

**AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN THE CITY
OF BURLINGAME AND PLACEWORKS, INC. TO PREPARE A
MULTIJURISDICTIONAL ENVIRONMENTAL JUSTICE ELEMENT
PROJECT IN THE AMOUNT OF \$564,156**

THIS AGREEMENT is by and between PlaceWorks, Inc. (“Consultant”) and the City of Burlingame, a public body of the State of California (“City”). Consultant and City agree:

1. **Services.** Consultant shall provide professional services for the Multijurisdictional Environmental Justice Element Project (“Project”) between the City of Burlingame, the City of East Palo Alto, and the County of San Mateo, as set forth in Exhibit A attached hereto and incorporated herein. Separate from this agreement, Memorandums of Understanding have been established with the City of East Palo Alto and County of San Mateo outlining the roles of each participating agency, the consultants, and the funding obligations for the Project.

2. **Compensation.** Notwithstanding the expenditure by Consultant of time and materials in excess of said Maximum compensation amount, Consultant agrees to perform all of the Scope of Services herein required of Consultant for \$564,156 (\$540,647 scope of work + \$23,509 contingency), including all materials and other reimbursable amounts (“Maximum Compensation”). Consultant shall submit invoices on a monthly basis. All bills submitted by Consultant shall contain sufficient information to determine whether the amount deemed due and payable is accurate. Bills shall include a brief description of services performed, the date services were performed, the number of hours spent and by whom, a brief description of any costs incurred and the Consultant’s signature.

3. **Term.** This Agreement commences on full execution hereof and terminates on December 31, 2025 unless otherwise extended or terminated pursuant to the provisions hereof. Consultant agrees to diligently prosecute the services to be provided under this Agreement to completion and in accordance with any schedules specified herein. In the performance of this Agreement, time is of the essence. Time extensions for delays beyond the Consultant’s control, other than delays caused by the City, shall be requested in writing to the City’s Contract Administrator prior to the expiration of the specified completion date.

4. **Assignment and Subcontracting.** A substantial inducement to City for entering into this Agreement is the professional reputation and competence of Consultant. Neither this Agreement nor any interest herein may be assigned or subcontracted by Consultant without the prior written approval of City. It is expressly understood and agreed by both parties that Consultant is an independent contractor and not an employee of the City.

5. **Insurance.** Consultant, at its own cost and expense, shall carry, maintain for the duration of the Agreement, and provide proof thereof, acceptable to the City, the insurance coverages specified in Exhibit B, "City Insurance Requirements," attached hereto and incorporated herein by reference. Consultant shall demonstrate proof of required insurance coverage prior to the commencement of services required under this Agreement, by delivery of Certificates of Insurance to City.

6. **Indemnification.** Consultant shall indemnify, defend, and hold City, its directors, officers, employees, agents, and volunteers harmless from and against any and all liability, claims, suits, actions, damages, and causes of action arising out of, pertaining or relating to the negligence, recklessness or willful misconduct of Consultant, its employees, subcontractors, or agents, or on account of the performance or character of the Services, except for any such claim arising out of the sole negligence or willful misconduct of the City, its officers, employees, agents, or volunteers. It is understood that the duty of Consultant to indemnify and hold harmless includes the duty to defend as set forth in section 2778 of the California Civil Code. Notwithstanding the foregoing, for any design professional services, the duty to defend and indemnify City shall be limited to that allowed pursuant to California Civil Code section 2782.8. Acceptance of insurance certificates and endorsements required under this Agreement does not relieve Consultant from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

7. **Termination and Abandonment.** This Agreement may be cancelled at any time by City for its convenience upon written notice to Consultant. In the event of such termination, Consultant shall be entitled to pro-rated compensation for authorized Services performed prior to the effective date of termination provided however that City may condition payment of such compensation upon Consultant's delivery to City of any or all materials described herein. In the event the Consultant ceases performing services under this Agreement or otherwise abandons the project prior to completing all of the Services described in this Agreement, Consultant shall, without delay, deliver to City all materials and records prepared or obtained in the performance of this Agreement. Consultant shall be paid for the reasonable value of the authorized Services performed up to the time of Consultant's cessation or abandonment, less a deduction for any damages or additional expenses which City incurs as a result of such cessation or abandonment.

8. **Ownership of Materials.** All documents, materials, and records of a finished nature, including but not limited to final plans, specifications, video or audio tapes, photographs, computer data, software, reports, maps, electronic files and films, and any final revisions, prepared or obtained in the performance of this Agreement, shall be delivered to and become the property of City. All documents and materials of a preliminary nature, including but not limited to notes, sketches, preliminary plans, computations and other data, and any other material referenced in this Section, prepared or obtained in the performance of this Agreement, shall be made available, upon request, to City at no additional charge and without restriction or limitation on their use. Upon City's request, Consultant shall execute appropriate documents to assign to the City the copyright or trademark to work created pursuant to this Agreement. Consultant shall return all City property in Consultant's control or possession immediately upon termination.

9. **Compliance with Laws.** In the performance of this Agreement, Consultant shall abide by and conform to any and all applicable laws of the United States and the State of California, and all ordinances, regulations, and policies of the City. Consultant warrants that all work done under this Agreement will be in compliance with all applicable safety rules, laws, statutes, and practices, including but not limited to Cal/OSHA regulations. If a license or registration of any kind is required of Consultant, its employees, agents, or subcontractors by law, Consultant warrants that such license has been obtained, is valid and in good standing, and Consultant shall keep it in effect at all times during the term of this Agreement, and that any

applicable bond shall be posted in accordance with all applicable laws and regulations.

10. **Conflict of Interest.** Consultant warrants and covenants that Consultant presently has no interest in, nor shall any interest be hereinafter acquired in, any matter which will render the services required under the provisions of this Agreement a violation of any applicable state, local, or federal law. In the event that any conflict of interest should nevertheless hereinafter arise, Consultant shall promptly notify City of the existence of such conflict of interest so that the City may determine whether to terminate this Agreement. Consultant further warrants its compliance with the Political Reform Act (Government Code § 81000 et seq.) respecting this Agreement.

11. **Whole Agreement and Amendments.** This Agreement constitutes the entire understanding and Agreement of the parties and integrates all of the terms and conditions mentioned herein or incidental hereto and supersedes all negotiations or any previous written or oral Agreements between the parties with respect to all or any part of the subject matter hereof. The parties intend not to create rights in, or to grant remedies to, any third party as a beneficiary of this Agreement or of any duty, covenant, obligation, or undertaking established herein. This Agreement may be amended only by a written document, executed by both Consultant and the City Manager, and approved as to form by the City Attorney. Such document shall expressly state that it is intended by the parties to amend certain terms and conditions of this Agreement. The waiver by either party of a breach by the other of any provision of this Agreement shall not constitute a continuing waiver or a waiver of any subsequent breach of either the same or a different provision of this Agreement. Multiple copies of this Agreement may be executed but the parties agree that the Agreement on file in the office of the City Clerk is the version of the Agreement that shall take precedence should any differences exist among counterparts of the document. This Agreement and all matters relating to it shall be governed by the laws of the State of California.

12. **Capacity of Parties.** Each signatory and party hereto warrants and represents to the other party that it has all legal authority and capacity and direction from its principal to enter into this Agreement and that all necessary actions have been taken so as to enable it to enter into this Agreement.

13. **Severability.** Should any part of this Agreement be declared by a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect the validity of the remainder of this Agreement, which shall continue in full force and effect, provided that the remainder of this Agreement, absent the unexcised portion, can be reasonably interpreted to give effect to the intentions of the parties.

14. **Notice.** Any notice required or desired to be given under this Agreement shall be in writing and shall be personally served or, in lieu of personal service, may be given by (i) depositing such notice in the United States mail, registered or certified, return receipt requested, postage prepaid, addressed to a party at its address set forth in Exhibit A; (ii) transmitting such notice by means of Federal Express or similar overnight commercial courier ("Courier"), postage paid and addressed to the other at its street address set forth below; (iii) transmitting the same by facsimile, in which case notice shall be deemed delivered upon confirmation of receipt by the sending facsimile machine's acknowledgment of such with date and time printout; or (iv) by

personal delivery. Any notice given by Courier shall be deemed given on the date shown on the receipt for acceptance or rejection of the notice. Either party may, by written notice, change the address to which notices addressed to it shall thereafter be sent.

15. **Miscellaneous.** Except to the extent that it provides a part of the definition of the term used herein, the captions used in this Agreement are for convenience only and shall not be considered in the construction of interpretation of any provision hereof, nor taken as a correct or complete segregation of the several units of materials and labor.

Capitalized terms refer to the definition provide with its first usage in the Agreement.

When the context of this Agreement requires, the neuter gender includes the masculine, the feminine, a partnership or corporation, trust or joint venture, and the singular includes the plural.

The terms “shall”, “will”, “must” and “agree” are mandatory. The term “may” is permissive.

The waiver by either party of a breach by the other of any provision of this Agreement shall not constitute a continuing waiver or a waiver of any subsequent breach of either the same or a different provision of this Agreement.

When a party is required to do something by this Agreement, it shall do so at its sole cost and expense without right to reimbursement from the other party unless specific provision is made otherwise.

Where any party is obligated not to perform any act, such party is also obligated to restrain any others within its control from performing such act, including its agents, invitees, contractors, subcontractors and employees.

IN WITNESS WHEREOF, Consultant and City execute this Agreement.

CITY OF BURLINGAME
501 Primrose Road
Burlingame, CA 94010

CONSULTANT
PlaceWorks, Inc.
2040 Bancroft Way
Berkeley, CA 94707

By: *Lisa K. Goldman*

Lisa Goldman
City Manager

Date: 6/26/2023

By: *Joanna Jansen*

Name: Joanna Jansen
Title: Managing Principal

Date: 6/23/2023

Attest: *Meaghan Hassel-Shearer*

Meaghan Hassel-Shearer
City Clerk

Federal ID Number: 95-2975827

Approved as to form:

Michael Guina

Michael Guina
City Attorney

Attachments:

Exhibit A: Scope of Work

Exhibit B: Insurance Requirements

EXHIBIT A

Environmental Justice Elements

for the City of Burlingame, City of East Palo Alto, and the County of San Mateo







Revised Proposal for Services | April 17, 2023

Environmental Justice Elements

for the City of Burlingame, City of East Palo Alto,
and the County of San Mateo

Prepared By:

PlaceWorks

2040 Bancroft Way, Suite 400
Berkeley, California 94704
t 510.848.3815



December 22, 2022, Original Submittal
April 17, 2023, Revised Submittal

Joseph Sanfilippo, Economic Development & Housing Specialist
City of Burlingame
Community Development Department – Planning Division
501 Primrose Road
Burlingame, CA 94010

Subject: Proposal to Develop Environmental Justice Elements for the City of Burlingame, City of East Palo Alto, and County of San Mateo

Dear Joseph:

Please accept the attached submittal as PlaceWorks' proposal to prepare Environmental Justice Elements for the City of Burlingame, City of East Palo Alto, and County of San Mateo.

This project is an exciting opportunity to leverage regional collaboration to improve individual communities. Following the passage of SB 1000, PlaceWorks has supported numerous cities and counties in reconsidering longstanding policies and practices to center environmental justice, giving us a nuanced understanding of statutory requirements. Even more importantly, we have learned that doing this work effectively demands meaningful engagement of communities of color, low income communities, people with disabilities, and other groups that bear disproportionately high environmental health burdens. This proposal reflects our commitment to reflecting their lived experiences and priorities for policies and implementation strategies in the updated and new Environmental Justice Elements.

At the same time, we understand the necessity of crafting policies that each jurisdiction can feasibly implement. Building trust with these historically underrepresented communities requires honesty and transparency about what local government can accomplish. Our experience leading other coordinated multi-jurisdictional general plan update projects at the countywide scale has honed strong project management skills that will facilitate knowledge-sharing opportunities and creative problem-solving. These opportunities will be amplified by seamless internal coordination with the PlaceWorks team preparing the Multijurisdictional Safety Element Updates in San Mateo County.

As a Principal, Joanna Jansen is authorized to bind the team to the contents of this submittal and to negotiate contracts on behalf of PlaceWorks. Please contact Joanna with any questions.

We look forward to your response.

Respectfully submitted,

PLACEWORKS

A handwritten signature in black ink, appearing to read "Joanna Jansen".

Joanna Jansen, AICP, LEED AP
Managing Principal, Planning

A handwritten signature in black ink, appearing to read "Tanya Sundberg".

Tanya Sundberg
Associate Principal



CONTENTS

- A. QUALIFICATIONS AND EXPERIENCE 1
 - PlaceWorks 1
 - Climate Resilient Communities 12
- B. CLIENT REFERENCES 15
- C. WORK PROGRAM 17
 - Approach..... 17
 - Schedule..... 21
 - Scope of Work..... 21
- D. COST PROPOSAL 33
- E. TERMS AND CONDITIONS 37



This page intentionally left blank.



A. QUALIFICATIONS AND EXPERIENCE

PlaceWorks has assembled a highly qualified team to complete the Environmental Justice Elements. This chapter describes the qualifications of the PlaceWorks team and the key personnel that will be assigned to the project. Resumes for the key staff identified below are included in the appendix at the end of this proposal. Additional materials are available upon request.

PlaceWorks

PlaceWorks is one of the West’s preeminent planning and design firms, with approximately 120 employees in six offices. Formerly known as The Planning Center|DC&E, PlaceWorks’ history dates back over 45 years. The Planning Center, established in 1975, was created with the intent to integrate individual design disciplines and work efforts into a greater whole. Similarly, Design, Community & Environment (DC&E) was founded over 25 years ago to offer high-quality, personalized, and comprehensive planning, design, and environmental review services. In 2011, these two highly respected planning and design firms merged, forming a company with an expanded set of disciplines and strengths.

PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review, urban design, landscape architecture, community outreach, and Geographic Information Systems (GIS). Our talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. We are also passionate about how we work with our clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place we work is distinctly different, so is our thinking.

For the Environmental Justice Elements for the City of Burlingame, City of East Palo Alto, and San Mateo County, PlaceWorks will oversee all aspects of the project and ensure its successful and timely completion.

Company Ownership
Company Type: California S-Corporation
Office Locations
Berkeley (<i>bulk of work will be from this office</i>)
Los Angeles
Santa Ana (headquarters)
Ontario
San Luis Obispo
Sacramento
Primary Contact
Joanna Jansen Managing Principal 2040 Bancroft Way, Suite 400 Berkeley, CA 94704 510.848.3815 ext. 3318 jjansen@placeworks.com
Website
www.placeworks.com

Qualifications and Experience

Key Staff

Joanna Jansen, AICP, LEED AP, Principal-in-Charge



Joanna will serve as Principal-in-Charge and will ensure that all products are produced on-time, on-budget, and meet the highest standards of quality. Joanna oversees PlaceWorks' comprehensive planning practice in Northern California. Joanna has led or contributed to over eighteen General Plan Updates for cities and counties across California, in urban, suburban, and rural contexts. Her projects include extensive and creative public engagement, including around complex topics of environmental justice, public health, and resilience. Joanna has significant experience in the organization and facilitation of public involvement programs, both as stand-alone outreach efforts and as part of larger planning projects. She believes that meaningful community engagement from the earliest stages of a project enhances the ultimate outcome and establishes invaluable public support for its implementation. Joanna is currently leading General Plan Updates to address environmental justice issues in San Mateo, Contra Costa County, Vallejo, and Vacaville. She also teaches the UC Davis Continuing and Professional Education course on *The General Plan in California*.

Tanya Sundberg, Associate Principal, Project Manager



Tanya will serve as the Project Manager and will be responsible for the day-to-day management of the project, as well as for maintaining regular contact with jurisdiction staff, the Baird + Driscoll (B+D) Project Manager, and community-based organization (CBO) partners. Tanya will also facilitate meetings and workshops, attending all project meetings. Tanya brings valuable planning experience through her work in both the public and private sector. She is organized and detail-oriented, produces high-quality documents, and maintains open and communicative working relationships with her clients. Tanya's work at PlaceWorks has focused on general plans, specific plans, sustainability/climate action plans, cannabis planning and environmental services, complete streets plans, and environmental reviews. She is currently managing the Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR, which has involved extensive work to prepare a robust set of environmental justice goals, policies, and actions that are tailored to eight separate unincorporated communities that are considered disadvantaged communities under SB 1000 in western Contra Costa County. She also managed the City of Stockton General Plan Update and EIR, which won an Award of Excellence for Comprehensive Planning for a Large Jurisdiction from the APA California Chapter, in part to recognize the successful partnerships that the City developed with local CBOs in support of community health and environmental justice over the course of the General Plan Update.

