developed a Strategic Plan and interactive ArcGIS Online StoryMap to summarize and publicize the revised program to accelerate the construction of affordable housing on Metro-owned land. Assisted with the organization of an Industry Forum attended by over 150 developers and other building professionals. Developed a definition of "Community-Based Development Organization" for use in JD RFQ/RFPs.*
- **Marina Climate Vulnerability Assessment (Marina, CA)**  
*Assessing the City's vulnerability to climate hazards including sea level rise, flooding, wildfire, and heat. Creating a method of social vulnerability analysis to analyze population sensitivities and identify potential equity issues and opportunities.*
- **Santa Clara County Building Resilience Against Climate Effects Leadership Academy (Santa Clara County, CA)**  
*Developed curriculum in partnership with community-based organizations in Santa Clara County for a Leadership Academy aimed at building CBO's organizational capacity to adapt to climate change impacts (heat, air quality, and wildfire).*

### EDUCATION

University of California, Los Angeles  
Los Angeles, CA  
Master of Urban and Regional  
Planning, 2021

University of California, San Diego  
La Jolla, CA  
Bachelor of Arts in Urban Studies and  
Planning, 2017

### AFFILIATIONS

American Planning Association

### EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Intermediate Planner  
2021-present

Climate Resolve  
Los Angeles, CA  
Intern

CA Strategic Growth Council  
Sacramento, CA  
Land Conservation Intern

UCLA xLAB  
Los Angeles, CA  
Research Assistant

County of San Diego  
San Diego, CA  
Junior Land Use/Environmental  
Planner, Sustainability  
Land Use Aide, Zoning



# GINA KOTOS

## SENIOR PLANNER

Gina is a Senior Planner specializing in community engagement, climate resiliency, open space stewardship, public health, and environmental justice. Her approach is shaped by her diverse background working in environmental nonprofits, urban planning consulting, academia, and climate tech and as a community activist in San Francisco. She has experience leading projects ranging in size from comprehensive general plan updates and climate action plans to community-driven public space beautification projects. Gina is passionate about empowering communities to shape the character of their city and achieve climate resilience.

### EDUCATION

University of California, Berkeley,  
Berkeley, CA  
Bachelor of Arts, Public Health  
Bachelor of Science, Molecular  
Environmental Biology

### EXPERIENCE

Raimi + Associates  
Berkeley, CA  
Senior Planner,  
2025-Present

San Francisco Parks Alliance  
San Francisco, CA  
Community Manager, 2022-2025

Kevala  
San Francisco, CA  
Policy Analyst, 2021-2022

Dyett & Bhatia  
Oakland, CA  
Planner, 2018-2021

Brightline Defense Project  
San Francisco, CA  
Policy Fellow, 2018

Center for Environmental Health  
Oakland, CA  
Research Assistant, 2016-2017

### KEY PROJECTS

- **Diamond Bar General Plan Update, Climate Action Plan, & Environmental Impact Report (Diamond Bar, CA)\***

*Served as project manager and climate specialist. Supervised multidisciplinary team of consultants on Environmental Impact Report and worked with City staff to guide project through adoption, including edits to the policy framework. Developed and presented public meeting materials. Developed greenhouse gas emissions inventory and mitigation measures as primary author of City's first Climate Action Plan.*

- **Moreno Valley General Plan Update, Climate Action Plan, & Environmental Impact Report (Moreno Valley, CA)\***

*Developed greenhouse gas emissions inventory and mitigation measures as primary author of City's first Climate Action Plan. Supported research and analysis pertaining to climate hazards and infrastructure. Authored multiple sections of Environmental Impact Report including mitigation measures and Alternatives analysis.*

- **Dixon General Plan Update & Environmental Impact Report (Dixon, CA)\***

*Authored multiple sections of Environmental Impact Report including development of mitigation measures, air quality and greenhouse gas emissions inventories, and alternatives analysis. Supported community engagement efforts to gather feedback.*

- **Sacramento General Plan Update (Sacramento, CA)\***

*Developed collateral materials and outreach tools for community engagement. Conducted review and research of existing data and literature to inform project decisions, including climate hazards, open space, and environmental justice.*

- **Pacifica General Plan Update (Pacifica, CA)\***

*Supported the development of community engagement strategies and facilitated discussions, including stakeholder meetings and community workshops. Supported research and analysis pertaining to climate hazards and sea level rise.*

- **Sonoma Developmental Center Specific Plan (Sonoma, CA)\***

*Supported the development of community engagement strategies and facilitated discussions, including advisory committee meetings and community workshops. Supported research and analysis pertaining to wildfire hazards and urban design.*

- **Santa Rosa Downtown/Station Area Specific Plan & EIR (Santa Rosa, CA)\***

*Supported the development of community engagement strategies and facilitated discussions, including pop ups and community workshops. Authored multiple sections of Environmental Impact Report including mitigation measures and Alternatives analysis. Developed maps and emissions inventory of local air pollution sources.*

- **Pleasanton Downtown Specific Plan Update & EIR (Pleasanton, CA)\***

*Authored multiple sections of Environmental Impact Report including development of mitigation measures, air quality and greenhouse gas emissions inventories, and Alternatives analysis. Supported research pertaining to biological resources.*

*\* Denotes work completed while serving as key staff at other organizations.*



# MICHELLE HERNANDEZ

## INTERMEDIATE PLANNER II

Michelle is a planner and designer with experience working on comprehensive and specific plans, creating and leading community engagement strategies, climate change planning, and LEED green building certifications. She has a passion for interdisciplinary approaches that incorporate sustainability into all areas of planning and placemaking. She believes that equitable collaboration is necessary in designing adaptive and resilient communities.

### EDUCATION

University of California, Berkeley  
Berkeley, CA  
Bachelor of Arts,  
Sustainable Environmental Design  
Minor in City & Regional Planning

### AFFILIATIONS & CERTIFICATIONS

LEED Green Associate

American Planning Association  
Member

### EXPERIENCE

Raimi + Associates  
Berkeley, CA  
Intermediate Planner II,  
2021 - Present

Urban Displacement Project  
UC Berkeley  
Berkeley, CA  
Research Assistant

Student Environmental  
Resource Center  
Berkeley, CA  
E-Waste Operations Associate

### KEY PROJECTS

- **East Palo Alto City Council Strategic Priorities and Work Plan (East Palo Alto, CA)**  
*Serving as key staff for the development of East Palo Alto's City Council Strategic Priorities and Work Plan that will guide priority project implementation in East Palo Alto for the next four years. Leading background research and outreach materials preparation. Facilitating community discussions on the city's strengths, issues, and priorities.*
- **Petaluma General Plan Update (Petaluma, CA)**  
*Serving as key staff for Petaluma's comprehensive General Plan update. Leading the development of community engagement strategies and materials related to land use, environmental justice, and more. Facilitates discussions in both English and Spanish, including advisory committee meetings, pop-ups, and community workshops. Supports project management and task coordination internally and with a team of subconsultants.*
- **Concord Affirmatively Furthering Fair Housing Rezone (Concord, CA)**  
*Serving as key staff, supporting the identification of sites to be rezoned for higher density multifamily housing in moderate- and high-resource areas of Concord. Preparing outreach materials and facilitating community engagement activities, including English and Spanish-language stakeholder meetings and community workshops.*
- **Selma Downtown Strategic Plan (Selma, CA)**  
*Served as key staff, supported project coordination and strategy and priority project development for the Strategic Plan. Developed community engagement material, coordinated outreach events, and facilitated community discussions.*
- **Lindenville Specific Plan (South San Francisco, CA)**  
*Served as key staff, supporting the development of the Lindenville Specific Plan and related community engagement activities. Led the development of maps and graphics, developed and translated community engagement materials, and coordinated outreach events.*
- **South San Francisco General Plan + Climate Action Plan Update (South San Francisco, CA)**  
*Served as key staff, prepared maps, graphics, and analysis for the General Plan and the Climate Action Plan, in addition to authoring the Our Plan section of the General Plan. Supported the development and implementation of community engagement activities. Aided in the design of the Digital General Plan and maintained the website.*
- **Alameda Climate Action and Resiliency Plan Update (Alameda, CA)**  
*Supported the mid-cycle update of the Climate Action and Resiliency Plan. Reviewed existing strategies for consistency with State law and industry practices, coordinated and facilitated staff working group meetings and community discussions, and supported the development of new and revised climate action strategies.*