Cliff Lau, Associate, Assistant Project Manager



Cliff will serve as Assistant Project Manager, focusing on the updates to the Healthy People and Healthy Places Element for Burlingame and Health and Equity Element for East Palo Alto. Cliff has a diverse range of experience in the areas of urban design, community planning, and engagement. He focuses on planning and design oriented towards communities, the environment, health, and the public realm. He is one of the authors of the SB 1000 Toolkit and is currently managing the preparation of Environmental Justice Elements for the Cities of Vallejo and Vacaville. Cliff possesses a valuable skillset, bringing high-quality coordination and design to his portfolio of projects. His technical skills include graphic design, illustration, hand drawing, and GIS mapping. He has produced planning documents, design visualizations, maps, and design guidelines to envision community development projects and specific plans. Cliff is committed to creating clear, accessible, and high-quality products to support the success of projects.

Angelica Garcia, Associate, Assistant Project Manager



Angelica will serve as Assistant Project Manager, focusing on the preparation of a new Environmental Justice Element for San Mateo County. Angelica works on a wide range of planning projects, including general plans, neighborhood plans, community outreach campaigns, housing elements, and zoning code updates. She has over seven years of experience as a planner and brings a wide variety of skills through her work experience and education. Her interest in urban planning stems from her desire to help create healthier communities. She enjoys working on plans that reflect the unique needs of each community. Angelica worked on the Environmental Justice Element for Hollister's General Plan Update and helped refine policies on environmental justice in San Mateo's General Plan Update. Currently, she is the project manager for Stockton's Neighborhood Action Plans, which is focused on eliminating barriers to building housing, especially for lower-income households, and developing actions to help address other neighborhood issues such as lack of food access. Angelica speaks Spanish and enjoys engaging with the Spanish-speaking community. Prior to joining PlaceWorks, Angelica worked as a planner in the public sector for the City of Vacaville and City of Buena Park, where she gained valuable experience in policy implementation, zoning, and community planning.

Robert Mazur, Associate Principal, Director of GIS



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

Qualifications and Experience

to develop effective, efficient, and informative GIS processes. Rob is well versed in advanced and current planning practices in both the public and private sector and has an excellent understanding of the relationship between data management and its importance in achieving service delivery standards for the work of community development and public works departments. Rob has brought his GIS skills to a number of general plan updates throughout California and has managed a variety of mapping projects in Los Angeles County, the Bay Area, and beyond. Most recently Rob led an effort to curate data and develop a web-based mapping and data sharing platform for The California Department of Housing and Community Development. The Affirmatively Furthering Fair Housing Data and Mapping Resources tool was developed in response to a State obligation to proactively combat discrimination and increase access to safe, affordable homes near key services for all Californians. In this tool users can explore and download data relating to Fair Housing Enforcement, Segregation and Integration, Disparities in Access to Opportunity, Disproportionate Housing Needs, and more.

Mike Watson, PG, Senior Geologist, Key Staff



Mike will offer environmental expertise to advise on environmental justice issues that relate to community exposure to contaminants, particularly for the Ravenswood District in East Palo Alto where there is a history of hazardous materials use and where housing is being introduced. With two decades in the environmental consulting industry, Mike specializes in site assessments, geohazard studies, operations and maintenance programs, air quality and industrial hygiene assessments, groundwater investigations, and remedial actions. Mike also manages materials acquisition, field equipment maintenance, and subcontractor coordination on large field investigations and monitoring programs. A dedicated geologist, Mike continually strives to refine his knowledge, methods, and efficacy. He is especially committed to his current work for numerous school districts throughout California, where he assists in site assessment services and the Department of Toxic Substances Control's school site approval process.

Our Qualifications

Building More Equitable Communities

Throughout California, low-income communities and communities of color struggle with a disproportionate burden of pollution, health impacts, and social and economic disadvantages. Through our work on equity and environmental justice, PlaceWorks is committed to ending racism and other forms of marginalization, and to creating a healthier, more sustainable, and more equitable society.

To support cities and counties in integrating environmental justice policies into their general plans, PlaceWorks co-authored the SB 1000 Toolkit with the California Environmental Justice Alliance, a co-sponsor of SB 1000. The Toolkit, published in 2017, was the first guidance document of its kind and continues to be a go-to resource for cities and counties throughout the state.



Some communities are starting to plan their transition away from polluting industries to an economy that supports community health and shared prosperity. In Contra Costa County, where communities like North Richmond and Bay Point live in the shadow of major petroleum refineries, PlaceWorks is helping to prepare the County's General Plan, with environmental justice policies and actions for the transition from petroleum refining and other highly polluting industries to renewable and sustainable industries that offer living-wage jobs.

The importance of community engagement is elevated when the goal is to advance equity and environmental justice. Planners can only craft successful plans if we listen to the people who are most impacted, and traditional outreach approaches often fail. PlaceWorks continually explores innovative ways to engage local residents in planning and managing their own communities, building on lessons learned and unexpected successes during the Covid-19 pandemic. This includes partnering with local CBOs for a grassroots, community-centric approach to planning for just communities that is based on familiarity and trust. These partnerships help cities and counties hear and learn from people who might not otherwise have participated in the process. They can also lead to authentic partnerships that last long past the planning process, instituting a basis for the community's ongoing successes.

Representative Projects

In this section, we've provided a sampling of relevant projects to highlight our experience with environmental justice, multi-jurisdiction efforts, and understanding of local issues in the region.

SAN MATEO GENERAL PLAN UPDATE

PlaceWorks is leading a multi-disciplinary team to update the San Mateo's General Plan. The General Plan Update is identifying solutions to address the critical need for housing, traffic congestion, improving transportation connections citywide for all modes of travel, and navigating a future beyond current voter-enacted height and density limits. The City is committed to an equitable outreach process and PlaceWorks is working closely with the Peninsula Conflict Resolution Center to reach Spanish-speaking and low income residents. The General Plan team is collecting input through face-to-face and virtual community meetings, pop-ups, intercepts, self-guided open houses, presentations to community and neighborhood groups, a project website, online surveys, and other online engagement tools. PlaceWorks is also the lead facilitator at all community workshops and General Plan Subcommittee meetings.

The General Plan Update process has identified two Equity Priority Communities in San Mateo: North Central and North Shoreview. These neighborhoods, both immediately adjacent to Highway 101, experience the highest levels of pollution and negative health outcomes in San Mateo, such as asthma and low birth weight babies, as well as the greatest social and economic disadvantages, such as poverty and housing instability. To design policies and actions that will respond to these conditions, PlaceWorks and City staff conducted pop-ups at businesses within the neighborhood, held Spanish-language workshops, created short online surveys, and developed single-page handouts for PCRC staff to distribute at vaccination clinics and other venues. Through the team's dedication to equitable engagement and significant hands-on involvement of City staff, we have improved representation from groups that have traditionally been hard to reach. Over the course of 2022, we tracked participant demographics and observed that representation has increased as follows:

- Increase of renters from 19 percent to 30 percent of participants

Qualifications and Experience

- Increase of residents of color from 37 percent to 49 percent of participants
- Increase of low-income households from 28 percent to 40 percent of participants
- 11 percent of the Preferred Scenario participants were between the ages of 20 to 35 years
- 28 percent of the Draft Goals, Policies, and Actions participants were between the ages of 25 to 40 years

PlaceWorks is leading all phases of the project which includes establishing the vision and values for the future; creating and evaluating a range of land use and circulation alternatives and evaluating their varying equity outcomes; updating goals and policies, including to add policies and actions to address environmental justice in North Central and citywide; and creating a user-friendly General Plan and associated EIR.



CONTRA COSTA COUNTY GENERAL PLAN UPDATE, CLIMATE ACTION PLAN, ZONING SUPPORT, AND EIR

Contra Costa County, in the San Francisco Bay area, is a large and diverse county, ranging from vast agricultural and open spaces in the east to dense urban communities in the west. PlaceWorks is leading a General Plan Update that is centered around strengthening the dozens of unincorporated communities throughout the county through extensive community-scale engagement and community-specific policy guidance. For unincorporated communities in the western part of the county, where several major refineries and other highly polluting industries operate in close proximity to communities of color and low-income residents, this has involved extensive work on environmental justice and community health. With significant involvement from the County's Health Services staff and partnerships with CBOs, policy guidance is being developed to explicitly undo the wrongs of the past by prioritizing the County's investment into—and protections for—the communities that have suffered



from a lack of investment and a disproportionate burden of pollution and health impacts. Meanwhile, with over 100 meetings to date, most of which were held in and focused on individual communities, PlaceWorks is preparing community-specific policy guidance that establishes and supports a vision of what each community wants to be in 2040 so that future decisions support that vision. Concurrent with the General Plan Update, PlaceWorks is updating the County's Climate Action Plan and Zoning Code to support and implement the new General Plan and advance the County's climate, sustainability, and resilience goals. PlaceWorks will also prepare a programmatic EIR covering the updated General Plan, Climate Action Plan, and Zoning Code. The project will conclude with clear statements of the County's vision for its future and simplified and responsive regulations for development, contained in both a graphically rich print version of the General Plan and an interactive online Plan to maximize access and understanding.

STOCKTON GENERAL PLAN UPDATE AND EIR

Stockton grew from and is rooted in the Downtown, which is oriented around the waterfront – a unique inland port along the San Joaquin River. Over its 160 years, the city has evolved to encompass 65 square miles. Rising housing costs and job growth in the San Francisco Bay Area in the early 2000s fueled intense housing development on the outskirts of Stockton, and the city was hit hard by the economic recession that followed. High rates of foreclosures and stalled development placed significant strain on the community and the City. The City's prior General Plan and EIR, which were adopted and certified in 2007, were the subject of a lawsuit involving the Sierra Club and State Attorney General. The Settlement Agreement that followed in 2008 called upon the City to reduce greenhouse gas emissions through a Climate Action Plan, which was completed in 2014, and through General Plan amendments to promote infill development. PlaceWorks led a comprehensive update to the General Plan that fulfilled the City's obligations under the Settlement Agreement and also addressed the significantly altered set of conditions and trends resulting from the economic recession that came on the heels of the previous General Plan. Our approach was centered around a robust community engagement process to rebuild trust in the City and the planning process after they were harmed during the previous General Plan process. Through careful and thoughtful decisions throughout the Update, such as holding the first workshop in the most disadvantaged neighborhood in South Stockton, we were able to repair those past harms. We listened to community members and carried their voices throughout the plan, establishing new partnerships between the City and CBOs who organized around a Healthy Neighborhoods Collaborative. Through that partnership, we were able to include innovative and effective environmental justice policies to address the issues faced by Stockton residents at a time when SB 1000 was new, having only been enacted after we were underway with the Update. These new partnerships have already benefited the City through implementation work, including through our work with the City on additional projects to update the Development Code and prepare Neighborhood



Qualifications and Experience

Action Plans. The General Plan was awarded the 2019 APA CA Statewide and Sacramento Valley Section, Comprehensive Planning Award: Large Jurisdiction, Envision Stockton 2040 General Plan.



VACAVILLE ENVIRONMENTAL JUSTICE POLICIES

PlaceWorks is preparing updates to multiple elements of the Vacaville General Plan (which PlaceWorks also prepared in 2008-2011) to address environmental justice, as part of a larger effort that also includes Housing Element and Safety Element updates. The work began with a multi-step process to identify what the City is calling Impacted Communities. Initial screening using CalEnviroScreen 4.0 determined that almost all the 19 census tracts in Vacaville scored above the 75th percentile for asthma, indicating that this is a significant health issue for the city, which is located along Interstate 80. Despite these high scores for individual indicators, there were no census tracts in Vacaville with a combined score for all indicators higher than the 75th cumulative percentile threshold. To address the potential that the statewide screening tool may overlook local issues, PlaceWorks developed two alternative screening methodologies to further assess Vacaville communities, resulting in identification of three census tracts as Impacted Communities. The updates to the General Plan, currently being drafted, also identify and address asthma, housing cost burden, educational attainment, low birthrates, and pesticide exposure as community health issues citywide. City staff conducted one-on-one outreach to Solano County Public Health Department staff, and PlaceWorks integrated Health Department recommendations and community feedback into the proposed updates to the Land Use, Transportation, Conservation and Open Space, Parks and Recreation, and Public Facilities and Services Elements.

SB 1000 IMPLEMENTATION TOOLKIT



PlaceWorks developed a toolkit to guide local government agencies, planners, and communities through the process of implementing SB 1000. The bill requires all cities and counties to amend general plans to include either an environmental justice element or an integrated set of environmental justice policies whenever two or more other elements are updated. The toolkit provides resources and recommends methods to prepare an environmental justice element or set of policies compliant with SB 1000, including methods to identify disadvantaged communities and address objectives such as reducing pollution exposure, promoting food access, and promoting safe and sanitary homes. The toolkit also includes strategies to facilitate meaningful community engagement and case studies of environmental justice elements and policies successfully adopted prior to passage of SB 1000.



Qualifications and Experience

SOLANO COUNTY SAFETY AND ENVIRONMENTAL JUSTICE ELEMENTS



PlaceWorks is currently preparing seven General Plan Safety Elements for unincorporated Solano County and six of the seven incorporated cities in the county, as well as a General Plan Environmental Justice Element for the City of Vallejo. This work involves analyzing the current and expected future environmental justice conditions in the participating jurisdictions, and updating multiple elements of Vallejo's 2017 General Plan to respond to State law and community priorities. The updated environmental justice content responds to a range of issues facing impacted neighborhoods in Vallejo, including diesel and particulate matter emissions from

vehicles traveling on Interstates 80 and 780, fossil-fuel-powered ships traveling through the Carquinez Strait, nearby petroleum refineries that emit toxic air pollutants and water and soil contaminants that are carried to Vallejo by prevailing winds, and the Mare Island Naval Shipyard, which is now closed and undergoing remediation of historic contamination.

This effort, led by Joanna Jansen as Principal-in-Charge and Cliff Lau as Project Manager, includes extensive public engagement to confirm that the updated environmental justice content reflects the values and priorities of community members, addresses inequities and issues of concern to frontline communities, and helps to resolve gaps in Vallejo's environmental justice frameworks.

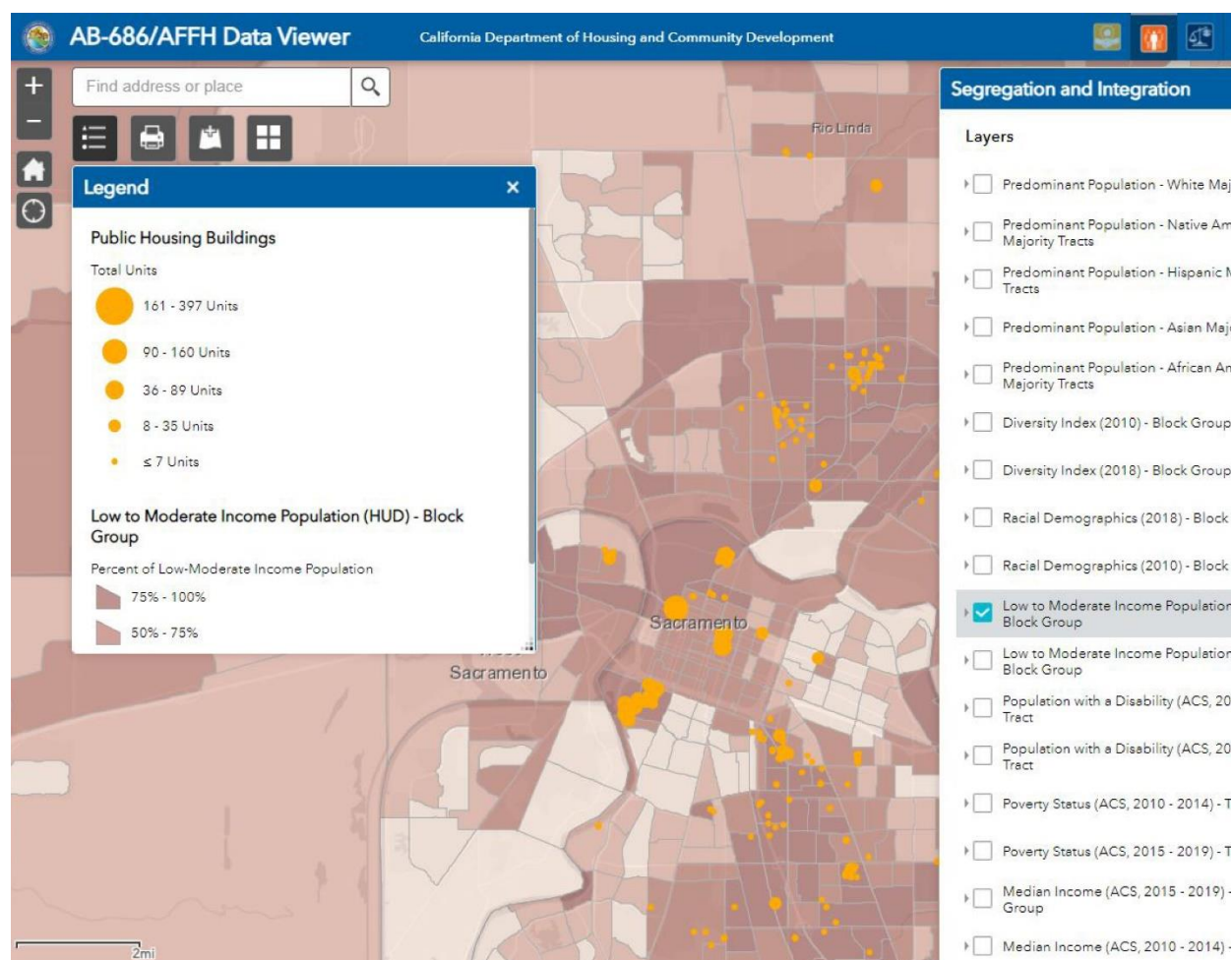


SB 2 AND LEAP/REAP TECHNICAL ASSISTANCE

As part of our ongoing technical assistance work for the California Department of Housing and Community Development (HCD), PlaceWorks' GIS team was tasked with developing a statewide GIS-based mapping and data resources webpage and mapping tool to help jurisdictions across California meet the AB 686/Affirmatively Furthering Fair Housing requirements for housing elements.