# FOTEINI BOULIARI

## INTERMEDIATE URBAN DESIGNER II

Foteini Bouliari is an urban designer with six years of experience working on a range of urban design and planning projects at a variety of scales, from downtown and area plans, comprehensive plans, zoning, form-based codes, design guidelines, and mixed-use developments. As an urban designer, Foteini is passionate about creating spaces that foster a sense of connection and belonging within communities. Foteini is committed to understanding the unique conditions and needs of communities, translating those insights into a framework of goals and recommendations that reflect the character and aspirations of a place and its people. Her expertise in research, mapping, and community engagement enables her to apply an analytical approach to each project.

### EDUCATION

Harvard Graduate School of Design  
Cambridge, MA  
Master of Architecture in Urban Design, 2018

National Technical University of Athens  
Athens, Greece  
Bachelor of Architecture, 2016

### AFFILIATIONS & CERTIFICATIONS

LEED AP ND

### EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Intermediate Urban Designer II, 2024-present

OverUnder  
Boston, MA  
Urban Designer, 2019-2024

City of Cambridge Community Development Department  
Cambridge, MA  
Urban Design Intern, 2018-2019

### KEY PROJECTS

- **Citywide Urban Design Guidelines (Cambridge, MA)\***  
*Served as Project Urban Designer. Wrote and developed diagrams and illustrations for context, site, and building guidelines. Coordinated with subconsultants and compiled the team's work into a draft Citywide Urban Design Guidelines document.*
- **Comprehensive Plan (Lunenburg, MA)\***  
*Served as Project Urban Designer. Conducted research and mapping analysis of existing conditions of land use, open space, and historic and cultural resources in the Town of Lunenburg. Coordinated with subconsultants to compile the team's work into an Existing Conditions report. Prepared materials for a robust community engagement effort, including public meeting and Steering Committee presentations, and community surveys.*
- **Westside Form-Based Code (Pittsfield, MA)\***  
*Served as public engagement and visual communication lead. Developed a physical model of building and parcel components used as a public engagement tool to understand community needs and priorities. Created a Citizens' Guide in an accessible graphic novel format to help guide residents on how to use the new form-based zoning.*
- **BPDA On-Call Land Use Planning and Zoning (Boston, MA)\***  
*Served as Assistant Project Manager. Conducted various studies to support the City's zoning initiatives, including non-conformity analysis to identify zoning barriers to missing middle housing in the City's current zoning code and test fits to help refine the dimensional requirements of the proposed Squares+Streets zoning.*
- **Rapid Recovery Plans (Sunderland & Ashburnham, MA)\***  
*Served as Project Urban Designer. Devised actionable recommendations to help two communities in Massachusetts revive their downtowns after the disruptive effects of COVID-19. Developed diagrams, illustrations, and writing included in the final reports.*
- **Gashla Mixed-Use Development (Jeddah, KSA)\***  
*Served as Designer. Participated in concept design phase for a large-scale mixed-use residential, office, and hotel development near the historic core of Jeddah in Saudi Arabia*

\*Denotes projects completed while serving as key staff at other organizations.



# SASHA CHEECHOV

## INTERMEDIATE PLANNER

Sasha is a planner who specializes in mapping, data analysis, and community engagement. She leverages GIS and technology to conduct environmental analysis, visualize demographics and socioeconomic data, create detailed land use and zoning maps, and provide interactive products to connect our clients and the public to data in innovative ways. Sasha is passionate about sustainability for the benefit of both people and planet, and values an authentic and equitable approach to community outreach and engagement. She believes in the positive impact of communities designed with intention and innovation.

### EDUCATION

University of California, Los Angeles,  
Los Angeles, CA  
Bachelor of Arts,  
Geography & Environmental Studies  
Geospatial Information Systems and  
Technologies Minor

### EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Intermediate Planner,  
2023-Present

Arellano Associates  
Chino Hills, CA  
Technology Coordinator

City of Yorba Linda  
Yorba Linda, CA  
GIS Administrative Intern

Irvine Ranch Conservancy  
Irvine, CA  
Environmental Research Intern

### KEY PROJECTS

- **City of Ventura General Plan Update (Ventura, CA)**  
*Supports growth projections and development of land use map. Creates engagement materials and tools to facilitate public feedback on General Plan decisions. Developed Parks and Open Space element for General Plan Update to address the improvement and management of parks and open spaces within the city. Authored Process chapter of General Plan.*
- **Concord Affirmatively Furthering Fair Housing (AFFH) Rezoning Project (Concord, CA)**  
*Leads GIS and mapping efforts for the project. Creates collateral materials for community engagement and workshops. Facilitates stakeholder meetings and small group discussions. Worked on development of site selection criteria, analysis of parcel data to determine sites for rezoning, and creation of alternatives.*
- **TRPA Tahoe Living: Cultivating Community, Conserving the Basin (Lake Tahoe Basin, CA)**  
*Develops collateral materials and outreach tools for community engagement. Conducts review and research of existing data and literature to inform project decisions. Supports engagement activities for stakeholders and the general public.*
- **Thousand Oaks General Plan Update (Thousand Oaks, CA)**  
*Assisted with development and completion of land use map. Led land use mapping, managed and maintained parcel database, and created maps for general plan.*
- **Culver City General Plan Update & Zoning Code Update (Culver City, CA)**  
*Managed GIS analysis of zoning code update. Created maps and interactive products to educate public on GPLU and zoning changes. Supported community engagement efforts to gather feedback on General Plan Update.*
- **Beaumont Climate Action Plan (Beaumont, CA)**  
*Developed maps and graphics for vulnerability assessment and supported research and analysis pertaining to climate hazards and social vulnerability.*
- **City of Marina General Plan Update & Climate Vulnerability Assessment (Marina, CA)**  
*Assisted with mapping for the General Plan. Developed maps and graphics and supported research and analysis regarding climate hazards and social vulnerability.*
- **Loma Linda Environmental Justice Element (Loma Linda, CA)**  
*Conducted environmental justice mapping to inform community needs and locate disadvantaged communities within the city. Assisted with developing project collateral.*
- **SANDAG Social Equity Analysis Methodology Development (San Diego County, CA)**  
*Analyzed social equity methodology in Regional Transportation Improvement Plans and developed best practices for SANDAG. Leveraged GIS to create process and methodology analyzing distribution of project funds across the county.*



# VATSAL BHAVESH SHAH

## INTERMEDIATE URBAN DESIGNER I

Vatsal Shah is an urban designer and an architect with key interests in policy-based design explorations and collaborative community-driven approaches that enhance the urban built environment. Through his professional and research experience he has developed key insights into devising inventive solutions by integrating sustainable planning practices and fostering community engagement. He holds a degree in Master of Science in Urban Design from The University of Texas at Austin. He is a licensed architect in India and received his Bachelor of Architecture from Kamla Raheja Vidyanidhi Institute for Architecture and Environmental Studies, Mumbai.

### EDUCATION

The University of Texas at Austin,  
Austin, TX  
Master of Science in Urban Design

Kamla Raheja Vidyanidhi Institute of  
Architecture, Mumbai, India  
Bachelor of Architecture

### AFFILIATIONS

Council of Architecture (India)

### EXPERIENCE

Raimi+Associates  
Berkeley, CA  
Intermediate Urban Designer I  
2024-Present

Lake|Flato Architects  
Austin, TX  
Urban Design Intern  
2023-2024

The University of Texas at Austin,  
Austin, TX  
Teaching Assistant

The University of Texas at Austin,  
Austin, TX  
Graduate Research Assistant

S+PS Architects  
Mumbai, India  
Architectural Designer

Kamla Raheja Vidyanidhi Institute of  
Architecture, Mumbai, India  
Teaching Assistant

Vo Trong Nghia Architects  
Ho Chi Minh City, Vietnam  
Intern

### KEY PROJECTS

- **Vancouver Downtown Design Guidelines (Vancouver, WA)**  
*Worked on the development of the Vancouver Downtown Design Guidelines Manual (VDDG), a comprehensive update to the 1995 guidelines. Contributed to establishing clear, user-friendly guidelines to support cohesive, sustainable urban development in the Downtown Plan Area, in alignment with zoning ordinances and comprehensive planning goals.*
- **Lerdo Residential Project (Shafter, CA)**  
*Worked on the Lerdo Residential Project, focusing on innovative placemaking strategies to enhance community living. Emphasized the creation of adequate open spaces and improved last-mile connectivity within the neighborhood to foster accessibility and social interaction. Designed solutions that promote vibrant, sustainable, and well-connected residential environments.*
- **Fort Duncan Economic Development Plan (Eagle Pass, TX) \***  
*Designed and drafted economic development plan for adaptive reuse of vacant buildings in Fort Duncan area in Eagle Pass, Texas as part of studio project. The project was in consultation with planning and economic development staff from the City of Eagle Pass. The proposal was presented to the Eagle Pass City Council.*
- **City of El Paso 2044 Vision Plan (El Paso, TX) \***  
*Conducted research and analysis for preparing a community inventory report and prepared future land use planning scenarios for neighborhoods in El Paso, Texas. Developed a vision plan for 2044 with vision statement, goals, objectives and policies that would govern the future land use plan.*
- **Milbrae Station Transit Oriented Development (Milbrae, CA) \***  
*Designed a proposal to redevelop Milbrae station and the surrounding neighborhood as a transit oriented development. Proposed a new district with increased density, mixed-use typology and accessible green public spaces.*
- **Northwest Industrial District Revitalization (Portland, OR) \***  
*Worked on a design proposal for Northwest Industrial District in Portland, Oregon as part of urban design studio. Developed revitalization strategies and land remediation toolkit to preserve light industrial economy and integrate mixed-use typologies.*
- **City Center Urban Renewal Plan (Chandigarh, India) \***  
*Proposed amendment to existing heritage laws in India to accommodate for flexible policy framework for sustainable future of modern architecture in India. Demonstrated policies through implementation of urban design strategies as part of urban renewal plan for the city center of Chandigarh, that is protected under current heritage laws.*

(\* Denotes projects completed while working at other organizations)



# CHRISTIAN LEDEZMA

## INTERMEDIATE GRAPHIC DESIGNER I

Christian Ledezma is a research-driven graphic designer who understands the importance of clear, approachable communication in work that impacts the lives of individuals and communities. Christian's work spans multiple disciplines and mediums ranging from print layout and design to interactive websites, to photography and video production. His work has covered topics such as general land use planning, climate resilience and sustainability, environmental justice and SB 1000, affordable housing, public health, and racial and social equity.

### EDUCATION

Chapman University,  
Orange, CA  
Bachelor of Fine Arts,  
Graphic Design

### AFFILIATIONS

American Institute  
of Graphic Arts (AIGA)

### EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Graphic Designer,  
2021-Present

Chapman University  
Orange, CA  
Graphic Designer  
& Social Media Manager

VOS Group  
Los Angeles, CA  
Graphic Designer

City of Hope  
Cancer Research Hospital  
Duarte, CA  
ITS Intern

### KEY PROJECTS

- **Culver City General Plan Update (Culver City, CA)**  
*Led creative direction and designed and helped produce the PDF version of the Culver City General Plan Update. Building off existing brand standards to create a unique document template expressive of the City's artistic character. Work included 16 unique illustrations, document layout, and web design.*
- **Palmdale General Plan Update (Palmdale, CA)**  
*Designed and developed the PDF General Plan and the accompanying digital general plan website. Work has included layout and poster design, web design, prototyping, wireframing, and website development using wordpress with elementor.*
- **South San Francisco General Plan Update (South San Francisco, CA)**  
*Served as the graphic designer for the General Plan Update and Climate Action Plan PDF documents and coordinating designer for the digital general plan website. Work has included document design and layout, unique document specific branding tying into overall project branding, and a visual system to link the physical and digital versions of the General Plan.*
- **San Bernardino County Transportation Authority SB 1000 Equity Toolkit (San Bernardino County, CA)**  
*Provided a full branding kit for the SBCTA's SB 1000 Equity Toolkit and developed an interactive toolkit website. Branding has included a logo, colors, typography, presentation templates, document templates, and social media templates. The toolkit website features interactive data dashboards and policy components.*
- **LA Metro Joint Development (Los Angeles County, CA)**  
*Collaborated with LA Metro to develop educational collateral regarding their affordable housing accelerator program. Work has included art directing a creative team, development of infographics, document layout, and photography all aimed at humanizing affordable housing.*
- **Kaua'i Climate Adaptation Plan (Kaua'i County, HI)**  
*Aided in project branding and designed and developed the project website for the Climate Adaptation Plan for the County of Kaua'i. Work for this project has included an updated branding sheet, web design and development, as well as the development and testing of an interactive story map.*
- **Santa Clara County Building Resilience Against Climate Effects Leadership Academy (Santa Clara County, CA)**  
*Created a unique project identity in congruence with established brand standards for the County as part of a climate education toolkit. Elements created for the toolkit included document templates, unique project icons, and a color palette.*
- **Watsonville Downtown Specific Plan (Watsonville, CA)**  
*Graphic designer for the Watsonville Downtown Specific Plan. Work has included document design incorporating existing brand standards along with the creation of 9 unique branded icons significant to the area used within the public draft document.*



# GEORGE KARAM

## INTERMEDIATE PLANNER I

George is a Planner and Designer with a passion for holistic approaches to city planning and urban design that center community health and climate resilience. He has experience researching a wide range of local and state land use, housing, transportation, and climate policy in California. His projects include general plans, area plans, zoning code amendments, and objective design standards. He holds a Master of Urban and Regional Planning from the UCLA Luskin School of Public Affairs.