Cities and Counties are actively using data and mapping made available through this interactive resource to fulfill a state obligation to proactively combat discrimination and increase access to safe and affordable homes, especially those who face barriers because of their race, sex, income, and other characteristics.

These data and mapping resources were thoroughly vetted by various housing advocacy groups, HCD partner agencies, and academic housing experts across the state and nationally.



Qualifications and Experience

Additional Experience

In addition to the projects highlighted above, PlaceWorks has worked on a variety of projects that address environmental justice issues, including:

- Butte County General Plan Update
- Hollister General Plan Update
- Livermore General Plan Update
- Modesto General Plan Update
- Ontario General Plan Update
- San Bernardino City General Plan Update
- Santa Ana General Plan Update
- Santa Rosa General Plan Update
- Chino General Plan Update (Healthy City Element)
- Corona General Plan Update (Healthy Community Element)
- El Monte General Plan Update (Parks and Recreation Element)
- Fresno Southwest Fresno Specific Plan
- Jurupa Valley Truck Restriction Ordinance EIR
- National City General Plan Health and Environmental Justice Element
- Palm Springs Parks, Open Space, and Conservation Element
- San Bernardino County General Plan Update (Hazards Element)

Climate Resilient Communities

Climate Resilient Communities (CRC) is a community-based organization dedicated to serving the Peninsula's underrepresented communities through empowering community voices to implement climate solutions that bring about unity and resilience. Recognizing that in the Bay Area, as throughout the world, under-resourced communities are disproportionately vulnerable to the impacts of climate change, CRC works to support the frontline communities of East Palo Alto, North Fair Oaks, and Belle Haven through community action and engagement.

CRC has copious experience conducting outreach and facilitating educational sessions. Since 2016, CRC has conducted outreach projects and convened meetings and trainings on behalf of several cities, the County of San Mateo, Santa Clara County, and other non-profit organizations, all aiming to serve underrepresented communities using a racial equity lens. CRC seeks to leverage our extensive networks and close partnerships to connect with audiences and community members far beyond typical outreach networks.

Key Staff

Violet Wulf-Saena, Founder & Executive Director

Violet has served as an international climate change expert for over ten years working with the United Nations' Least Developed Countries and Small Island States to protect communities from the impacts of climate change. Violet now works in the Bay Area partnering with governments, research institutions, and community-based organizations to build community capacity to respond to climate change and sea-level rise. In 2020, she founded Climate Resilient Communities (CRC). She also serves as the equity program manager for the Bay Area Climate Adaptation Network, an Environmental Justice Advisor BCDC, and a community advisory council member to the Bay Area Air Quality Management District.

Caroline Beckman, Resilient Homes Program Manager

Caroline directs CRC's Resilient Homes program, working directly with families to apply for and receive critical home repairs. She started at CRC as an AmeriCorps VISTA Fellow after graduating from Stanford University with a degree in Earth Systems in 2021. Caroline has extensive environmental justice organizing experience in the Bay Area and is a skilled meeting facilitator.

Lesley Lopez, Community Outreach Coordinator

Lesley was born and raised in East Palo Alto. Previously, she has served her community by working for the City of East Palo Alto. At CRC, Lesley builds connections with residents, local CBOs, and other partners to cultivate CRC's network. She leads outreach for our projects across all of CRC's program areas.

Cade Cannedy, Resilient Adaptation Program Manager

Cade Cannedy worked as a Research and Communications Fellow at the California Environmental Justice Alliance before joining CRC in 2021. Cade graduated from Stanford University with an MA in Communication and a BA in Political Science, focusing throughout his education on air quality and environmental justice. Cade grew up in the unincorporated community of El Prado in Northern New Mexico. He is a skilled EJ organizer and communicator.

Representative Projects

MENLO PARK ENVIRONMENTAL JUSTICE & SAFETY ELEMENTS

As part of Menlo Park's ongoing Housing Element Update, the City additionally is creating an Environmental Justice Element for the first time (in response to SB 1000) and updating their Safety Element. The City contracted with M-Group to write the Elements and with CRC to conduct community outreach to ensure that all voices and preferences across the City were taken into account -- particularly in Belle Haven, a historically redlined community within Menlo Park. CRC led workshops, a survey, and three language-specific focus groups to ensure that the lived experiences of historically marginalized populations within Menlo Park were gathered and incorporated into a comprehensive set of goals and policies aimed to reduce exposure to environmental and health hazards. CRC worked closely with community-based organizations and leaders to develop survey and focus group content, conduct outreach, and follow up with residents who participated in the process to keep them engaged beyond the lifespan of the project. In total, 224 Belle Haven residents attended one of the focus groups and 440

Qualifications and Experience

were surveyed to have their voices heard and contribute to a process to bring about substantial change and investment in their community.

SAN MATEO OFFICE OF SUSTAINABILITY: LOCAL HAZARD MITIGATION PLAN

CRC worked with the Office of Sustainability in August of 2021 to conduct community outreach and convene workshops to inform the County's Local Hazard Mitigation Plan. This work took place in collaboration with the City of Menlo Park, the City of East Palo Alto, and the County itself. CRC hosted community meetings for all three communities to engage with the Plan, including language-specific focus groups in Spanish and English which were facilitated by community leaders. Over 60 hard-to-reach residents attended the workshops. CRC recorded the workshops and focus groups and provided the residents' feedback to the county in a report.

PENINSULA CLEAN ENERGY OUTREACH

For the past four years, CRC has fulfilled annual outreach grants with Peninsula Clean Energy. As a part of this work, CRC has worked on a wide variety of community engagement projects including conducting workshops in English and Spanish so residents across the Peninsula could understand and interpret their electricity bill. CRC has also written and worked with local news outlets to publish explainer pieces about common misconceptions people have about PCE or advertise for new programs. CRC also regularly has tables at community events, farmers markets, or gathering places where they can answer questions and provide written materials. Beyond those activities, CRC has also given educational presentations at various events, appeared on local television shows, hosted large community revitalization events, and during the height of the pandemic distributed written materials through food banks.



B. CLIENT REFERENCES

References for PlaceWorks are provided below, and more can be provided upon request. We encourage you to contact each and every one of these references to gain an idea of our history of work.

Project	Client Contact	Relevant Staff
Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR CONTRA COSTA COUNTY	Will Nelson , Principal Planner Contra Costa County Department of Conservation and Development 30 Muir Road Martinez, CA 94553 925.655.2898 will.nelson@dcd.cccounty.us	Joanna Jansen, Principal-in-Charge Tanya Sundberg, Project Manager
Stockton General Plan Update and EIR Stockton Neighborhood Action Plans CITY OF STOCKTON	Mike McDowell , Assistant Director City of Stockton Community Development Department 345 N. El Dorado Street Stockton, CA 95202 209.937.8690 Michael.McDowell@stocktoca.gov	Charlie Knox, Principal-in-Charge Tanya Sundberg, Project Manager for the General Plan Update Angelica Garcia, Project Manager for the Neighborhood Action Plans
City of San Mateo General Plan Update CITY OF SAN MATEO	Zach Dahl , Deputy Director City of San Mateo Community Development Department 330 West 20th Avenue San Mateo, CA 94403 650.522.7207 zdahl@cityofsanmateo.org	Joanna Jansen, Principal-in-Charge Carey Stone, Project Manager

Client References

This page intentionally left blank.



C. WORK PROGRAM

Approach

With the passage of Senate Bill 1000, cities and counties are compelled to incorporate environmental justice policies into their general plans. State law defines environmental justice as: “The fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.” SB 1000 specifies what this means in practice, directing cities and counties to reduce the unique or compounded health risks in disadvantaged communities by including policy guidance that addresses the following topics:

- **Pollution exposure.** Exposure to air pollution is associated with a variety of negative health outcomes, including reduced lung function, pneumonia, asthma, cardiovascular diseases, and premature death. It may also affect lung cancer rates. In Burlingame, East Palo Alto, and San Mateo County, the most significant source of air pollution is transportation emissions on Highway 101, Highway 84, and local high-volume roads like University Avenue and El Camino Real. In addition, current and past hazardous waste facilities, including in the Ravenswood District in East Palo Alto, can worsen air quality, as well as contaminate soil and groundwater, posing additional health risks. Pollution exposure issues can be more acute when incompatible land uses, such as heavy industrial facilities and residential uses, are placed in close proximity.
- **Public facilities.** Public facilities are essential to community health and safety, such as by delivering clean water, collecting and treating wastewater, and supporting effective police and fire services. They are also essential to support healthy communities where residents can thrive, such as by providing meeting places for social, educational, or recreational activities. Many disadvantaged communities lack access to quality public facilities, especially in urban unincorporated areas at the edge of cities or in unincorporated county islands. When community members lack access to these facilities, their physical and mental health can suffer, so it is important to understand if these facilities meet the needs of community members within disadvantaged communities.
- **Food access.** Disadvantaged communities may lack access to nutritious and affordable food, which can lead to obesity, diabetes, and high blood pressure. When the only stores selling food in a neighborhood are small convenience stores offering pre-packaged goods and the only restaurants sell fast food, it can be hard to eat healthy. This becomes even more challenging when residents lack access to easy transportation, which can be common in some vulnerable populations like children, seniors, people with disabilities, and people with low incomes. Grocery stores and markets that carry fresh foods, farmers’ markets, farm stands, and community gardens are all outlets that can increase neighborhood access to healthy food options.
- **Safe and sanitary homes.** Housing quality can be lower in disadvantaged communities due to older housing stock and/or a lack of maintenance. Residents may live in housing conditions that expose them to toxins like lead or other unsafe conditions like pest infestations, mold, and water intrusion. This is of particular concern in East Palo Alto, where parts of the city rank high for a risk of exposure to lead. Policies and programs that expand efforts to repair and rehabilitate substandard housing in

Work Program

disadvantaged communities should be considered in these areas. Meanwhile, housing affordability can also limit access to safe housing. East Palo Alto also ranks highly for the percentage of housing-burdened low-income households.

- **Physical activity.** Lack of physical activity can lead to obesity, which increases the risk of certain diseases, such as diabetes and high blood pressure. Having easy and safe access to parks and active recreation and transportation opportunities helps residents to incorporate physical activity into both leisure time and daily transportation needs. Therefore, communities where there are safe and easy walking and biking connections to parks, jobs, schools, and transit support active lifestyles, which in turn support community health. Based on citywide data from [Walk Score](#), Burlingame is very walkable and somewhat bikeable, while East Palo Alto is somewhat walkable and very bikeable. Environmental justice policies will need to consider whether this access is equitably distributed into disadvantaged communities, including within unincorporated county areas where active transportation infrastructure is less common.
- **Additional unique or compounded health risks, including climate vulnerability.** Every community is unique, so it is important to understand if there are other health risks specific to the disadvantaged communities within each jurisdiction. Identifying these additional unique or compounded health risks often comes about by learning from the lived experiences of community members. In addition, Burlingame, East Palo Alto, and San Mateo County all face climate risks like wildfire, flooding, and sea level rise, and disadvantaged communities are often more vulnerable to these risks due to a lack of access to secure housing, financial resources, healthcare and education, decision-making, and other consequences of systemic injustices and marginalization. Through comprehensive data gathering and community engagement, plus coordination with the concurrent process to update Safety Elements in multiple San Mateo County jurisdictions, the process will consider these additional health risks in each community.
- **Community engagement.** Residents in disadvantaged communities may face barriers to participating in planning processes so that they lack a voice in decisions that affect their neighborhood. Therefore, community engagement must be at the core of the process to develop environmental justice policy guidance so that the people most affected by these decisions are driving the solutions and helping to set up a structure for ongoing and effective community engagement in future planning processes and decisions.
- **Prioritization of improvements for disadvantaged communities.** Disadvantaged communities are often overlooked when agencies consider public investments and develop new amenities, and delayed investments and programs can prolong inequities. Therefore, an important part of planning for environmental justice is to proactively prioritize projects and investments that directly benefit disadvantaged communities. Environmental justice policy guidance can prioritize improvements and programs that serve disadvantaged communities by responding to the specific needs expressed by community members.

Through initial screening with CalEnviroScreen 4.0 and CARB Priority Populations data, jurisdiction staff have identified potential disadvantaged communities. However, an important early step will be to review the data with community members who can provide localized knowledge of conditions on the ground. Ground-truthing will ensure we are focusing on the areas that experience environmental injustices while not overlooking areas that may be too small to be picked up by technical data. Through this review, we can

develop policy guidance that directs attention and resources to the residents and neighborhoods that need them most. We will also use these early conversations with community members to confirm terminology that we will use throughout the project. We've learned from other environmental justice projects that many community members prefer a different term than "disadvantaged community;" we will discuss and confirm appropriate terminology with community members early in the project. In the meantime, this proposal uses the term "disadvantaged community" to be consistent with SB 1000.

Furthermore, the needs of individual communities and neighborhoods are not uniform, even within a single jurisdiction. Therefore, environmental justice policy development will also require close collaboration with community members to both identify key issues and how to address them. This collaboration is essential to prepare policy guidance that remedies the day-to-day burdens faced by community members in a way they support, all while building trust and community ownership. Meanwhile, this approach actively counters past environmental injustices that resulted from failing to effectively engage affected community members in planning decisions.

Figure 1: Environmental Justice Planning Process



The Request for Proposals (RFP) presents a scope of work that recognizes the importance of community engagement and equity outreach in creating or updating Environmental Justice Elements for each jurisdiction. In particular, partnering with CBOs to design and implement the community engagement strategy will be critical to reach and hear from affected community members, given that the CBOs already have community connections, are trusted, and understand the communication and outreach strategies that work.

This will be a collaborative work effort among the three jurisdictions, supporting a robust process in which they can share the benefits of research, analysis, and outreach, while ensuring the specific needs of individual communities are met. As noted in the RFP, each jurisdiction has different goals for the project and will require a tailored approach.

- **Burlingame.** We anticipate a focused work effort to update the Healthy People and Healthy Places Element to identify disadvantaged communities and expand policy guidance to address the issues identified by people who live, work, and go to school in those communities. Preliminary screening by jurisdiction staff identified a small part of the city as a potential disadvantaged community. CalEnviroScreen data point to air pollutant exposures associated with traffic and trucks as primary pollution burdens in Burlingame, along with proximity to hazardous waste and solid waste facilities and

Work Program

associated water quality issues. Existing policy guidance in the Healthy People and Healthy Places Element and Mobility Element recognize and address these issues. Through the update, we will expand the policy guidance to meet the specific needs of disadvantaged communities on these and other community-identified issues.

- **East Palo Alto.** The City's existing Health and Equity Element includes a robust set of policies that support healthy housing, healthy food access, public engagement, and climate vulnerability. The 2035 General Plan was adopted around the time that SB 1000 was enacted and covers the range of topics identified in the statute. The work effort to update this Element will be focused on engaging with community members to refine policy guidance in a way that meets their needs and addresses their day-to-day challenges. As part of this process, we'll engage community members and analyze issues in the Ravenswood District, an area with a history of hazardous materials use that is under active remediation, and where housing is being introduced. CalEnviroScreen data highlight the history of hazardous materials use in the area, with rankings that reflect high concentrations of cleanup sites, hazardous waste sites, and solid waste sites, along with associated water contamination. Meanwhile, air quality issues from traffic and potential lead exposure from older housing stock also rank high.
- **San Mateo County.** The County's existing General Plan doesn't address environmental justice or many of the topics specified in SB 1000. Meanwhile, the unincorporated county encompasses a diverse physical and social landscape that demands localized and nuanced consideration. Therefore, we anticipate the bulk of the work effort to focus on the preparation of a new Environmental Justice Element for San Mateo County. From our environmental justice work for Contra Costa County, Butte County, and San Bernardino County, we have learned that data available at the Census tract level often overlaps incorporated and unincorporated boundaries and can be too coarse to be useful. Therefore, we'll need to rely on finer grained data for these areas, while local knowledge from CBOs and community members will be critical to understanding both where disadvantaged communities exist and what issues need to be addressed.