### EDUCATION

University of California, Los Angeles  
Los Angeles, CA  
Master of Urban and Regional Planning

University of California, Santa Barbara  
Santa Barbara, CA  
Bachelor of Arts in Global Studies

### AFFILIATIONS

American Planning Association (APA)

### EXPERIENCE

Raimi + Associates  
Los Angeles, CA  
Intermediate Planner I  
2023-present

Southern California Association of  
Governments (SCAG)  
Los Angeles, CA  
Sustainability Fellow  
2021-2022

The Planning Report  
Los Angeles, CA  
Associate Editor  
2019-2021

VerdeXchange  
Los Angeles, CA  
Program Associate  
2019-2021

### KEY PROJECTS

- **Redwood Life Precise Plan (Redwood City, CA)**  
*Serving as key staff for the Redwood Life Precise Plan project. Designing outreach materials and organizing community engagement activities to explore impacts of the Redwood Life development on adjacent communities. Conducting an urban design analysis of the proposed Redwood Life project.*
- **Castro Valley Business District Specific Plan (Alameda County, CA)**  
*Serving as support staff to provide general project support. Assisting in the development of design framework diagrams and conceptual plans for opportunity sites in the plan area. Producing outreach and engagement materials.*
- **Ravenswood Business District / 4 Corners Specific Plan (East Palo Alto, CA)**  
*Served as support staff for the update to the Ravenswood Business District / 4 Corners Specific Plan. Provided general project support and assisted in the design and formatting of the updated plan.*
- **City of Marina Objective Design Standards (Marina, CA)**  
*Serving as support staff to provide general project support. Assisted in organizing study sessions with City Council and Planning Commission. Working alongside city staff to revise draft objective design standards for final adoption.*
- **City of Culver City Zoning Code Update (Culver City, CA)**  
*Served as key staff for the comprehensive Zoning Code Update in conjunction with the ongoing Culver City General Plan Update process. Assisted in the drafting and revising of the zoning code. Produced reference materials for public meetings.*
- **City of Culver City General Plan Update (Culver City, CA)**  
*Served as support staff on the comprehensive update to the City of Culver City General Plan. Designing and organizing workshop materials. Helping to facilitate community engagement activities, including Public Draft General Plan.*
- **City of Ventura General Plan Update (Ventura, CA)**  
*Serving as key staff on the comprehensive update to the City of Ventura General Plan. Analyzing outcomes of key community engagement activities to help inform drafting of General Plan elements. Working alongside city staff to draft policy frameworks for General Plan elements including public facilities and citywide land use.*
- **City of Ojai General Plan Update (Ojai, CA)**  
*Serving as key staff on the targeted update to the City of Ojai General Plan. Prepared templates and guidance for subcontractors. Working with project staff to draft land use policy frameworks.*
- **Central Maui Community Plan Update (Maui, HI)**  
*Serving as support staff on the comprehensive update to the Central Maui Community Plan in Maui County, HI. Assisting in policy framework development. Conducting community design study that explores key elements of built environment and overall neighborhood character.*

\*Denotes projects completed while serving as key staff at other organizations.



# SARAH PEREZ

PLANNER/RESEARCHER II

Sarah Perez is a planner and researcher dedicated to creating a healthier and more sustainable communities that improve the quality of life for all, especially diverse and marginalized communities. She has extensive experience in providing qualitative and quantitative data support and analysis on a range of evaluation projects and has served in various roles within the public, private, and nonprofit sectors. Sarah specializes in community engagement, data collection, and data analysis. She believes in advocating and uplifting the voices of frontline communities to build a more resilient future.

## EDUCATION

University of California - Los Angeles,  
Los Angeles, CA  
Bachelor of Arts, Public Affairs

## AFFILIATIONS

Women in Green Mentorship Network  
USGBC-LA

Aspen Institute Future Leaders  
Climate Fellow

## EXPERIENCE

Raimi + Associates  
Planner/Researcher II  
2023-Present

The Aspen Institute  
United States  
Climate and Environment Intern

Mariposa Consulting  
Los Angeles, CA  
Environmental Issues and Community  
Outreach Consultant

UCLA Luskin Center for Innovation  
Los Angeles, CA  
Water Projects Assistant

Pacoima Beautiful  
Pacoima, CA  
Environmental Justice Fellow

## KEY PROJECTS

- **Loma Linda Environmental Justice Element (Loma Linda, CA)**  
*Developing an Environmental Justice Element to achieve State compliance with Senate Bill 1000. Building an inclusive community engagement plan to gather input from community members not typically engaged in the planning process. Created online surveys and flyers in multiple languages to maximize diverse community feedback for inclusion in the Element.*
- **Marina Environmental Justice Element (Marina, CA)**  
*Crafting the key policy direction for an Environmental Justice Element, as part of a general plan update. Engaging with community groups and residents to gather feedback and understand environmental justice issues. Facilitated the translation of materials into Spanish and Korean to obtain diverse feedback.*
- **Milpitas Community Health and Wellness Element Update (Milpitas, CA)**  
*Wrote and integrated environmental justice goals, policies, and actions into the existing Community Health and Wellness Element to comply with Senate Bill 1000 and advance environmental and health equity in the City.*
- **Ventura General Plan Update (Ventura, CA)**  
*Developing an Environmental Justice Element for the Ventura General Plan Update to address environmental inequities. Drafting the Climate Change and Sustainability Element to address GHG reduction, foster sustainability initiatives, and promote climate resilience for Ventura residents - especially vulnerable communities.*
- **SBCTA/SBCOG Equity Framework (San Bernardino County, CA)**  
*Developing a San Bernardino County CBO and non-profit database to increase engagement and foster relationships between stakeholders and SBCTA/SBCOG. Identifying historically underrepresented communities and assisting with the formation of an inclusive and diverse Community Working Group. In charge of developing meeting materials.*
- **SANDAG Social Equity Analysis Development (San Diego Region, CA)**  
*Analyzed social equity methodology in Regional Transportation Improvement Plans and developing best practices for the San Diego Association of Governments. Analysis will inform a toolkit to support SANDAG staff to assess project funding allocated to social equity communities in the San Diego region.*
- **Ventura County Priority Climate Action Plan (Ventura County, CA)**  
*Supported the low-income and disadvantaged communities identification and analysis to assess the qualitative climate impacts and GHG reduction benefits for vulnerable communities. Evaluated the equity implications and co-benefits of proposed measures.*
- **Petaluma General Plan Update (Petaluma, CA)**  
*Developing a comprehensive Health, Equity, and Environmental Justice Element to comply with SB 1000. Engaging with community organizations to gather feedback on identified DACs and community concerns.*

# Appendix B. Project Summaries

# CENTRAL MAUI COMMUNITY PLAN

WAILUKU, MAUI, HI

## CLIENT

County of Maui

## SERVICES

Community Plans, Specific plans and neighborhood plans, Visioning and design plans

## TIMELINE

2023-Present

## CONTACT

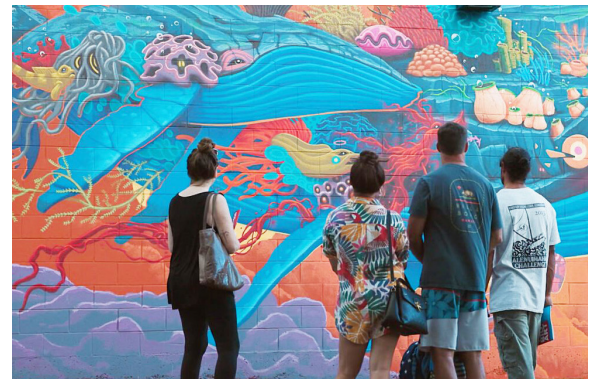
Jacky Takakura  
Planning Program Administrator,  
Long Range Planning Division  
County of Maui  
Jacky.Takakura@co.maui.hi.us  
(808) 270-7214

## DESCRIPTION

R+A is leading a consultant team in an update to the Wailuku-Kahului Community Plan in Central Maui. The community plan will establish the community goals and direct land use, development character, and capital improvements over a 20-year planning horizon. The team will explore sea level rise impacts, cultural resources, urban character, economic drivers, housing market forces, the mobility network, and infrastructure and facilities needs. Guided by community input, the team will then develop growth scenarios and facilitate the community selection of preferred future land uses. The final plan will include growth and policy frameworks that guide future land use and investments.