The work to prepare or update Environmental Justice Elements will also be concurrent with another multi-jurisdictional project to update Safety Elements for eight jurisdictions in San Mateo County, including East Palo Alto and San Mateo County. As the lead consultant for the Safety Element Updates, PlaceWorks will continually seek opportunities to align community outreach and engagement efforts and data sharing. There is significant overlap in the realms of safety and environmental justice, and our teams have established a seamless working relationship over the years of working together on similar projects. Through this work, we have learned the importance of frequent internal coordination for different facets of the project. Therefore, our scope includes regular internal meetings among the PlaceWorks teams working on the Safety and Environmental Justice Elements. Given schedule uncertainties while both projects start up, we have not called out specific combined outreach and engagement efforts, but we will remain flexible and adaptive to create such opportunities through our regular internal coordination meetings. Meanwhile, our scope of work for Task 3 already accounts for efficiencies in data collection and review from our work on the Safety Elements project.

Schedule

PlaceWorks agrees with the general sequence and timing of key activities presented in the RFP, although, based on our experience with environmental justice updates in other communities, we recommend including additional time for effective engagement with community members in Task 2 and the meaningful integration of that input into the draft elements in Task 4.

We recommend reviewing and confirming a detailed schedule as part of project initiation. We are also flexible and will work to meet the schedule needs of the project.

Scope of Work

TASK 1. Project Coordination and Communication

Project coordination and communication under Task 1 will ensure collaboration, shared learning, and dialogue across each jurisdiction through a combination of Joint Steering Committee meetings and jurisdiction-specific meetings. It also includes ongoing internal coordination with the PlaceWorks team working on the Safety Element Updates, plus regular coordination with the B+D Project Manager to ensure the project remains on schedule and within budget.

1.1 Joint Steering Committee

A Joint Steering Committee comprised of representatives from each jurisdiction will promote coordination among the various communities through shared learning, collaborative problem solving, and efficiencies of scale for the project. PlaceWorks will be responsible for collaborating with the B+D Project Manager to develop and agree upon meeting scheduling, agendas, materials, and key decision and discussion items, as well as incorporating input and recommendations received during community engagement. The B+D Project Manager will be responsible for overall facilitation of the meetings as well as coordinating any scheduling logistics.

Our scope includes a total of six Joint Steering Committee meetings for the duration of the project. The first meeting will be an in-person kick-off meeting that provides an overview of the project and schedule, outlines roles and responsibilities, and sets expectations of the Committee. The remaining meetings will be virtual. PlaceWorks will prepare a summary of key points, action items, and decisions following each meeting, which we will share with the B+D Project Manager for review.

1.2 Jurisdiction-Specific Check-ins

To complement the Joint Steering Committee meetings, which will promote shared learning among the different jurisdictions, PlaceWorks recognizes that meeting with individual jurisdictions will help the project by allowing for more detailed review and discussion of key issues and deliverables specific to each community, as well as to coordinate community and decision-maker engagement efforts. Under this task, PlaceWorks will meet with key staff from each participating jurisdiction on an approximately monthly basis, for a total of 13 virtual check-in meetings with each jurisdiction (39 meetings total). The specific timing of each meeting will be dependent on project schedule and milestones; check-ins may be more frequent as we gear up for a workshop or survey, and less frequent during intensive work or review periods. Check-ins may also take place as study sessions with decision-making and advisory bodies. PlaceWorks will be responsible for preparing meeting agendas, presentations, and follow-up summaries.

Work Program

We will collaborate with the B+D Project Manager for these meetings, who we understand will be responsible for coordinating meeting logistics, ensuring the needs of each jurisdiction are met, and participating on an as-needed basis.

1.3 Ongoing Project Management

This task covers management of administrative items for the project by PlaceWorks in order to coordinate and keep the project moving forward on time and within budget. This task covers regular reviews of project budget, schedule, and staffing to ensure project needs and milestones are met. This task may also cover occasional calls and check-ins as-needed with the B+D Project Manager. Finally, this task includes regular internal meetings with the PlaceWorks Safety Element team to keep each team apprised of project status and to identify potential outreach and data sharing opportunities.

Task 1 Deliverables:

- » Six Joint Steering Committee Meetings (one in person, five virtual)
- » Jurisdiction-Specific Check-in Meetings (for 13 meetings with each jurisdiction, or 39 total meetings, all virtual)

TASK 2. Community Engagement and Equity Outreach

Task 2 describes the community outreach and engagement methods that will be used to engage community members in each jurisdiction, with a strong focus on disadvantaged communities.

Our recommended outreach approach includes four avenues for engagement: community workshops to gather feedback from the community on environmental justice issues, an equity focused survey to gather feedback from affected residents, joint workshops for key staff from the participating jurisdictions and agency partners to discuss issues of shared concern, and one-on-one interviews with local industry and business leaders to better understand local environmental justice issues and identify strategies to address those issues. This engagement will be supported by clear, easy-to-understand information for community members to support informed participation. However, this scope includes very close collaboration with CRC, other CBO partners, and jurisdiction staff to understand how best to reach out to community members, learn what strategies have been successful in the past and in concurrent projects, and improve the engagement process. The public feedback we hear during the outreach process will be the main driver of our work to prepare and update Environmental Justice content in each General Plan, supplemented by the technical work conducted in Task 3.

2.1 Community Engagement Plan

To kick off Task 2, PlaceWorks will work with CRC to prepare a single Community Engagement Plan that describes the strategy for engaging community members in each jurisdiction, outlines the sequence of the planned engagement tools and activities, and defines the coordination and timing of the engagement work in relation to other tasks. A strong equity-focused outreach effort, informed by the local knowledge of CRC and its partners, will be the main focus of the plan.

The Community Engagement Plan will be developed based on input from the Joint Steering Committee and the specific pollution and socio-economic burdens affecting each preliminary disadvantaged community identified in Task 3.1. The plan will reflect our knowledge about community engagement practices in disadvantaged communities and our understanding of San Mateo County and the needs of each jurisdiction, supplemented with guidance from jurisdiction staff and CRC. Common obstacles to

engagement in disadvantaged communities include lack of trust in government based on a history of being harmed or ignored by government policies and decisions, language barriers, accessibility needs, lack of access to technology, lack of access to transportation, working multiple jobs, and childcare. The Plan will acknowledge and include methods for addressing these barriers. Related engagement efforts and tools in place across the jurisdictions will be considered prior to the development of the plan.

We will work closely with CRC in the development of the Community Engagement Plan, which will describe and emphasize the strong role of the CBOs throughout the community engagement process. The plan will clearly identify roles for PlaceWorks, CRC, other CBO partners, jurisdiction staff, and the B+D Project Manager. The plan will describe the outreach objectives, activities, target groups, methods, performance metrics, and schedule for the outreach process. It will explain the responsibility of each jurisdiction in supporting the outreach and engagement effort. The plan will also describe how the multi-jurisdiction collaboration will be branded, including how to convey messaging and consistency in public communications. Finally, the plan will describe how community input and feedback will be incorporated throughout each stage of the process, as well as how we will report back to participants about how input was used.

In preparing the Community Engagement Plan, the PlaceWorks and CRC Environmental Justice Updates team will coordinate with the PlaceWorks and CRC Safety Element Updates team to consider opportunities to align community outreach and engagement efforts. PlaceWorks supports coordination between both projects, the Safety Element Updates and Environmental Justice Updates, since it will help leverage finite resources and create efficiency for CBO partners to be involved in both efforts if they would like to be. PlaceWorks will refine the Community Engagement Plan based on input and feedback from the Joint Steering Committee and B+D Project Manager.

2.2 Education and Outreach Materials

PlaceWorks, in partnership with CRC, will create a toolkit to support community education and engagement efforts. Preliminarily, we anticipate that the toolkit will include two informational PowerPoint presentations, educational handouts, or other related materials that jurisdiction staff and CBO partners can easily customize and/or integrate on their websites; materials will support the process by helping community members and decision-makers understand environmental justice issues, how those issues impact their community, and why addressing these issues is important to everyone.

As part of this task, PlaceWorks will create and maintain an accessible website for the Environmental Justice Element Updates. Basic content on the website will include a description of the project, its key steps and products, and what it means to stakeholders. The website will also include a description of the Environmental Justice Elements preparation process, including the project schedule and updates as major milestones are achieved, along with links to each participating jurisdiction's website and related materials, a document library, links to other relevant resources, contact information, and an opportunity to submit comments and questions. Translator widgets for Spanish, Tongan, and both simplified and traditional Chinese will be included in the website.

The website will also provide information about upcoming events and activities, including community events, online engagement opportunities, and Planning Commission and City Council/Board of Supervisors meetings. Activities may include online surveys and interactive exercises. Public review draft documents will be posted on the website when available, and links to other online engagement or interactive products developed for the project, such as Esri-based maps, would also be provided if desired.

Work Program

PlaceWorks staff will be responsible for creating, managing, and updating the website for the duration of the project. PlaceWorks will prepare a mock-up of the website for review by CRC, the Joint Steering Committee, and the B+D Project Manager prior to building it. This scope does not assume significant redesign or restructuring of the website once it is launched. Upon completion of the project, PlaceWorks can transfer management of the website to jurisdiction staff if desired.

Educational and outreach materials will be jargon-free, visually compelling, and accessible at a basic reading level, in addition to being ADA-compliant. They will also be available in English and Spanish. Draft materials will be reviewed by CRC, the Joint Steering Committee, and the B+D Project Manager prior to being finalized and distributed.

2.3 Community-wide Engagement

Community workshops conducted under Task 2.3 will serve as a key opportunity to gather feedback from the community on environmental justice issues, data, and priorities for action. They will providing citywide and countywide opportunities for the public to provide input and engage with the Environmental Justice Elements process. For scoping purposes, we assume a total of four in-person community workshops for the projects in one round, with two workshops in San Mateo County to maximize convenience for residents. The agenda and activities for each workshop will reflect the desired outcomes for the workshop. We will coordinate and collaborate with CRC on workshop design and materials to ensure that the workshops are accessible to a wide range of community members, including members from disadvantaged communities.

For each workshop, PlaceWorks and CRC will prepare the workshop approach, agenda, marketing materials, presentation materials, engagement activities, facilitator guide, and input summary. For staffing, PlaceWorks will provide a presenter and one key staff member to provide overall support. CRC will provide a facilitator/moderator and additional staffing support as needed, including to engage Spanish speakers at events without other Spanish-speaking staff. We will also provide simultaneous Spanish interpretation at all events. We can provide additional staff on a time-and-materials basis. CRC will provide gift cards to workshop attendees to reimburse them for their time, along with food. CRC will also reimburse at least one local CBO partner for each workshop to assist with outreach and consultation. As noted in the RFP, PlaceWorks and CRC will manage logistics and the B+D Project Manager will support the overall communitywide engagement effort by reviewing draft materials.

We are also flexible about the use of virtual community workshops to ensure there is the opportunity for broad access, and can switch to a virtual format for any or all of the workshops as needed. Throughout the Covid-19 pandemic, PlaceWorks has developed guiding principles and best practices for virtual engagement and gained expertise in using various online meeting and collaboration tools. During virtual meetings, we use a mix of presentations, polls, small group discussions with dedicated facilitators and notetakers, transparent and live notetaking using Google Docs, and a variety of online activities using Mentimeter, Jamboard, and similar tools to receive input and feedback. We have found that virtual workshops have significantly increased attendance in large, dispersed geographies like unincorporated counties.

During development of the Community Engagement Plan, we will refine the approach, timing, content, and location of the workshops in close collaboration with the jurisdictions, CRC, and the B+D Project Manager.

2.4 Equity-focused Environmental Justice Survey

In this task, PlaceWorks and CRC will conduct an environmental justice survey to deeply engage and solicit input from residents suffering environmental injustices. The survey will seek to get communitywide input on environmental justice issues and affirm priorities and policies that emerged from the workshops. This survey will provide a broader sample than the workshop attendees and will support the development of policies and programs with data and wide community input.

The survey will be conducted in up to four languages and will include door-to-door direct canvassing to reach target demographics for survey responses. CRC will provide gift cards to reimburse survey respondents for their time. CRC will also work with a data company to analyze the data.

2.5 Joint Staff and Agency Partner Workshops

PlaceWorks will facilitate two joint workshops for key staff from the participating jurisdictions and agency partners. Through these workshops, staff from all participating jurisdictions will review and discuss issues of shared concern; deepen their understanding of environmental justice issues, principles, and practices; and review data, community input, and trends.

In coordination with jurisdiction staff, the B+D Project Manager, and CRC, we will confirm the timing and approach for the workshops. Preliminarily, we expect that the first workshop will be focused on reviewing community input collected to date through other work in Task 2, as well as reviewing the draft maps of disadvantaged communities and the analysis of existing conditions conducted in Task 3, with attention focused to community concerns and existing conditions that are shared across the jurisdictions. We anticipate that the second workshop will be focused on identifying priority policies, programs, and actions that respond to key issues shared across the jurisdictions, as identified through data analysis and refined by community engagement. PlaceWorks will engage jurisdiction staff at each workshop through interactive exercises to seek guidance and input into the process. We will also emphasize the importance of meaningfully incorporating and responding to community input.

For each workshop, PlaceWorks will prepare meeting materials, including an agenda, presentation, and engagement exercises, as well as a summary of key input. The B+D Project Manager will assist with the review of workshop agendas and materials and help coordinate with the participating jurisdictions on workshop invitations and logistics. This scope assumes these workshops will be held virtually.

2.6 Industry and Agency Interviews

In this task, PlaceWorks will hold a series of up to four one-on-one interviews with local industry and business leaders and/or relevant State and regional agencies to better understand local environmental justice issues, identify strategies to address those issues in the region, and identify ways in which disadvantaged communities can effectively work with local industry and other agencies to improve conditions. This task may include conversations with “green tech” or “clean alternative” companies and community groups that are involved in green industry. This engagement will support all jurisdictions, although some interviews may consider localized geographies and impacts.

As part of our work to prepare the Community Engagement Plan in Task 2.1, we will outline the strategy for industry and agency input and engagement. This scope assumes that the B+D Project Manager, jurisdiction staff, and/or Joint Steering Committee will provide a list of potential contacts for these interviews, and that the Joint Steering Committee will approve the list of interviews prior to

Work Program

implementation. PlaceWorks will conduct up to four phone or video interviews as part of this task, documenting feedback received.

See also Task 3.3, in which PlaceWorks will interview State, regional, and local agencies about relevant data and expertise on potential policy approaches.

2.7 Community Engagement Summary Report

In addition to providing summaries of outreach and engagement events and activities for the tasks above, PlaceWorks will prepare a consolidated report that summarizes all the outreach efforts from Task 2. It will describe the input received and how it was incorporated into the Environmental Justice Elements. The Community Engagement Summary Report will include feedback from all public outreach led by PlaceWorks, CRC, and other CBO partners, including engagement with hard-to-reach and underrepresented communities. In the presentation of outreach and engagement results in this report, PlaceWorks will not attribute comments to specific stakeholders or organizations to protect privacy and ensure open engagement in the process, unless specifically requested by a stakeholder or organization; however, we will provide a list of types of stakeholders and organizations that were engaged.

2.8 County Inter-departmental Sessions and Commission/Board Sessions

PlaceWorks will seek input and support for the Environmental Justice Updates by holding two interdepartmental meetings with County staff and/or sessions with decision-makers or advisory bodies, like the San Mateo County Youth Commission and Farmworker Advisory Commission. Based on our experience on other projects, we have observed that the most powerful advocates for building internal support for shifting away from past practices and embracing new environmental justice policies comes from fellow colleagues rather than from external consultants, and that our environmental justice knowledge and expertise can be more effective if applied to the other tasks in this scope. PlaceWorks will facilitate the meetings and prepare an agenda and presentation. This scope assumes the meetings will be held in person.

2.9 Story Map

Using the framework developed for a Story Map prepared for the Safety Elements Updates project, PlaceWorks will design and format the key public engagement materials using Esri's Story Map application. The Story Map will complement the traditional hard-copy materials and provide a way for the public to interact with the maps and data more closely. This interactive platform will help to promote the project as well as provide a dynamic and accessible platform where users can explore the data and gain deeper insights into the key environmental justice issues affecting their community. The digital platform will allow for regular and seamless updates to the content prior to adoption and into implementation. PlaceWorks will prepare a single Story Map for the project.

2.10 Mapped Survey Tool

Using the framework developed for a mapped survey tool prepared for the Safety Elements Updates project, PlaceWorks will leverage Survey123 for ArcGIS to create an interactive, map-based online survey that can be accessed by any device with an internet connection.

This tool will connect residents with information, decision makers, and other residents in a professionally facilitated community discussion that builds public awareness of and trust in the project process, without constraints on the time, place, or method of public input. We will use this mapped survey tool to support community outreach and engagement related to the identification and delineation of disadvantaged communities and the key environmental justice issues in each community. PlaceWorks will prepare a single mapped survey for the project.

Task 2 Deliverables:

- » Community Engagement Plan (including equity-focused engagement strategy)
- » Project Website (for education and engagement)
- » Engagement and Outreach Materials (draft and final materials in English and Spanish)
- » Four Community-wide Workshops (in-person or virtual, with Spanish-language interpretation)
- » Environmental justice survey
- » Two Joint Staff/Agency Workshops (virtual)
- » Four Industry/Agency Interviews (phone or video)
- » Community Engagement Summary Report (including interim summaries of input following each major set of engagement activities)
- » Two County Inter-departmental Sessions or Commission/Board Sessions (in-person)
- » Story Map
- » Mapped Survey

TASK 3. Environmental Justice Existing Conditions: Data, Maps, and Indicators

Through our work in Task 3, PlaceWorks will research and evaluate environmental justice issues based on data, maps, indicators, and interviews with agency staff. While there is a wealth of data available to consider for the Environmental Justice Elements, we will focus on finding the right data to tell the story of each community, prioritizing data and information that reflects the community's experience. We will avoid overwhelming staff, decision-makers, and community members with too many maps and information that won't affect the outcomes of the process.

In addition, our Senior Geologist will serve a key role in this task to help our team understand and interpret data related to soil and water contamination, particularly in areas like the Ravenswood District in East Palo Alto that have a history of past contamination.

3.1 Identify/Confirm Disadvantaged Communities and EJ Focus Areas

In this task, PlaceWorks will leverage and expand upon data collection and mapping conducted as part of the Safety Elements Updates project to map disadvantaged communities in each jurisdiction. As an initial step, PlaceWorks will identify the census tracts with a combined CalEnviroScreen 4.0 score of 75 percent or higher. We will supplement the CalEnviroScreen data with data from the California Healthy Places Index and the Metropolitan Transportation Commission's Equity Priority Communities, using the versions that incorporate race-based data. We will also consider where low-income areas experience disproportionate pollution burdens by mapping household median incomes at or below the Department of Housing and Community Development's state income limits and examining those areas for additional pollution burdens using CalEnviroScreen and other data. This analysis will also consider community-specific data like car washes and auto shops by extracting these and similar data types from Google Maps

Work Program

through Google's JavaScript API and data sources like SafeGraph Places. The draft maps will delineate preliminary disadvantaged communities at a geographic scale commensurate with the data sources.

Once the preliminary maps of disadvantaged communities are drafted, PlaceWorks will submit them to the B+D Project Manager for initial review. After any refinements from that review, we will share the preliminary draft maps with the Joint Steering Committee and jurisdiction teams, including the County's Core Equity Team data committee, for additional review and refinement before presenting them to the public. Through our work in Task 2, we will ground-truth the preliminary maps with community members. Based on community input, we will refine the maps for additional review and finalizing by the Joint Steering Committee. With community refinement, we anticipate the geographic scale of the disadvantaged community boundaries to become less dependent on data sources.

3.2 Indicator List and Data Collection

Through our work in Task 3.2, PlaceWorks will compile a list of environmental justice indicators that measure and document the disproportionate impacts of environmental pollution and other hazards on low income communities and communities of color. To begin, we'll identify and collect data from other local, regional, and State agencies, including utility districts, CalTrans, Geotracker, EnviroStor, and Aclima/Bay Area Air Quality Management District. We will also consider other data sources that can illustrate other issues raised by community members through our work in Task 2. We will leverage data from our work on the Safety Elements Updates, as well as our statewide work for HCD creating the AFFH Data Viewer, as appropriate. In addition, we will document where and how the data can be collected, and how frequently it is maintained and updated, to enable staff to make future updates and comparisons based on the same datasets. In this task, we will be mindful of the competing demands on staff time and prioritize datasets that are most directly relevant and effective at measuring environmental justice outcomes.

PlaceWorks will submit the draft list of environmental justice indicators to the B+D Project Manager for initial review. Following any needed refinements, we will present the list to the Joint Steering Committee, the County's Public Health, Policy, and Planning Division, and community stakeholders, including CBO partners, for review and refinement to ensure the final list reflects community priorities.

3.3 Partner Agency Engagement/Coordination with the San Mateo County Health Department and Equity Team of the County Executive Office

We understand that this work is not beginning in a vacuum. A number of local, regional, and State agencies have valuable data, research, and policy recommendations to share. Our data gathering and analysis work will be supplemented by a series of one-on-one calls with agencies who work with relevant data. To begin, PlaceWorks will identify a draft list of agencies to contact, including State agencies like the California Department of Toxic Substances Control, regional agencies like the Bay Area Air Quality Management District, and local agencies like the San Mateo County Health Department and Executive Office Equity Team. After review with the B+D Project Manager and Joint Steering Committee, PlaceWorks will contact agency staff to request data and discuss data analysis, opportunities for risk reduction, and local program and policy priorities. This scope assumes up to five one-on-one calls/interviews with agency staff.

3.4 Analysis Results: Data Tables, Maps, and Summaries

In this task, PlaceWorks will prepare a concise technical appendix for each jurisdiction that presents the results of the analysis conducted through Tasks 3.1 through 3.3. The technical appendices will map and describe each disadvantaged community and document the environmental burdens, health risks, and needs of each community, presenting disproportionate burdens and impacts by geography and key demographics (e.g., race, gender, and age) as available, and will be supplemented by interactive web-based maps. Map data will be presented at a geographic scale commensurate with the data sources, with particular attention given to the scale of data in less urban unincorporated parts of the county. The technical appendices will be prepared so that components may be readily used as appropriate in the Environmental Justice Elements that will be crafted in Task 4. All data and documentation will be organized and shared with jurisdiction staff to support future updates and evaluation.

PlaceWorks will submit the draft technical appendices to the B+D Project Manager for initial review, followed by review by jurisdiction staff and CRC prior to publication review with community members through Task 2 community engagement.

Task 3 Deliverables:

- » Disadvantaged Community Maps (draft and refined)
- » List of Environmental Justice Indicators (draft and final)
- » Five Agency Interviews (phone or video)
- » Environmental Justice Data Sets (along with documentation regarding sources and processing)
- » Existing Conditions Technical Appendix and Narrative Summary (draft and final for each jurisdiction)

TASK 4. Environmental Justice Elements: Development and Adoption

Through our work in Task 4, PlaceWorks will prepare the draft Environmental Justice Elements and support jurisdiction staff through the adoption process.

4.1 Summary of Key Challenges and Opportunities

Drawing from community input gathered through Task 2 and findings from the Task 3 data analysis, PlaceWorks will prepare a summary of key environmental justice challenges and opportunities for each jurisdiction, which will include lessons for the cross-jurisdiction collaborative that can be shared more broadly via 21 Elements. As noted in the introduction to this Scope of Work, we recommend preparing this summary before the evaluation of current policies, programs, and practices in Task 4.2 in order to focus that evaluation on the key challenges and opportunities raised by the community and from the data analysis. We will prepare this as a standalone document with readiness to be incorporated into the forthcoming Environmental Justice Elements for each jurisdiction. We will share an initial draft with the B+D Project Manager for review, and then share with staff from each jurisdiction for their review prior to finalization.

4.2 Evaluation of Current Policies, Programs, and Practices

PlaceWorks will scan and compile a list of existing City/County policies, programs, and practices related to environmental justice for each jurisdiction. This scope assumes that jurisdiction staff will provide PlaceWorks with agency documents, including documents from the Health Department and other non-

Work Program

planning programs. We will work with staff from each jurisdiction to review this list and identify strengths, weaknesses, and gaps related to environmental justice, particularly how the documents respond to the specific issues in each community as identified through Tasks 2 and 3. Based on input from this review, PlaceWorks will prepare summaries highlighting areas of strength and areas for improvement for each jurisdiction. We will share draft summaries with the B+D Project Manager for their review first, and then share directly with jurisdiction contacts. We will plan to present key takeaways from this evaluation at one of the Joint Steering Committee meetings.

4.3 EJ Policies and Programs / Draft EJ Element Development

Following completion of Tasks 4.1 and 4.2, PlaceWorks will prepare the Draft Environmental Justice Elements. For the County, this will be a new stand-alone element; for Burlingame and East Palo Alto, they will be an update to the existing Healthy People and Healthy Places Element and Health and Equity Element, respectively. We will also consult with Burlingame and East Palo Alto staff about the scope of the changes to the General Plan. By limiting the updates to the existing Healthy People and Healthy Places Element and Health and Equity Element, the scope of the changes are clear and focused. However, we may also want to spread the updates among other elements where environmental justice issues are also addressed; in that case, we'll need to thoughtfully contain the updates, since it can sometimes spiral into a more comprehensive set of updates to the General Plan when more elements are open to revision. We'll work with jurisdiction staff to confirm the appropriate approach for each General Plan.

The new and updated Elements will incorporate material from preceding tasks as appropriate. Draft policies, programs, and implementing action priorities will be mapped to the key challenges and opportunities summarized in Task 4.1. They will be accompanied by any necessary and appropriate revisions and updates to the background text that will discuss information related to the proposed policies, programs, and actions.

The Draft Environmental Justice Elements will cover all topics required by SB 1000, plus other topics identified through the community engagement process in Task 2. The Draft Elements will also follow requirements and best practices contained in the Governor's Office of Planning and Research (OPR) General Plan Guidelines, which were revised in June 2020 to include guidance for preparing environmental justice elements, as well as the SB 1000 Toolkit that PlaceWorks prepared in 2017 in partnership with the California Environmental Justice Alliance. In addition, CRC will provide the Draft Environmental Justice Elements to the existing Climate Change Community Teams currently operating in North Fair Oaks and East Palo Alto to review and ensure that community input is reflected. CRC facilitates a series of Climate Change Community Teams throughout San Mateo County made up of residents, business leaders, faith leaders, and others, to serve as community committees providing local expertise on policy development and other topics. The teams will review the Draft Environmental Justice Elements as one task in their ongoing work program. CRC utilizes external funding to cover the costs of convening the Climate Change Community Teams; the teams will provide this review at no additional cost.

PlaceWorks will submit an initial Administrative Draft (version 1) for review by the B+D Project Manager. We will then share a Revised Administrative Draft (version 2) with each jurisdiction team for review and comment. Following this, we will prepare the Public Review Draft Environmental Justice Elements (version 3), incorporating staff input to share with CBO partners and the general public.

Following public review, PlaceWorks will document, respond to, and incorporate public comments, consulting with jurisdiction staff as needed and to confirm changes. We will prepare the Final Drafts

(version 4) for adoption hearings. Following adoption, we will reflect any final changes resulting from the adoption process in the Final Environmental Justice Elements (version 5).

4.4 EJ Element Review and Adoption

PlaceWorks support jurisdiction staff through the public review and adoption process by preparing staff report and presentation materials for up to two public hearings for each jurisdiction, plus a third hearing before the California Coastal Commission for the County. This scope assumes that jurisdiction staff will present the Final Draft Environmental Justice Elements to decision-makers for review and adoption. We will share presentation materials with the B+D Project Manager and jurisdiction staff for review prior to the hearings.

4.5 CEQA Review

For each jurisdiction, PlaceWorks will prepare either a Notice of Exemption (NOE) pursuant to CEQA Guidelines Section 15062 or an Addendum to the relevant General Plan EIR pursuant to CEQA Guidelines Section 15164. The CEQA document will include a brief project description and provide the substantial evidence to demonstrate how the proposed project would not result in any significant effects. The CEQA document will be submitted to each jurisdiction for review, as follows:

- » One electronic copy of an Administrative Draft to the jurisdiction for review. Staff will provide PlaceWorks with a single set of consolidated comments on the Administrative Draft.
- » One electronic copy of a revised, second draft as an electronic “Screencheck.” PlaceWorks assumes that a minimal level of effort, not exceeding four hours, would be required to respond to a single set of consolidated comments from the jurisdiction on the Screencheck Draft.

Following approval of the Screencheck, PlaceWorks will provide the jurisdiction with one electronic copy of the Final document for inclusion in the staff reports and approval by the decision-making body.

If it is determined that potential impacts from the proposed Environmental Justice Elements require changes to the project or mitigation measures to reduce impacts to a less-than-significant level, a contract amendment to prepare the appropriate CEQA document would be required.

Following the approval of the Environmental Justice Elements, PlaceWorks will prepare the Notice of Determination (NOD). Our scope of work assumes that staff will be responsible for overseeing the filing of the NOE (if the selected document) and NOD with the County Clerk following the approval of the proposed projects and PlaceWorks will post the NOE/NOD with the State Clearinghouse.

Task 4 Deliverables:

- » Key Challenges and Opportunities Summary (draft and final for each jurisdiction)
- » Evaluation of Current Environmental Justice Policies, Programs, and Practices (draft and refined memo for each jurisdiction)
- » New Stand-Alone Environmental Justice Element for San Mateo County, Updated Health and Equity Element for East Palo Alto, and Updated Healthy People and Healthy Places Element for Burlingame (prepared in five versions: two Administrative Drafts, a Public Review Draft, a Final Draft, and the Adopted Element)
- » Adoption Hearing Staff Report Content and Presentations (for two public hearings each for Burlingame and East Palo Alto and for three public hearings for San Mateo County)
- » NOE or Addendum (Administrative, Screencheck, and Final Draft for each jurisdiction)

Work Program

This page intentionally left blank.



D. COST PROPOSAL

As shown in Table 1, the estimated cost to complete the scope of work described in this proposal is \$540,647. Table 2 shows the fee proposal broken down by jurisdiction.

In addition to the budget shown for CRC in Table 1, CRC will provide support services for other tasks in kind through work that is separately funded.

This scope of work and cost estimate assumes that:

- Our cost estimate includes the meetings shown in the Work Program. Additional meetings would be billed on a time-and-materials basis. Tanya Sundberg and either Cliff Lau or Angelica Garcia will attend all project meetings, public workshops, and other public meetings. We will provide Spanish interpretation services at public workshops.
- All products will be submitted in electronic (PDF) format; when documents are prepared in Microsoft Word, we will also provide products in Word.
- The B+D Project Manager and/or jurisdiction staff will be responsible for meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.

The billing rates for each team member are included in Table 1.

Cost Proposal

This page intentionally left blank.