## HIGHLIGHTS

- UrbanFootprint modeling to support growth scenario design and evaluation
- Strategic integration of community engagement and planning workflow
- Close collaboration with County staff to maximize budget efficiency



# PRIMARY URBAN CENTER DEVELOPMENT PLAN

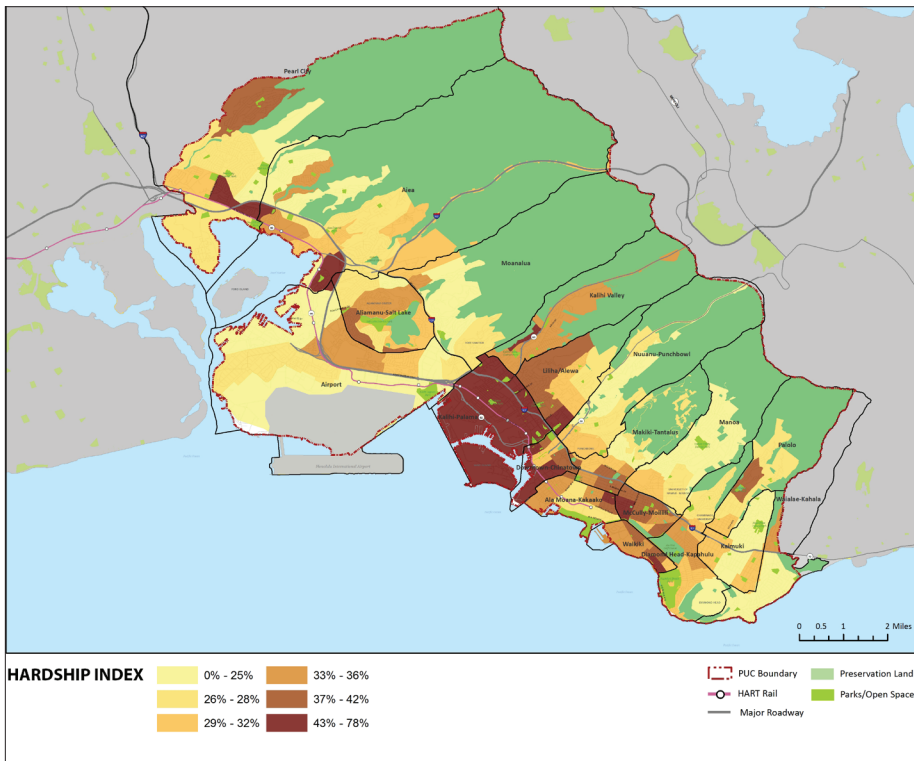
HONOLULU, HI

**DESCRIPTION** Raimi + Associates was selected by the City and County of Honolulu to prepare a comprehensive update to the Primary Urban Center Development Plan (PUC DP). The plan area stretches from Kahala to Pearl City, is home to 440,000 people, 19 distinct neighborhoods, and comprises essentially all of Oahu's highly urbanized areas. The PUC DP presents a vision and a clear set of planning policies, guidelines, and implementation actions for the future of Oahu's most diverse and populous region. The PUC DP's policies and maps form the foundation for future projects and development, infrastructure planning, zoning, and other City codes and standards.

The Plan addresses the most critical issues and opportunities facing the area. These issues include developing a plan to address the significant impacts from sea level rise, promoting new development around a new rail system, adding new parks and open spaces, and addressing significant housing affordability challenges.

## HIGHLIGHTS

- Update process included several public workshops, multiple rounds of pop-up events, online forums and interactive activities, a statistically valid survey, coordination with Neighborhood Board members.
- Addresses new critical topics such as climate change, sea level rise, autonomous vehicles, public health, aging in place, and TOD planning.
- Use of the Urban Footprint software to analyze existing conditions and model future growth scenarios.



## CLIENT

City and County of Honolulu

## SERVICES

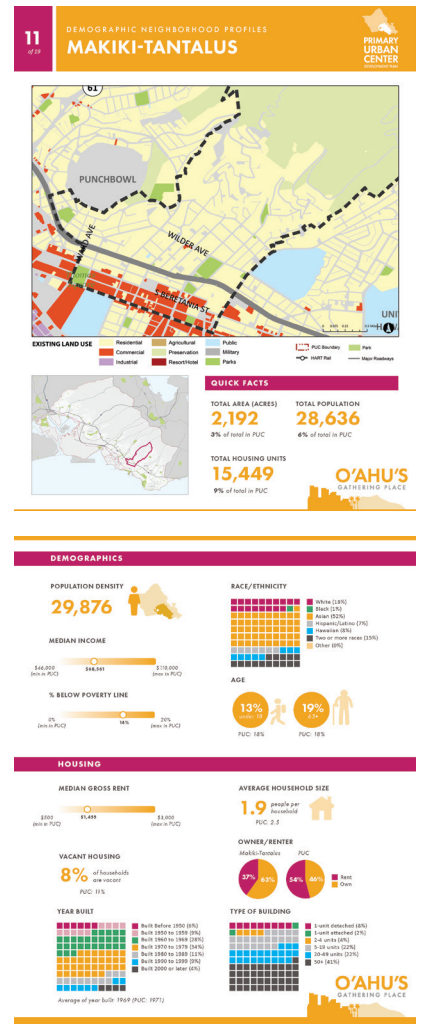
Comprehensive planning, Sustainability, Implementation, Public outreach

## TIMELINE

2017 - 2024

## CONTACT

Noelle Cole  
 Planner VI, DPP  
 noelle.cole@honolulu.gov  
 (808) 768-8055



# KAUA'I CLIMATE ADAPTATION AND ACTION PLANS

COUNTY OF KAUA'I, HI

## CLIENT

County of Kaua'i

## SERVICES

Sustainability, Social Vulnerability Analysis

## TIMELINE

2021 - 2025

## CONTACT

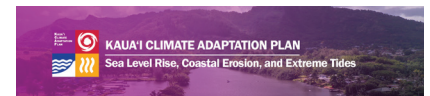
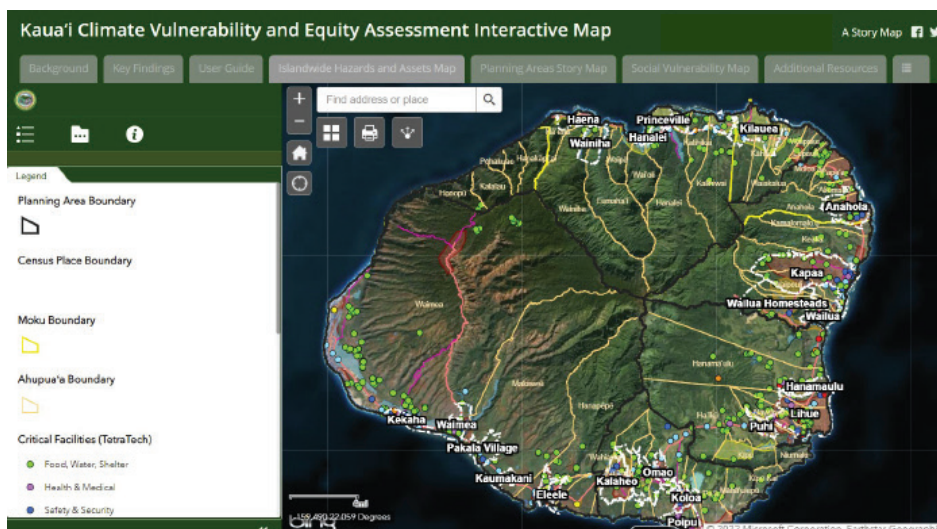
Marie Williams  
 Long Range Planning Division  
 Manager  
 (808) 241-4050  
 mwilliams@kauai.gov

## DESCRIPTION

As an island community susceptible to a broad range of hazards, Kaua'i is particularly vulnerable to climate change impacts. The Kaua'i Climate Adaptation Plan identifies actions that ensure people, places, and natural and built systems are able to adapt to climate change. The State and County also have ambitious greenhouse gas (GHG) reduction goals, and R+A also conducted a quantitative GHG reduction analysis and prepared GHG action plans for the County.