Table 1 Estimated Cost

		PLACEWORKS														PlaceWorks Hours	PlaceWorks 2% Office Expenses	PlaceWorks Total	SUBCONSULTANTS	10% Subconsultant Markup	Subconsultan t Total	Total Task Budget
		JANSEN	SUNDBERG	LAU	GARCIA	MAZUR	WATSON												CRC			
		Principal-in- Charge	Project Manager	Assistant PM	Assistant PM	GIS Principal	Haz Mat Advisor	CEQA Principal	CEQA Associate	Project Planner	GIS Analyst	Graphics	Technical Editor	WP/ Clerical								
Hourly Rate:		\$260	\$225	\$160	\$155	\$225	\$180	\$245	\$155	\$145	\$135	\$135	\$140	\$130								
TASK 1. PROJECT COORDINATION AND COMMUNICATION																						
1	Joint Steering Committee	2	24	26	26											78	\$282	\$14,392	0	\$0	\$0	\$14,392
2	Jurisdiction-Specific Check-ins	8	78	78	39											203	\$763	\$38,918	0	\$0	\$0	\$38,918
3	Ongoing Project Management		8	20	10						6					44	\$147	\$7,507	0	\$0	\$0	\$7,507
Task 1. Subtotal		10	110	124	75	0	0	0	0	0	6	0	0	0		325	\$1,192	\$60,817	\$0	\$0	\$0	\$60,817
TASK 2. COMMUNITY ENGAGEMENT AND EQUITY OUTREACH																						
1	Community Engagement Plan	4	8	12	12					36			1	1		74	\$242	\$12,352	3,245	\$325	\$3,570	\$15,922
2	Education and Outreach Materials	6	18	58	38					60		68	4			252	\$784	\$40,004	0	\$0	\$0	\$40,004
3	Community-wide Engagement	4	48	30	30					25	8	10				155	\$547	\$27,892	72,996	\$7,300	\$80,296	\$108,188
4	Equity-focused Environmental Justice Survey	4	14	22	27					8	8	4				87	\$294	\$14,969	49,379	\$4,938	\$54,317	\$69,286
5	Joint Staff and Agency Partner Workshops		8	16	16					8						48	\$160	\$8,160	0	\$0	\$0	\$8,160
6	Industry and Agency Interviews		8	10	10											28	\$99	\$5,049	0	\$0	\$0	\$5,049
7	Community Engagement Summary Report	2	4	6	6					12						30	\$101	\$5,151	0	\$0	\$0	\$5,151
8	County Inter-departmental Sessions and Commission/Board Sessions		20		14					6						40	\$151	\$7,691	0	\$0	\$0	\$7,691
9	Story Map	2	4	6	6	4				17	30	8				77	\$237	\$12,075	0	\$0	\$0	\$12,075
10	Mapped Survey Tool	1	3	6	6	2					17					35	\$111	\$5,680	0	\$0	\$0	\$5,680
Task 2. Subtotal		23	135	166	165	6	0	0	0	172	63	90	5	1		826	\$2,726	\$139,023	\$125,620	\$12,563	\$138,183	\$277,206
TASK 3. ENVIRONMENTAL JUSTICE EXISTING CONDITIONS: DATA, MAPS, AND INDICATORS																						
1	Identify/Confirm Disadvantaged Communities and EJ Focus Areas	2	8	8	8	10	4				60					100	\$318	\$16,228	0	\$0	\$0	\$16,228
2	Indicator List and Data Collection		4	6	6	10	8				40					74	\$238	\$12,118	0	\$0	\$0	\$12,118
3	Partner Agency Engagement/Coordination with the San Mateo County Health Department and Equity Team of the County Executive Office		7	7	7	7					20					48	\$161	\$8,216	0	\$0	\$0	\$8,216
4	Analysis Results: Data Tables, Maps, and Summaries	2	10	20	20	16	8				80					156	\$498	\$25,408	0	\$0	\$0	\$25,408
Task 3. Subtotal		4	29	41	41	43	20	0	0	0	200	0	0	0		378	\$1,215	\$61,970	\$0	\$0	\$0	\$61,970
TASK 4. ENVIRONMENTAL JUSTICE ELEMENTS: DEVELOPMENT AND ADOPTION																						
1	Summary of Key Challenges and Opportunities	3	16	14	12					42	4	4	4	3		0	\$332	\$16,932	0	\$0	\$0	\$16,932
2	Evaluation of Current Policies, Programs, and Practices	3	12	16	8					48						87	\$285	\$14,525	0	\$0	\$0	\$14,525
3	EJ Policies and Programs / Draft EJ Element Development	12	72	66	52	8				185	26	18	24	8		471	\$1,538	\$78,443	0	\$0	\$0	\$78,443
4	EJ Element Review and Adoption		6	8	6					4						24	\$83	\$4,223	0	\$0	\$0	\$4,223
5	CEQA Review	3	6	8	4			15	30	60			6	6		138	\$453	\$23,100	0	\$0	\$0	\$23,100
Task 4. Subtotal		21	112	112	82	8	0	15	30	339	30	22	34	17		720	\$2,691	\$137,223	\$0	\$0	\$0	\$137,223
Labor Dollars Total		\$15,080	\$86,850	\$70,880	\$56,265	\$12,825	\$3,600	\$0	\$0	\$74,101	\$40,364	\$15,120	\$5,460	\$2,340			\$7,824	\$399,033	\$125,620		\$138,183	\$537,216
EXPENSES																						
PlaceWorks Reimbursable Expenses																						\$3,431
EXPENSES TOTAL																						\$3,431
GRAND TOTAL																						\$540,647

Table 2 Cost Per Jurisdiction

		TOTAL COST BY JURISDICTION			TASK TOTAL
		Burlingame	East Palo Alto	San Mateo County	
TASK 1. PROJECT COORDINATION AND COMMUNICATION					
1	Joint Steering Committee	\$2,780	\$4,712	\$6,900	\$14,392
2	Jurisdiction-Specific Check-ins	\$12,862	\$12,862	\$13,194	\$38,918
3	Ongoing Project Management	\$2,229	\$2,366	\$2,912	\$7,507
	Task 1. Subtotal	\$17,871	\$19,940	\$23,006	\$60,817
TASK 2. COMMUNITY ENGAGEMENT AND EQUITY OUTREACH					
1	Community Engagement Plan	\$3,503	\$5,254	\$7,165	\$15,922
2	Education and Outreach Materials	\$8,801	\$13,201	\$18,002	\$40,004
3	Community-wide Engagement	\$23,801	\$35,702	\$48,685	\$108,188
4	Equity-focused Environmental Justice Survey	\$15,243	\$22,864	\$31,179	\$69,286
5	Joint Staff and Agency Partner Workshops	\$1,796	\$2,692	\$3,672	\$8,160
6	Industry and Agency Interviews	\$1,111	\$1,666	\$2,272	\$5,049
7	Community Engagement Summary Report	\$1,133	\$1,700	\$2,318	\$5,151
8	County Inter-departmental Sessions and Commission/Board Sessions	\$0	\$0	\$7,691	\$7,691
9	Story Map	\$2,880	\$3,876	\$5,319	\$12,075
10	Mapped Survey Tool	\$1,355	\$1,823	\$2,502	\$5,680
	Task 2. Subtotal	\$59,623	\$88,779	\$128,804	\$277,206
TASK 3. ENVIRONMENTAL JUSTICE EXISTING CONDITIONS: DATA, MAPS, AND INDICATORS					
1	Identify/Confirm Disadvantaged Communities and EJ Focus Areas	\$3,570	\$5,355	\$7,303	\$16,228
2	Indicator List and Data Collection	\$2,666	\$3,999	\$5,453	\$12,118
3	Partner Agency Engagement/Coordination with the San Mateo County Health Department and Equity Team of the County Executive Office	\$1,808	\$2,711	\$3,697	\$8,216
4	Analysis Results: Data Tables, Maps, and Summaries	\$5,590	\$8,384	\$11,434	\$25,408
	Task 3. Subtotal	\$13,634	\$20,449	\$27,887	\$61,970
TASK 4. ENVIRONMENTAL JUSTICE ELEMENTS: DEVELOPMENT AND ADOPTION					
1	Summary of Key Challenges and Opportunities	\$3,896	\$5,570	\$7,466	\$16,932
2	Evaluation of Current Policies, Programs, and Practices	\$4,855	\$4,855	\$4,815	\$14,525
3	EJ Policies and Programs / Draft EJ Element Development	\$17,325	\$26,214	\$34,904	\$78,443
4	EJ Element Review and Adoption	\$1,112	\$1,112	\$1,999	\$4,223
5	CEQA Review	\$7,700	\$7,700	\$7,700	\$23,100
	Task 4. Subtotal	\$34,888	\$45,451	\$56,884	\$137,223
	Labor Dollars Total	\$126,016	\$174,619	\$236,581	\$537,216
EXPENSES					
PlaceWorks Reimbursable Expenses					
	EXPENSES TOTAL	\$677	\$703	\$2,050	\$3,431
GRAND TOTAL		\$126,693	\$175,322	\$238,632	\$540,647



E. TERMS AND CONDITIONS

PlaceWorks is willing to to accept the terms and conditions included in the sample Agreement for Professional Services.

Terms and Conditions

This page intentionally left blank.

Resumes







JOANNA JANSEN AICP, LEED AP

Managing Principal, Planning

Joanna oversees PlaceWorks' comprehensive planning practice in Northern California. She is committed to intensive hands-on involvement in all aspects of the projects she directs, from policy creation to meeting agendas to environmental review. Joanna has a particular expertise in skillfully managing integrated comprehensive plans and EIRs to ensure a streamlined flow of work and avoid surprises during the CEQA process.

Joanna has significant experience in the organization and facilitation of public involvement programs, both as stand-alone outreach efforts and as part of larger planning projects. She believes that meaningful community engagement from the earliest stages of a project enhances the ultimate outcome and establishes invaluable public support for its implementation. Joanna regularly facilitates public involvement at all scales, from community workshops with hundreds of participants to citizen committees and focus groups. She is skilled at designing and running meetings that result in focused, relevant input and at translating this input into effective policies.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning

- Palo Alto Comprehensive Plan Amendment and EIR | Palo Alto CA
- San Mateo General Plan Update | San Mateo CA
- Contra Costa County General Plan Update and EIR | Contra Costa County CA
- Livermore General Plan | Livermore CA
- Morgan Hill 2035 | Morgan Hill CA
- Los Banos General Plan Update 2040 | Los Banos CA
- Vacaville General Plan Update and EIR | Vacaville CA
- San Leandro General Plan Update, Housing Element, and EIR | San Leandro CA
- Los Gatos General Plan Update, Housing Element, and EIR | Los Gatos CA
- Corcoran General Plan Update | Corcoran CA
- Tulare TOD Plan and General Plan Amendment | Tulare CA
- Butte County General Plan Update and EIR | Butte County CA
- Oroville General Plan and Development Code Update and EIR | Oroville CA
- Yolo County General Plan Update | Yolo County CA
- Newman General Plan Update and EIR | Newman CA
- Napa County Housing Element Update | Napa CA
- Seaside Housing Element Update | Seaside CA

EDUCATION

- BA, History, University of Arkansas, Fayetteville, AR

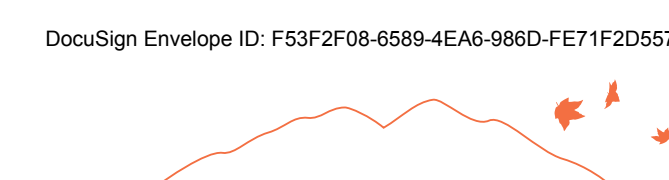
CERTIFICATIONS

- American Institute of Certified Planners
- Leadership in Energy and Environmental Design Accredited Professional

AFFILIATIONS

- American Planning Association

Team member since 1999



JOANNA JANSEN

Principal

jjansen@placeworks.com

Public Participation

- SamTrans 101 Express Bus Plan | San Mateo CA
- C/CAG PDA Parking Policy Technical Assistance Program | San Mateo CA
- Emeryville Parking Pricing Program | Emeryville CA
- Downtown Livermore Facilitation Services | Livermore CA
- Portola Valley Outreach and Engagement Tools | Portola Valley CA
- Albany and San Leandro Parking Management Plans | Alameda County CA
- Vehicle Registration Fee Expenditure Plan and Public Outreach | Alameda County CA
- Vehicle Registration Fee Public Outreach | Contra Costa County CA
- Northeast Livermore Public Facilities and Programs Planning | Livermore CA
- City/County Association of Governments of San Mateo County PLACE3S Modeling | San Mateo County CA
- Bay Area Regional Smart Growth Strategy | San Francisco Bay Area CA
- Measure J Outreach, Facilitation, and Strategic Planning | Contra Costa CA
- La Honda Creek Open Space Preserve Master Plan | La Honda CA
- Livermore Vision Project | Livermore CA

Sustainability

- Butte County Solar Guide | Butte County CA
- Los Gatos Sustainability Plan | Los Gatos CA
- Los Gatos Bicycle and Pedestrian Master Plan | Los Gatos CA
- Vacaville Energy and Conservation Action Strategy | Vacaville CA
- Newman Non-Motorized Transportation Plan | Newman CA
- Avenal General Plan and Sustainability Implementation Programs | Avenal CA

Environmental Review

- Pigeon Point State Park General Plan IS/MND | Pescadero CA
- Concord Hills Regional Park Land Use Plan and EIR | Concord CA
- Brighton Landing EIR | Vacaville CA
- Downtown Vallejo Specific Plan and Virginia Street Mixed-Use Project EIR | Vallejo CA
- Crocker Art Museum Expansion EIR | Sacramento CA
- Siena Hill EIR | Oakland CA
- Mission Square EIR | Sonoma CA
- Codornices Creek Initial Study | Albany CA
- Marbella Subdivision Focused EIR | South San Francisco CA
- Seismic Replacement Building #1 EIR | University of California Berkeley
- Corte Madera Housing Element EIR | Corte Madera CA
- Ames Research Center EIS | Mountain View CA
- Oyster Point Boulevard Initial Study | South San Francisco CA



TANYA SUNDBERG

Associate Principal

Tanya brings valuable planning experience through her work in both the public and private sector. She is organized and detail-oriented, produces high-quality documents, and maintains open and communicative working relationships with her clients.

Tanya's work at PlaceWorks has focused on general plans, specific plans, sustainability/ climate action plans, cannabis planning and environmental services, complete streets plans, and environmental reviews. She is currently managing the Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and EIR and overseeing the Tuolumne County Comprehensive Zoning Ordinance Update. She recently completed the City of Stockton General Plan Update and EIR, which included a Municipal Service Review and which won an Award of Excellence for Comprehensive Planning for a Large Jurisdiction from the APA California Chapter; the Murphys State Route 4 Complete Streets Plan; and the Lake of the Pines Long-Range Strategic Plan. Her prior comprehensive general plan update experience includes the Vacaville General Plan Update and EIR, including the Climate Action Plan, which won the Award for Hard-Won Victories from the APA California Chapter, and the Butte County General Plan Update and EIR, which won an Award of Excellence for Comprehensive Planning for a Small Jurisdiction from the APA Sacramento Valley Section. For most of these projects, Tanya managed or assisted in the development of the plan as well as its environmental review, thus facilitating the creation of self-mitigating plans and an efficient environmental review process.

Tanya has also used her extensive GIS experience in most of her comprehensive and environmental review projects, as well as in her work as the project manager for the *Trinity County GIS Economic Development Mapping Plan*.

EDUCATION

- Master of Environmental Planning, University of California, Berkeley
- BA, Human Ecology, College of the Atlantic, Bar Harbor ME

AFFILIATIONS

- Association of Environmental Professionals

Team member since 2006

HIGHLIGHTS OF EXPERIENCE

- Contra Costa County General Plan Update | Contra Costa County CA
- Tuolumne County Planning Services and Comprehensive Zoning Code Update | Tuolumne County CA
- Stockton General Plan Update and EIR | Stockton CA
- Murphys State Route 4 Complete Streets Corridor Plan and Project Prioritization | Calaveras County CA
- Lake of the Pines Long-Range Strategic Plan | Auburn CA
- Oroville Sustainable Code Update and Climate Action Plan | Oroville CA
- Oroville Area Urban Greening Plan | Butte County CA



TANYA SUNDBERG

Associate Principal

tsundberg@placeworks.com

SPEAKING ENGAGEMENTS

- “Community-Building Through the General Plan”, 2019 American Planning Association California Chapter Conference | Santa Barbara CA
- “Shaping a Comprehensive and Effective Cannabis Policy”, 2018 American Planning Association California Chapter Conference | San Diego CA
- “Crafting Programmatic EIRs: Lessons Learned and Practical Tips”, 2017 Association of Environmental Professionals California State Conference | San Francisco CA
- “First-Time Project Managers: Strategies for Success”, 2017 American Planning Association California Chapter Conference | Sacramento CA

ACTIVITIES

- Commissioner | Trinity Local Agency Formation Commission
- Board Member, The Watershed Research and Training Center, Hayfork | CA
- Vice President of Programs | AEP California North Coast Chapter

PRIOR EXPERIENCE

- City of Sunnyvale, Transportation Planner, 2004; Assistant Planner, 2001 to 2002

- Moraga Hillsides and Ridgelines Project | Moraga CA
- Vacaville General Plan Update and EIR | Vacaville CA
- Butte County General Plan Update and EIR | Butte County CA
- Tracy General Plan and EIR | Tracy CA
- Butte County Solar Overlay Zone and EIR | Butte County CA
- Tracy Sustainability Action Plan | Tracy CA
- Napa County Housing Element Update and EIR | Napa County CA
- Butte Regional Conservation Plan EIR/EIS | Butte County CA
- Trinity County GIS Economic Development Mapping Plan | Trinity County CA

PUBLICATIONS

- “Incorporating Complex Adaptive Systems Theory into Strategic Planning: The Sierra Nevada Conservancy” (with Timothy Duane), Journal of Environmental Planning and Management 51:1, 2008, pp. 141–162

AWARDS

- 2019 American Planning Association California Chapter Award of Excellence for Comprehensive Planning by a Large Jurisdiction, Envision Stockton General Plan | Stockton CA
- 2019 American Planning Association Sacramento Valley Section Award of Excellence for Comprehensive Planning by a Large Jurisdiction, Envision Stockton General Plan | Stockton CA
- 2018 American Planning Association Sacramento Valley Section Award of Merit for Best Practices, Butte County Utility-Scale Solar Guide | Butte County CA
- 2018 California Association of Environmental Professionals Award of Merit for an Environmental Resource Document, Butte County Utility-Scale Solar Guide | Butte County CA
- 2016 Planning Award for Hard-Won Victories | APA California Chapter, Vacaville General Plan Update
- 2016 Award for Hard-Won Victories, APA CA Northern California Section | Vacaville General Plan Update
- 2016 Award for Innovation in Green Community Planning, APACA Sacramento Valley Section | Oroville Area Urban Greening Plan
- 2011 Comprehensive Planning Award for a Small Jurisdiction, APACA Sacramento Valley Section | Butte County General Plan Update
- 2011 Merit Award for Innovation in Green Community Planning, APACA Sacramento Valley Section, Tracy Sustainability Action Plan
- 2006 Certificate of Honor, American Society of Landscape Architects, The Sierra Nevada Conservancy: Strategies for a New Institutional Model (graduate thesis)
- 2006 Geraldine Knight Scott Traveling Fellowship | University of California, Berkeley
- 2000 Excellence in Studies of Policy and Planning Award | Center for Applied Human Ecology



CLIFF LAU

Associate

Cliff has a diverse range of experience in the areas of urban design, community planning, and engagement. He focuses on planning and design oriented towards communities, the environment, health, and the public realm. Cliff possesses a valuable skillset, bringing high-quality coordination and design to his portfolio of projects. His technical skills include graphic design, illustration, hand drawing, and GIS mapping. He has produced planning documents, design visualizations, maps, and design guidelines to envision community development projects and Specific Plans. Cliff is committed to creating clear, accessible, and high-quality products to support the success of projects.

HIGHLIGHTS OF EXPERIENCE

Urban Design

- Southeast Greenway GPA, Rezoning, and EIR | Santa Rosa CA
- Southwest Fresno Specific Plan | Fresno CA
- 1140 Wildcat Canyon Road Expedited Planning Services | Berkeley CA
- Downtown Willits Streets and Alleys Connectivity Study | Willits CA
- AMBAG Sustainable Communities Strategy Implementation Project | Monterey County CA
- SANDAG Smart Growth Visual Simulations | San Diego CA
- Downtown Livermore Facilitation Project | Livermore CA
- Palmdale to Burbank High Speed Rail Environmental and Engineering Services | LA County CA

Community Outreach

- Los Angeles County Parks and Recreation Needs Assessment | LA County CA
- Palo Alto Comprehensive Plan Amendment | Palo Alto CA
- San Mateo County Transportation Authority Strategic Plan Update | San Mateo County CA
- SamTrans 101 Express Bus Plan | San Mateo County CA
- Sunnyvale Housing Strategy | Sunnyvale CA
- SB 1000 Implementation Toolkit | Oakland CA

Visual Impact Assessment

- Livermore Community Solar Farm EIR | Livermore CA

PRIOR EXPERIENCE

- Okamoto Saijo Architecture | San Francisco CA
- Envision Transform Build East Palo Alto | East Palo Alto CA



EDUCATION

- Master of Urban Design,
- University of California, Berkeley
- Bachelor of Architecture,
- New Jersey Institute of Technology

AFFILIATIONS

- American Planning Association
- Planners Network

Team member since 2015



CLIFF LAU

Associate

clau@placeworks.com

- Redstone Townhomes Neighborhood Association | Jersey City NJ
- Healthy Development Guidelines Technical Advisory Group | Oakland CA
- 2012 Downtown Berkeley Design Guidelines | Berkeley CA



ANGELICA GARCIA

Associate



Angelica works on a wide range of planning projects, including general plans, neighborhood plans, community outreach campaigns, housing elements, and zoning code updates. She has over seven years of experience as a planner and brings a wide variety of skills through her work experience and education. Her interest in urban planning stems from her desire to help create healthier communities. She enjoys working on plans that reflect the unique needs of each community. Angelica is currently working on San Mateo's General Plan Update, Stockton's Neighborhood Action Plans, and Sacramento's County Infill Program Update.

Prior to joining PlaceWorks, Angelica worked as a planner in the public sector for the City of Vacaville and City of Buena Park, where she gained valuable experience in policy implementation, zoning, and community planning. In her previous roles, she collaborated closely with community members and industry professionals regarding land use design.

During her graduate program, Angelica assisted with a Complete Streets and Healthy Communities Initiative which was a collaborative effort with the City of Buena Park, residents, and other key stakeholders to prepare a Safe Routes to School plan.

HIGHLIGHTS OF EXPERIENCE

- Stockton Neighborhood Action Plans | Stockton CA
- Vacaville Comprehensive Housing Analysis | Vacaville CA
- San Mateo General Plan Update | San Mateo CA
- Sacramento County Infill Program Update | Sacramento County CA
- Hollister General Plan Update and Environmental Review | Hollister CA
- Contra Costa County General Plan Update | Contra Costa CA
- Livermore General Plan Update | Livermore CA
- Santa Rosa General Plan Update | Santa Rosa CA
- Butte County General Plan Update and EIR | Butte County CA
- Marin County US 101 Bus on Shoulder Feasibility Study | Marin County CA
- Yuba City General Plan Update | Yuba City CA
- Big Basin Visioning Project | Statewide CA
- Sunnyvale Housing Development Objective Standards | Sunnyvale CA
- Rohnert Park Housing Services | Rohnert Park CA
- Richmond Mills Act Ordinance Update | Richmond CA
- Valley Transportation Authority Transit Oriented Development Visioning | Gilroy CA

EDUCATION

- Master of Planning, University of Southern California
- BA, Communication Studies, University of California, Los Angeles

CERTIFICATIONS

- IAP2 Planning for Effective Public Participation (May 2022)

AFFILIATIONS

- American Planning Association

Team member since 2020



ANGELICA GARCIA

Associate

agarcia@placeworks.com

- Tuolumne County Title 17 Zoning Code Comprehensive Update and ADU Ordinance | Tuolumne County CA
- Imperial County Housing Element Update | Imperial County CA
- Laguna Hills Housing Element Update | Laguna Hills CA
- Marysville Housing Element Update | Marysville CA
- Yountville Housing Element Update | Yountville CA
- Western Riverside Council of Governments Planning Support Services | Riverside CA

ACTIVITIES

APA 2017-Present

- Sacramento Valley APA PLAN Program 2018-2019
- California APA Conference 2017-2020



ROBERT MAZUR

Associate Principal, Director of GIS

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

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

HIGHLIGHTS OF EXPERIENCE

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



EDUCATION

- BA, Geography, Edinboro University, Edinboro, PA

CERTIFICATIONS

- GIS Professional

AFFILIATIONS

- Bay Area Automated Mapping Association

Team member since 2011

ROBERT MAZUR

GIS Director

rmazur@placeworks.com

- Butte County General Plan Update and EIR | Butte County CA
- Healthy High Desert | San Bernardino CA
- Santa Cruz TOD | Santa Cruz CA
- Tulare TOD Plan & General Plan Amendment | Tulare CA
- Walnut Creek BART Transit Village Plan EIR | Walnut Creek CA

PRIOR EXPERIENCE

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

SPEAKING ENGAGEMENTS

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



MICHAEL J. WATSON PG

Senior Geologist

With two decades in the environmental consulting industry, Mike is proficient in performing site assessments and remediation. He specializes in site assessments, geohazard studies, operations and maintenance programs, air quality and industrial hygiene assessments, groundwater investigations, and remedial actions. Mike also manages materials acquisition, field equipment maintenance, and subcontractor coordination on large field investigations and monitoring programs.

A dedicated geologist, Mike continually strives to refine his knowledge, methods, and efficacy. He is especially committed to his current work for numerous school districts throughout California, where he assists in site assessment services and the Department of Toxic Substances Control's school site approval process. He performs Phase I ESAs, PEAs, geohazard studies, supplemental site investigations, remedial investigation reports, removal action documents, feasibility study reports, Title 5 Constraints Studies, and fill testing reports. In addition, he assists with the management and implementation of field investigations, assembles project data, and arranges methodical and comprehensive procedures to attain the client's goals.

HIGHLIGHTS OF EXPERIENCE

Site Assessments

- PEA and Geological and Environmental Hazards Assessment (GEHA) for Proposed STEM High School, Natomas USA | Natomas CA
- PEA-Equivalent and GEHA for Mare Island Technology Academy Renovations, Griffin Technology Academies | Vallejo CA
- Supplemental Site Investigation for David Starr Jordan High School | Los Angeles USD
- PEAs, Phase I ESAs, and GEHAs for various schools | Riverside USD
- Phase I ESAs, Addendums and GEHAs for various sites | Paradise USD
- PEA, Housekeeping Services, and GEHA for Rise Kohyang High School, Bright Star Schools | Los Angeles CA
- PEA and Remedial Action for New High School at 201 North Douglas Street, Wiseburn USD | El Segundo CA
- PEA, SSI and Removal Action for Dillard Elementary School Reconstruction | Elk Grove USD
- Phase I ESAs for multiple properties | Rancho Cordova CA
- PEAs, Phase I ESAs, Geohazards Study Reports, and Title 5 Studies for various schools | Moreno Valley USD
- PEAs and Fill Testing for various schools | Clovis USD
- PEA for Proposed Castaic High School, William S. Hart Union High School District | Castaic CA



EDUCATION

- BS, Geology, University of California, Riverside

REGISTRATIONS

- California Professional Geologist No. 8177

CERTIFICATIONS

- 40-Hour Hazardous Waste Workers (HAZWOPER) Certification
- 24-Hour First Responders Certification
- 8-Hour HAZWOPER Refresher Certification
- CPR/First Aid Certification
- NITON X-ray Fluorescence (XRF) Analyzer Certification

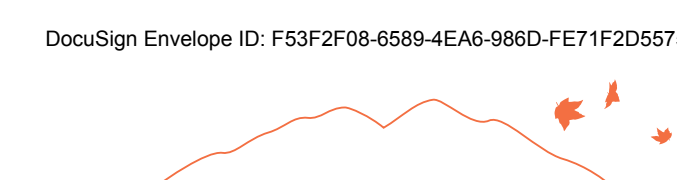
AFFILIATIONS

- Geological Society of America
- Association of Environmental and Engineering Geologists
- Seismological Society of America
- Inland Geological Society
- South Coast Geological Society

Team member since 2005



PLACEWORKS



MICHAEL J. WATSON

Senior Geologist

mwatson@placeworks.com

- Phase I ESA for Proposed K–8 Parker Dam School | Needles USD
- Removal Action, Fill Testing and Quarterly Groundwater Sampling for Central Region High School No. 13 | Los Angeles USD
- Removal Actions for Chaffey West Community Day School and Chino Early Education Center | San Bernardino County Superintendent of Schools
- Phase I ESA for the Arrowhead Springs Resort | San Bernardino CA
- Phase I/II ESAs for Former Gas Station | Los Angeles CA
- Quarterly Groundwater Sampling, Remedial Investigation and Remedial Action for Santa Fe Springs Athletic Fields, Little Lake City School District | Santa Fe Springs CA
- Environmental Services for various schools | Hayward USD

Regulatory Compliance and Strategic Planning

- Operations & Maintenance for Rise Da Vinci High School, Da Vinci Schools | Los Angeles CA
- Operations & Maintenance for New Murray Middle School, Sierra Sands USD | Ridgecrest CA
- Environmental Auditing for General Motors Railroad Locomotive Service Facility | Commerce CA
- Construction Site Review Implementation, RAW, and Methane Mitigation System Inspection for Hull Middle School | Torrance USD
- Underground Storage Tank Closure Report and Construction Response: Removal of Six Hydraulic Lifts for Central Region Elementary School No. 13 | Los Angeles USD
- Removal Action, Oil Well Re-abandonment, Crude Oil Pipeline Removal, Construction Response Services, and Construction Site Review Implementation for Harry Bridges Span K–8 | Los Angeles USD

CEQA and Title 5/CDE Assessments

- UC Berkeley Long Range Development Plan | Berkeley CA
- Community College Site Analysis for 1155 W. Foothill Boulevard, Citrus Community College | Glendora CA
- Wildomar Crossroads Mixed Use IS/MND | Wildomar CA
- Norwalk Entertainment District: Civic Center Specific Plan EIR | Norwalk CA
- GEHA for New K-8 School for Arboretum SP Area | Fontana USD
- Title 5 studies for various schools in Westminster and Huntington Beach | Westminster School District
- City of Los Banos General Plan EIR | Los Banos CA
- City of Santa Ana General Plan EIR | Santa Ana CA

PUBLICATIONS

- M. J. Watson and S. Jorgensen, Geologic Map of the Margarita Peak 7.5 Minute Quadrangle, San Diego County, California: A Digital Database, version 1.0, mapping by S. S. Tan, California Division of Mines and Geology, Preliminary Geologic Map, 2001.
- M. J. Watson et al., Quaternary Geologic Materials Map of Part of the Juniper Hills 7.5 Minute Quadrangle, California, in Seismic Hazard Zone Report for the Juniper Hills 7.5-Minute Quadrangle, Los Angeles County, California, mapping by A. G. Barrows, D. J. Beeby, D. B. Burke, T. W. Dibblee Jr., J. E. Kahle, and D. J. Ponti, California Geological Survey Seismic Hazard Zone Report 102, 2003.
- M. J. Watson, K. R. Bovard, R. M. Alvarez, and C. I. Gutierrez, Geologic Map of the Oceanside 30' X 60' Quadrangle, California, mapping by M. P. Kennedy and S. S. Tan, California Geological Survey Regional Geologic Map Series, Map No. 2: Scale 1:100,000, 2007.



FAGAMALAMA VIOLET Wulf-SAENA

Phone: 408.990.6447 / fagamalama@gmail.com

Climate Change professional with over ten years of experience in conservation planning, ecosystem-based management, climate change adaptation, community-based environmental solutions, stakeholder engagement and awareness raising. Passionate about making a difference by developing opportunities and mainstreaming programs, and strategies to assist vulnerable communities.

SKILLS

- | | |
|---|-------------------------|
| ▪ Energy Policy and Sustainability | ▪ Research and Analysis |
| ▪ Climate Change Adaptation Strategy | ▪ Public Speaking |
| ▪ Vulnerability and Adaptation Assessment | ▪ Community Outreach |
| ▪ Policy Analysis | ▪ Grant writing |
| ▪ Environmental Impact Assessment | ▪ Technical reports |
| ▪ Stakeholder Management | ▪ Program Development |
| ▪ Community Resilience | ▪ Non-Profit Management |
-

PROFESSIONAL EXPERIENCE

Climate Resilient Communities, Palo Alto

Executive Director September 2020 –Present)

- Founded Climate Resilient Communities
- Manage Organization operation and fundraising
- Program Development
- Build staff and program capacity

ACTERRA, Palo Alto

Climate Resilient Communities Director (July 2019-September 2020)

- Develop and manage resilient community program portfolio including projects in East Palo Alto, Belle Haven Menlo Park and North Fair Oaks Redwood City
- Secured grant funding for community adaptation project in East Palo Alto and North Fair Oaks of Redwood City
- Developed and lead East Palo Alto Community-based Vulnerability Planning pilot project funded by San Mateo County and Caltrans
- Coordinated and managed East Palo Alto Climate Change Community Team (CCCT) and North Fair Oaks Climate Ready Team
- Liaise and build collaborations with Cities, Counties and Community Partners to serve disadvantaged families and diverse communities

Resilient Communities Program Manager (April 2018 – July 2019)

- Develop and implement Acterra's Resilient Communities Program
- Liaised and Partner with Resilient by Design Project to successfully support community engagement for the South Bay Sponge Project
- Secured funding for Earth Wise Kids Pilot Program
- Secured Funding for the Climate Change Capacity Building Project for East Palo Alto
- Build relationships and collaboration with the East Palo Alto community to build a Climate Change Community Team to oversee and help coordinate climate change projects.
-

Project Manager (February 2016-April 2018)

- Secured grant funding through proposal writing and to kick start the Green at Home to Grid Ready Project.
- Assisted in developing Acterra Green at Home to Grid Ready Project.
- Plan, develop and implement project strategy.
- Lead Community Outreach strategies and engagement events including presentations to churches, families, and local organizations.
- Lead project implementation activities in the community resulting in increased participation of disadvantaged families and homeowners.
- Establish partnerships and manage relationships with community leaders and volunteers.
- Provide energy audit and community engagement training for local volunteers.
- Carry out consultation and energy audits for homeowners in target communities.
- Develop and maintain metrics for project evaluation and assessment.

OXFORD DAY ACADEMY, East Palo Alto

Independent Contractor (March –April 2017)

- Planning and development of 7th grade Science Curriculum.

SUSTAINABLE SILICON VALLEY, Santa Clara

Program Manager (2013 - 2016)

- Developed strategies to further the adoption of energy efficiency and conservation in low-income communities.
- Engaged and managed relationships with various community stakeholders related to East Palo Alto Net Positive Program.
- Wrote grants, project proposals and advocated for community-based programs. Received funding to assist local non-profit organization solar project (45,000) plus funding for community outreach (25,000).
- Established partnerships and coordinated outreach activities in the community.
- Planned and developed project implementation strategy.
- Assisted in engaging solar providers in implementing solar projects in disadvantaged communities.
- Developed and guided research for climate change, sustainability frameworks, and policies.