## HIGHLIGHTS

- Created educational factsheets and videos on climate change impacts
- Conducted a Vulnerability and Equity Analysis and prepared an interactive online mapping tool to highlight hazards that affect vulnerable populations, community assets, infrastructure, and natural and cultural resources
- Conducted extensive online and in-person engagement, including a website, surveys, open houses, and meetings with a technical working group
- Prepared an adaptation plan focused on specific County actions and supporting funding and financing strategies



### What is Sea Level Rise?

- As sea levels rise, chronic coastal erosion, passive and annual high wave flooding, and extreme high tides all increase. Global warming causes the sea level to rise due to melting glaciers and ice sheets and expansion of ocean water as it gets warmer. Hawaii is particularly vulnerable to SLR, with estimates of future SLR 20-20+ higher than estimates for the rest of the world!
- Coastal erosion occurs when sea level rise, coastal floods, and strong waves wear away the rocks, soil, and sand along the coastline. Currently, over 70% of beaches in the state are in a state of chronic erosion due to SLR and shoreline hardening.
- King Tides, our naturally highest tides of the year, now have greater impact due to sea level rise and interaction with severe weather. King Tides now cause more flooding because of SLR and coastal erosion.



# KA'Ū COMMUNITY DEVELOPMENT PLAN\*

DISTRICT OF KA'Ū, COUNTY OF HAWAI'I

**DESCRIPTION** Ka'ū is a rural, 1,000-square-mile district featuring historic towns, large subdivisions, and majestic mountains, shores, and views. While with the County of Hawai'i, Ron Whitmore designed, led, and managed the Ka'ū CDP, which received the Best Practice Award from the American Planning Association, Hawai'i Chapter. The project team innovated community engagement for each project phase and decision-point, including outreach to hard-to-reach communities, a summit to capture local knowledge, and decision tools to support participatory strategy selection. The inclusion of a clear, transparent rationale for each strategy facilitated adoption of high-priority yet controversial policies. The plan protects coastal, forest, agricultural, and historic resources; directs future growth improvements; and establishes a roadmap for place-based economic development. Implementation manuals for planners, agencies, and community groups eased the transition from planning to action.

## HIGHLIGHTS

- Proactive outreach led to community participation that mirrored diverse local demographics
- Transparent planning preserved community priorities in the adopted plan
- Addresses critical environmental, community, and economic issues with strategic policies, guidance to agencies, and action plans for community-based initiatives
- Best Practice Award, American Planning Association, Hawai'i Chapter

## CLIENT

County of Hawai'i

## SERVICES

Community Planning and Design, Engagement, Community and Technical Assistance

## TIMELINE

2017

## CONTACT

April Surprenant  
Program Manager, Long Range Planning  
Planning Department, County of Hawai'i  
(808) 961-8131  
april.surprenant@hawaiicounty.gov



*This project was completed while Ron Whitmore worked at another organization.*

# GENERAL PLAN COMPREHENSIVE REVIEW\*

COUNTY OF HAWAI'I, HI

**DESCRIPTION** While with the County of Hawai'i, Ron Whitmore designed, led, and managed the comprehensive review of Hawai'i County's General Plan. The foundations for the General Plan update were the community development plans that had been adopted since the last review; demographic, housing, and economic trends and forecasts analysis; and GIS-based scenario planning. Data-driven scenario planning allowed the team to compare "business as usual" with several alternative futures and to see how each performed across environmental, community, and economic indicators. Likewise, stakeholders also created their own scenarios and grappled with balancing competing priorities. This data-driven approach allowed decision-makers to objectively assess trade-offs among policy choices and make tough but defensible decisions.

## CLIENT

County of Hawai'i

## SERVICES

Community Planning and Design, Engagement, Community and Technical Assistance

## TIMELINE

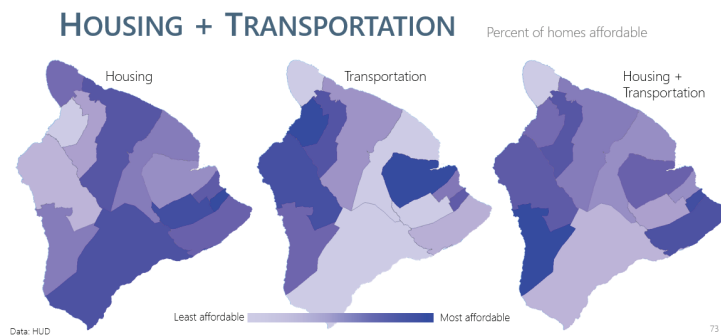
2015-2020

## CONTACT

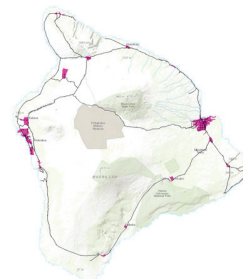
April Surprenant  
Program Manager, Long Range Planning  
Planning Department, County of Hawai'i  
(808) 961-8131  
april.surprenant@hawaiicounty.gov

## HIGHLIGHTS

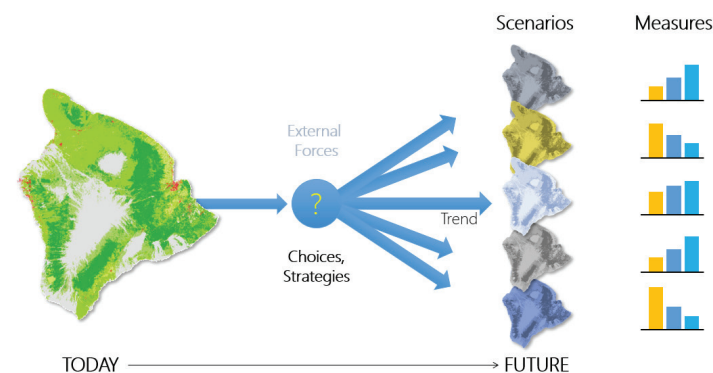
- Objective, data-driven scenario modeling, including scenarios focused on hazard avoidance and shifts in future settlement patterns
- Hands-on opportunities for community members to design their preferred futures
- Participants able to "zoom in" on their place-based priorities and then "zoom out" to see the effect of policy choices on the whole island



### INFRASTRUCTURE PRIORITY AREAS (IPA)



- About 50% of new growth that would have been in rural areas occurs in designated centers instead



### ALL SCENARIOS



This project was completed while Ron Whitmore worked at another organization.

# VENTURA GENERAL PLAN UPDATE

VENTURA, CA

## CLIENT

City of San Buenaventura

## SERVICES

Comprehensive Planning,  
Sustainability, Health + Equity

## TIMELINE

2020-Present

## CONTACT

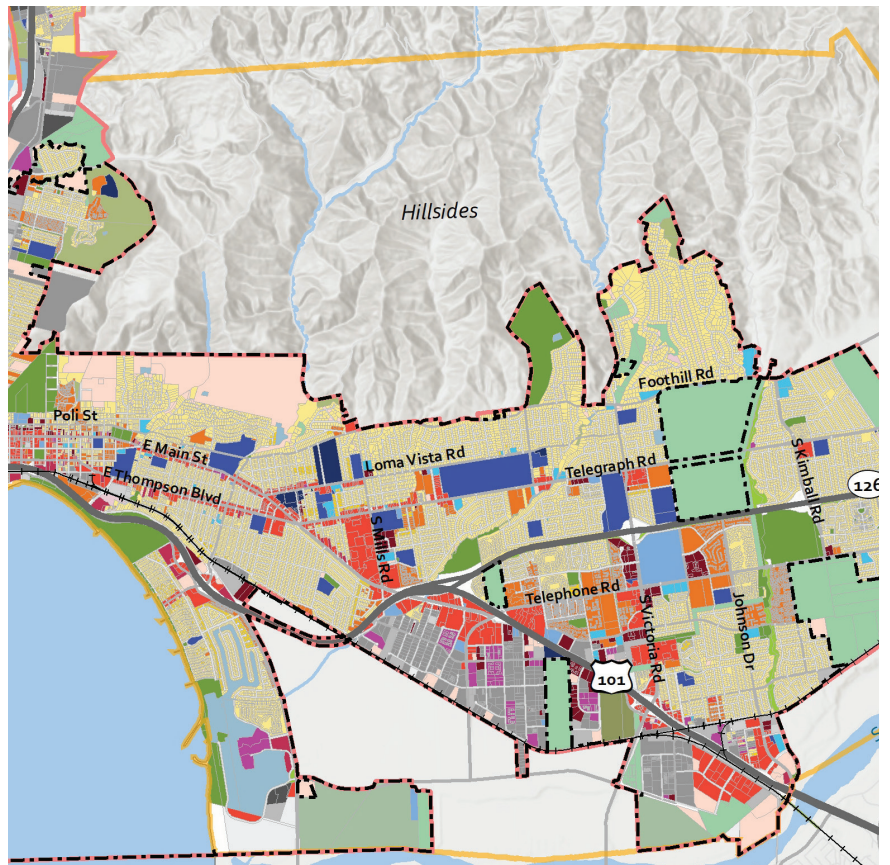
Rachel Dimond  
Community Development  
Director  
City of San Buenaventura  
805.677.3964  
rdimond@cityofventura.ca.gov

## DESCRIPTION

Raimi + Associates is leading a team of consultants to comprehensively update the City of San Buenaventura's General Plan, Climate Action Plan, and Local Coastal Program. As the administrative center of Ventura County, the City San Buenaventura ("Ventura") is home to quaint single-family neighborhoods, regional employment and educational hubs, and historic landmarks like the San Buenaventura Mission. In recent years, the the coastal community has been beset by many issues impacting its quality of life, such as housing affordability, homelessness, traffic congestion, wildfire risk, and sea level rise. Because its current General Plan was last updated in 2005, the City is interested in reinventing it as a forward-looking document that tackles these issues head-on with the support of residents not traditionally involved in community planning processes.

## HIGHLIGHTS

- Preserve and enhance quality of life
- Guide economic growth for long-term fiscal sustainability
- Promote positive changes in the areas of public health and environmental sustainability
- Conduct an extensive and flexible community outreach program that integrates virtual engagement methods



# VENTURA HOUSING OVERLAY ZONES

VENTURA, CA

## CLIENT

City of San Buenaventura

## SERVICES

Comprehensive Planning,  
Sustainability, Health + Equity

## TIMELINE

2022 - 2023

## CONTACT

Rachel Dimond  
Community Development Director  
City of Buenaventura  
(805) 677-3964  
rdimond@cityofventura.ca.gov

## DESCRIPTION

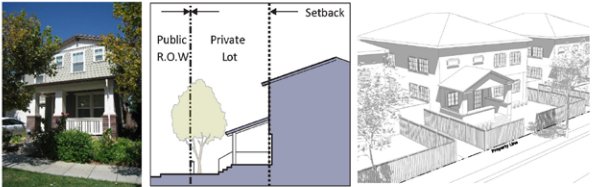
The City of San Buenaventura achieved a significant milestone in 2022 with the adoption of its 6th Cycle Housing Element. As one of the first steps towards implementing the Housing Element objectives, R+A worked with the City to create several form-based code housing overlay zones for sites that needed to be rezoned per the Housing Element. The new housing overlay zones build off of the City's past form-based codes, improve their objectivity, and address challenges that have occurred with implementation of these codes in a manner that allows the overlays to be applied in other parts of the city.

## HIGHLIGHTS

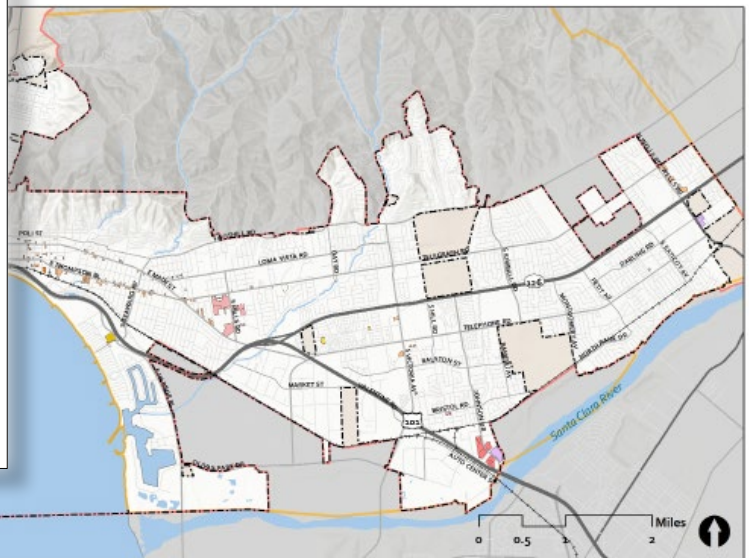
- Analyzed and created overlay zones for several building typologies: 1) townhomes; 2) moderate-density multi-family residential/mixed-use; and 3) and high-density multi-family residential/mixed-use development.
- Conducted site tests to check that development standards were feasible.
- Worked with the Design Review Committee to understand the community's design preferences.
- Promoted high-quality design and development that respects the character of existing neighborhoods.

24F.300.030 Frontage Types

**A. Porch and Yard.**



- Description. A frontage wherein the facade may be set back from the property line/frontage line to create a yard. An encroaching porch is appended to the facade. A fence or wall at the property line may be used to define the private space of the yard. A great variety of porch and fence designs are possible including a raised front yard with a retaining wall at the property line with entry steps to the yard.
- Design Standards.
  - Setbacks. Setback areas shall be landscaped.
  - Porches shall be five feet minimum deep (clear), eight feet minimum wide (clear) and eight feet minimum tall (clear).
  - Porches shall be raised 18 inches minimum and three feet maximum from the adjacent finished grade, and located at the first story.
  - Fences.
    - Fences enclosing the front yard shall not exceed three feet, six inches in height from the adjacent sidewalk.
    - Chain link fencing, barbed-wire, razor-wire, and corrugated metal fencing shall not be permitted.



# TAHOE LIVING: CULTIVATING COMMUNITY, CONSERVING THE BASIN

TAHOE BASIN, CA and NV

## DESCRIPTION

Raimi + Associates is leading a team of consultants to update the Tahoe Regional Planning Agency's Code of Ordinances, specifically the Transfer of Development Rights and Growth Management Systems. The goals of these updates are to accelerate affordable and workforce housing production, infill, and redevelopment, improve environmental protection, and reduce vehicle miles traveled. Located along the border of Northern California and Nevada, the Tahoe Basin is home to a diverse population of over 50,000 year-round residents and sees upwards of fifteen million tourists per year. Lake Tahoe is recognized as an Outstanding National Resource Water, and the lake and its surrounding landscape are key environmental, cultural, and recreational resources to the western United States.

As more people vacation and purchase second homes in the Basin, rent and home prices continue to increase, causing many current residents to be displaced to surrounding cities such as Truckee, CA and Reno, NV. Much of the working population that staffs the resorts, casinos, restaurants, and other establishments necessary to maintain the tourism economy now commutes in daily from outside of the Basin. The code and policy updates that will result from this project are intended to alleviate these impacts by fostering the development of more affordable housing options while still maintaining strong focus on the health of the Lake and surrounding environment. In addition to leading a transparent and equitable public process to conduct these updates, R+A is leading TRPA staff trainings and building capacity for long term equitable outcomes in the community.

## HIGHLIGHTS

- Create opportunities for more affordable and workforce housing development
- Maintain and protect the Lake Tahoe natural environment
- Conduct an equitable community engagement process

## CLIENT

Tahoe Regional Planning Authority

## SERVICES

Zoning and Development Standards  
Transfer of Development Rights  
Community Engagement

## TIMELINE

2024 - present

## CONTACT

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Long Range Program Manager  
Regional Planning Department  
775-589-5258  
kfink@trpa.gov



# SELMA DOWNTOWN STRATEGIC PLAN

SELMA, CA

## DESCRIPTION

Raimi + Associates worked with the City of Selma to develop the Selma Downtown Strategic Plan. Selma is located south of Fresno, at the intersection of State Route 99 and State Route 43, and has an economy anchored by its agricultural sector, a regional auto mall, and resident- and visitor-serving retail and services. Downtown Selma is situated at the center of Selma - with the Union Pacific railroad running through the western portion of the Downtown area - and is home to the Selma Arts Center and many of the city's services and offices. R+A led a team to develop a community vision to encourage the revitalization of Downtown Selma and position it for short-term economic recovery and long-term vibrancy. The visioning process was centered around a multi-day community charrette to bring together staff, stakeholders, technical experts, and the community to develop a vision and implementation strategies for Downtown Selma. The plan includes short- and mid-term implementable strategies for place-making, creating a gateway into the downtown, improving pedestrian infrastructure, encouraging appropriate infill development, and fully utilizing the business improvement district to create a vibrant downtown that reflects both the history and the future of Downtown Selma.

## HIGHLIGHTS

- Community charrette format to collaboratively develop downtown vision and strategy
- Streetscape and place-making design strategies along main streets in Downtown

## CLIENT

City of Selma

## SERVICES

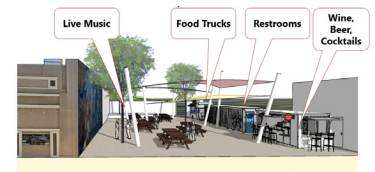
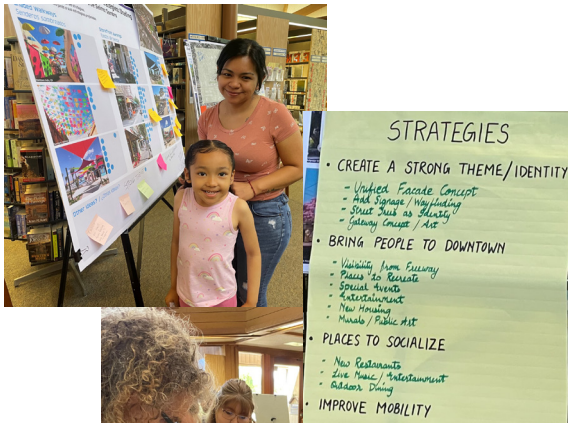
Visioning and design plans, Community plans, Community engagement

## TIMELINE

2024

## CONTACT

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Economic Development Manager  
City of Selma  
(559)891-2223  
AliciaA@cityofselma.com



# SAN JOSÉ COVID-19 RECOVERY TASK FORCE

SAN JOSÉ, CA

**DESCRIPTION** R+A worked closely with San José City staff and our subconsultant partners to facilitate the San José COVID-19 Recovery Task Force. The Task Force was comprised of 55 member organizations and R+A was tasked with coordinating a committee process to efficiently develop recommendations to address community and economic recovery, especially in communities most impacted by the pandemic.

This project involved facilitating over 50 committee meetings with Task Force members on topics related to childcare, community health, housing, small businesses, and workers' rights. R+A also worked with the project team to elevate the voices of residents most impacted by the pandemic through a Lived Experience Group, who held a decision-making role and helped to gather a more diverse and in-depth set of community-driven recommendations.

R+A gathered and organized the Task Force and community feedback into high-level strategies with corresponding actions, leads, and next steps. Our team also produced a comprehensive and design-rich final report for the Task Force, which was approved by the City Council in December 2022.

## CLIENT

City of San José

## SERVICES

Focus Groups and Facilitation, Survey Design, Implementation and Analysis, Report Writing

## TIMELINE

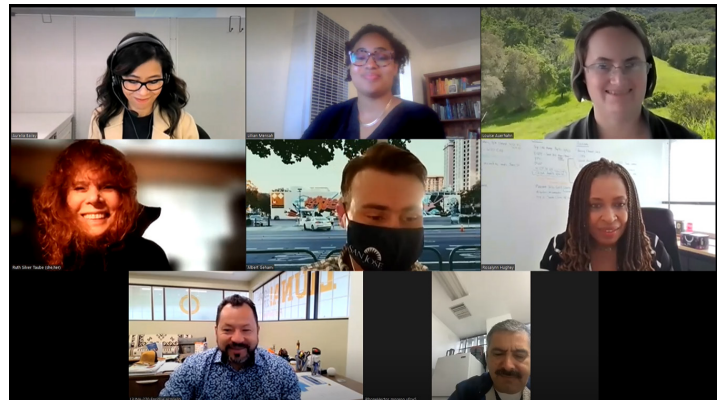
2022

## CONTACT

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Deputy City Manager  
City of San José  
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408.455.1191

## HIGHLIGHTS

- Coordinated and facilitated over 50 committee meetings in 9 months
- Organized feedback into high-level strategies with actions, leads, and next steps to ensure accountability and implementation
- Produced a comprehensive and design-rich final report



# STRATEGIC PLAN TO ACHIEVE HEALTH AND WELLNESS EQUITY

MARIN COUNTY

**DESCRIPTION** Raimi + Associates was selected to lead the development of Marin HHS' first community-facing, equity-focused strategic plan. As part of this process, R+A worked closely with HHS staff to identify culturally responsive, evidence-based, and promising strategies and interventions from multiple disciplines (e.g., child welfare, behavioral health, public health) to address key disparities in the county. Our team has worked closely with HHS staff to review county level data, oversee extensive data collection, and provide input on draft focus areas and strategies. Data collection included conducting 10 focus groups with 144 clients and community members in English, Spanish, and Vietnamese; developing an online comment form; and conducting 4 stakeholder meetings. The final plan will outline a 5-year roadmap for the Department to achieve its vision by identifying focus areas, strategies, actions, outcomes, and metrics.

## HIGHLIGHTS

- Facilitated monthly meetings with HHS staff from November 2016 through May 2019
- Led extensive data collection including conducting 10 focus groups with 144 clients and community members in English, Spanish, and Vietnamese
- Facilitated 4 stakeholder meetings with representatives from key county agencies and organizations
- Developed 5-year strategic plan with four focus areas, and corresponding strategies, actions, outcomes, and metrics

## CLIENT

Marin County Health and Human Services (HHS) Department

## SERVICES

Strategic Planning

## TIMELINE

2016-2018

## CONTACT

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## FOCUS AREAS

CLIENT	COMMUNITY	CONDITIONS	QUALITY
			
Embrace a culture where client perspectives and needs through the life span come first	Ensure change is co-created and driven by community members	Transform inequitable conditions	Strengthen effectiveness of our work with data and innovation