**MINISTRY OF NATURAL RESOURCES, ENVIRONMENT & METEOROLOGY,
Government of Samoa**

Principal Climate Change Officer (2000-2005)

- Instrumental in creating this department and coordinated all climate change projects including Pacific Island Assistance Program (PICCAP), National Adaptation Program of Action (NAPA), Canadian Fund Adaptation Project, and Global Climate Observation System Project.
 - Conducted vulnerability and adaptation research and completed assessment reports for United Nations Framework Convention on Climate Change.
 - Facilitated training workshop on assessing community-level vulnerability and adaptation to climate change.
 - Coordinated and managed National Climate Change Country Team.
 - Conducted community vulnerability and adaptation assessments.
 - Planned and carried out awareness program for relevant stakeholders in many arenas including International, Regional, Local Governments, and Communities.
-

EDUCATION

Masters of Environmental Management, Nicholas School of the Environment, Duke University, Durham, North Carolina – 2016

Master Project “Community Vulnerability and Adaptation to Climate Change in East Palo Alto.”

Postgraduate Diploma Urban Management Tools for Climate Change, Institute of Housing and Urban Development Studies Erasmus University, Rotterdam Netherlands - 2015

Certificate of Accomplishment with Distinction, Columbia University’s Coursera Online Course – The Age of Sustainable Development – 2014

Postgraduate Diploma in Environmental Management, Dresden University, Germany – 2000

Proficiency Certificate in Vulnerability and Adaptation Assessments on Climate Change, Waikato University, Hamilton, New Zealand – 1998

Bachelor of Arts in Environmental Studies, University of the South Pacific, Fiji – 1997

Lesley Lopez

501 O'Connor St. East Palo Alto
94303

T (650)621-0043

E-Mail:
lesleyy.lopezzzz@gmail.com

Experience

City Of East Palo Alto Pandemic Team

I have been working with the City of East Palo Alto Pandemic Response Team. We help the community get the resources they need for anything Covid Related. I do outreach for the city to hand out flyers about where people can get vaccines. I work at the clinic sites provided by the County of San Mateo. By registering and translating guests. I also help fill out any forms guests may have trouble with.

One East Palo Alto (Summer of 2020)

Worked as a translator for both english and spanish, getting to talk to the community about any help going on in East Palo Alto. Translating any documents from english to spanish. Translator on the phone

2020 Census July-September of 2020

Helped the community of East Menlo Park and East Palo Alto fill out the 2020 Census. Was a translator for english and Spanish. Gave out information on why the Census 2020 was important for the community and how it can make a big positive impact in our neighborhood. Knocked on neighbors front doors to ask if people were interested in filling out the Census and tried to persuade people into taking it. Passed out flyers at homes and people walking by.

Covid-19 Tests Now

Volunteered at Covid-19 testing center at Cesar Chavez Middle school. Would guide cars into finding a parking spot. Showing them where to check in. Giving out Information on Social Media, in person. Would help latinx community members filling out forms they needed to fill before taking the tests.

Covid 19 Vaccinations Now

Before working for the City Of East Palo Alto, I have volunteered to help at locations in East Palo Alto where residents can receive vaccines. I helped community members register residents for the vaccines giving them the info on where they need to go and what time. Passing out flyers. Trying to tell neighbors on why it is important to get vaccinated. I helped direct traffic at the vaccination center at Cesar Chavez middle school. Checking everyone had what they needed (ID or proof of residence in EPA) Making sure no cars were cutting the line and directing cars where to go. I also volunteered at the vaccination center at 1900 University Circle. Where I showed people where to go, I helped disinfect areas where there were a lot of human contact. I went door to door days before informing people on where they would give out free vaccines. And I would help register them.

Climate Resilient Communities Outreach Coordinator

I help to find different strategies, on how to represent CRC. Finding more ways for people to recognize what CRC does. Planning out any ideas that can help out the organization connect with the community. Having to make sure there is good communication between CRC and anyone who is interested in working with us. I may help in translating any documents or phones calls.

Education

Palo Alto High School Class of 2019

• Skills

- Organized
- On time
- Fluent in English and Spanish
- Follows Directions
- Not shy to talk to others
- Willing to work with others
- Respectful
- Likes to get work done in time



Cade W. Cannedy

PO Box 1064, El Prado NM 87529 | 575-776-7667 | ccannedy@stanford.edu

EDUCATION

Stanford University

M.A. Communication | B.A. Honors: Political Science

Graduate GPA: 4.1 | Undergraduate GPA: 3.95

Proud Pell and SEOG Grant Recipient, Environmental Justice Advocate and Rural New Mexican

Stanford, CA

Spring 2021

RELATED EXPERIENCE

Sean Parker Center for Asthma Research

Policy Analyst, Study Coordinator

Stanford, CA

Summer 2019 – Fall 2020

- Worked alongside the foremost pollution and allergy researchers to understand Fresno's unique socio-environmental context and the health impacts of industrial contaminant exposure
- Coordinated two air pollution studies currently underway at California State - Fresno and in low-income housing intended to assess the effectiveness of air purifiers and their potential to treat pollution exposure
- Procured 60 air purifiers (~\$35,000) for placement in public housing where residents are disproportionately exposed to poor air quality and suffer elevated levels of respiratory illnesses and asthma
- Authored a report on the health consequences of wildfires for the California Council on Science and Technology; it was distributed to the California Legislature and later cited in Governor Newsom's \$1 billion Wildfire Resilience Plan

Bill Lane Center for the American West

Research Assistant

Stanford, CA

Summer 2018 – Fall 2020

- Appointed by Director Bruce Cain to lead a four-person team studying Fresno's air pollution, its causal regulatory culprits, and strategies for community led amelioration
- Represented the BLC in meetings with ten executive directors of local non-profits to coordinate policy response
- Awarded \$23,000 of university stipends to conduct research on rural health outcomes and the environmental burdens of socioeconomically disadvantaged communities
- Advised by Professor Bruce Cain and the BLC on honors thesis regarding regulatory capture, environmental degradation, and the role of race and poverty on health; awarded a monetary prize and the Firestone Medal

Haas Center for Public Service

Engage Central Valley Graduate Fellow

Stanford, CA

Fall 2020 – Fall 2021

- Worked directly with ED Tom Schnaubelt to create Stanford's first rural engagement initiative
- Collaborated with community organizations in the CV to understand how Stanford can support their missions
- Developed a replicable program to leverage Stanford's resources to promote equitable collaboration in rural places
- Created a database to organize faculty research in the CV, foster interdisciplinary work, and enable community access

California Environmental Justice Alliance (CEJA)

Communications and Research Fellow

Oakland, CA

Spring 2021 – Fall 2021

- Authored external communications on behalf of the organization, including OpEds, blog posts, and press releases
- Synthesized, summarized, and presented technical research documents and government studies to coalition members
- Advocated alongside frontline communities for direct emission reductions from CARB and local air pollution districts

PUBLICATIONS AND AWARDS

- "Advancements and Novel Developments in Environmental Influences on Allergic Diseases," *Allergy*, Fall 2020
- "The Costs of Wildfire in California," *California Council for Science and Technology, Chapter 5*, Fall 2020
- Awarded the Firestone Medal, presented to the top 10% of theses for excellence in research for thesis titled: "Why Your Air Will Not Get Better: Path Dependence and Capture in Air Quality Regulation"
- Published op-eds and a bi-monthly newspaper column circulated to more than 100,000 readers
- Nicholas Roosevelt Environmental Journalism Award for Excellence in Public Affairs Reporting
- USA Rugby Academic All-American, served as recruitment chair and financial officer throughout college

SKILLS AND INTERESTS

- Coding experience with Python, HTML/CSS, Java, Stata, R, SQL and other industry standards (Excel, PPT, Word)
- Breaking Bad aficionado, part-time goat rancher, snow-sport enthusiast, and competitive chess player
- State Champion in Cross-Country, Chess, Biomedical Debate, and Public Forum Debate, 4x All-State Wrestler



Caroline Beckman

(714) 747-7720 | caroline.beckman@crc.acterra.org

Education

Stanford University

Stanford, CA

B.S. Earth Systems with Distinction; Minor in History

Class of 2021

- Recipient of the 2021 Miller-Marsden Prize, awarded from pool of Graduate and Undergraduate theses for paper “We can do better”: how land trusts engage with environmental justice
- 4.151 GPA; Phi Beta Kappa

Research/Teaching Experience

Research Assistant

Stanford, CA

Wong-Parodi Lab (Erica Bower and Dr. Gabrielle Wong-Parodi)

2022-present

- Leading data analysis in R & writing manuscript for project on narrative frame and claims-making in the South Pacific

Stanford Social Ecology Lab (Dr. Nicole Ardoin and Dr. Mele Wheaton)

2018-2022

- Facilitated field data collection and analysis from 250+ participants on whale-watching trips, wrote literature review and manuscript
- Led survey development, deployment, analysis, and writing of journal article examining university-land trust partnerships
- Conducted thesis focusing on land trusts’ equity work using survey data and in-depth interviews
- Co-taught weekly “Journal Club” for other lab researchers in the summer of 2020

Jackson Lab (Dr. Rob Jackson)

2018-2019

- Processed and analyzed soil samples to determine impacts of controlled burns on carbon content

TA & Digital Ambassador

Stanford, CA

Stanford Introductory Studies

2020-2021

- Worked with students to prepare papers, final presentations, and group projects in three classes (History, Chemical Engineering, and English departments)
- Facilitated regular discussion group sections for 15 undergraduates
- Supported faculty in restructuring their courses in an online format in response to COVID-19

Work Experience

Resilient Homes Program Manager

Palo Alto, CA

Climate Resilient Communities (CRC)

2020-present

- Second employee at a fast-growing community-based organization: lead grant writing, hiring, strategic planning, project coordination, grades 8-12 education programming, and grant administration
- As an AmeriCorps VISTA Fellow, worked one-on-one income-qualified residents with free or subsidized home repairs, weatherization services, and energy efficiency upgrades. Currently oversee two staff to direct this program.

- Assisted with recruitment for a research study in partnership with Stanford University to understand how low-income households think about and adapt to climate hazards like wildfire smoke

Student Advisor

Stanford, CA

Stanford Earth Systems Program

2020-2021

- Worked with team of fellow student advisors to plan events, promote the reach of the program, and advise students.
- Administrated the program's quarterly public service scholarship.
- Served as a representative of the major in the development of a DEI action plan and committee; contributed to the development of a new Environmental Justice minor associated with the major.

Summer Intern

San Francisco, CA

The Trust for Public Land (California office)

2019

- Worked with the Bay Area Parks for People team in paid summer intern position focusing on urban park development
- Assisted with grant writing and community outreach events
- Designed a schoolyard temperature study and corresponding lesson plan for the organization

Presentations

Stanford Atmosphere and Energy Seminar: Community Voices for Equitable Climate Solutions, April 2022

AASHE Live Educational Session: The Future of Life on Earth: A Case for Academia's Role in Advancing Conservation and Biodiversity to Address Climate and Human Health, October 2021

Stanford Research with Impact Series: Our Communities, Our Bay Collaborative Research Project, September 2021

ALPINE Fall Webinar Series: Universities and Land Trusts Collaborating for Solutions, October 2020

Honors & Awards

Phi Beta Kappa *June 2020*

Miller-Marsden Prize for Innovative Research on the Environment *June 2021*

Dean's Award for Outstanding Undergraduate Academic Achievement *June 2021*

Award for Outstanding Service to the Earth Systems Program *June 2021*

Graduated with Distinction (top 10% of class) & honors *September 2021*

Campus Endorsed Rhodes & Marshall Fellowship Candidate *October 2020*

MUIR Research Grant (\$7,500 for summer research) *April 2020 & April 2021*

Lightweight Rowing IRA Champion *May 2018 & May 2019*

Skills

Proficient in R, RStudio, NVivo, Java, C++, ArcGIS, QGIS, Qualtrics





2040 Bancroft Way, Suite 400
Berkeley, California 94704
t 510.848.3815

www.placeworks.com

ORANGE COUNTY • BAY AREA • SACRAMENTO • CENTRAL COAST • LOS ANGELES • INLAND EMPIRE

Exhibit B

INSURANCE REQUIREMENTS

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Contractor, his agents, representatives, employees or subcontractors.

Minimum Scope of Insurance *Coverage shall be at least as broad as:*

1. **Commercial General Liability (CGL):** Insurance Services Office (ISO) Form CG 00 01 12 04 covering CGL on an "occurrence" basis, including products-completed operations, personal & advertising injury, with limits no less than **\$1,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be **\$2,000,000**.
2. **Automobile Liability:** ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than **\$1,000,000** per accident for bodily injury and property damage.
3. **Workers' Compensation** insurance as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than **\$1,000,000** per accident for bodily injury or disease.
4. **Professional Liability** (Errors and Omissions) Insurance appropriate to the Contractor's profession, with limit no less than **\$1,000,000** per occurrence or claim, **\$2,000,000** aggregate.

If the contractor maintains higher limits than the minimums shown above, the City requires and shall be entitled to coverage for the higher limits maintained by the contractor.

Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions:

Additional Insured Status

The City, its officers, officials, employees, and volunteers are to be covered as insureds on the auto policy with respect to liability arising out of automobiles owned, leased, hired or borrowed by or on behalf of the contractor and on the general liability policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10, 11 85 or both CG 20 10 and CG 20 37 forms if later revisions used).

Primary Coverage

For any claims related to this contract, the **Contractor's insurance coverage shall be primary** insurance as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/30/2022

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

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

PRODUCER Marsh Risk & Insurance Services 17901 Von Karman Avenue, Suite 1100 (949) 399-5800; License #0437153 Irvine, CA 92614 Attn: NewportBeach.CertRequest@marsh.com/F: 212-948-4323 CN115158923--01-22-23	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A: Crum & Forster Specialty Insurance Co</td> <td>44520</td> </tr> <tr> <td>INSURER B: Travelers Property Casualty Co. of America</td> <td>25674</td> </tr> <tr> <td>INSURER C: N/A</td> <td>N/A</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Crum & Forster Specialty Insurance Co	44520	INSURER B: Travelers Property Casualty Co. of America	25674	INSURER C: N/A	N/A	INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Crum & Forster Specialty Insurance Co	44520														
INSURER B: Travelers Property Casualty Co. of America	25674														
INSURER C: N/A	N/A														
INSURER D:															
INSURER E:															
INSURER F:															
INSURED PlaceWorks, Inc 3 MacArthur Place, Suite 1100 Santa Ana, CA 92707															

COVERAGES

CERTIFICATE NUMBER:

LOS-002288089-18

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☒ BI & PD Ded. \$5,000 GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			EPK140207	07/01/2022	07/01/2023	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 Contractors Pollution \$ 5,000,000
B	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			BA1N96406A2243G	07/01/2022	07/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Deductibles \$ 1,000
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☒ Y ☐ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB7K7286762243G	07/01/2022	07/01/2023	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Errors & Omissions-Claims Made Retro Dates: See 2nd Page			EPK140207	07/01/2022	07/01/2023	Each Claim/Aggregate \$ 5,000,000

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

City of Burlingame, its officers, officials, employees and volunteers are included as additional insureds (except workers' compensation) where required by written contract. This insurance is primary and non-contributory over any existing insurance and limited to liability arising out of the operations of the named insured and where required by written contract.

CERTIFICATE HOLDER

City of Burlingame
 Public Works - Engineering Division
 501 Primrose Road
 Burlingame, CA 94010

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Marsh Risk & Insurance Services

© 1988-2016 ACORD CORPORATION. All rights reserved.

AGENCY CUSTOMER ID: CN115158923
LOC #: Irvine



ADDITIONAL REMARKS SCHEDULE

AGENCY Marsh Risk & Insurance Services		NAMED INSURED PlaceWorks, Inc 3 MacArthur Place, Suite 1100 Santa Ana, CA 92707
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

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

Errors & Omissions Retro Dates:
7/1/99 - Planning Center, Inc.
1/1/87 - Design Community & Engineering Inc.

Subject to policy terms, conditions, limitations and exclusions.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BUSINESS AUTO EXTENSION ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

GENERAL DESCRIPTION OF COVERAGE - This endorsement broadens coverage. However, coverage for any injury, damage or medical expenses described in any of the provisions of this endorsement may be excluded or limited by another endorsement to the Coverage Part, and these coverage broadening provisions do not apply to the extent that coverage is excluded or limited by such an endorsement. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the provisions of this endorsement and the rest of your policy carefully to determine rights, duties, and what is and is not covered.

- | | |
|---|---|
| <ul style="list-style-type: none">A. BROAD FORM NAMED INSUREDB. BLANKET ADDITIONAL INSUREDC. EMPLOYEE HIRED AUTOD. EMPLOYEES AS INSUREDE. SUPPLEMENTARY PAYMENTS - INCREASED LIMITSF. HIRED AUTO - LIMITED WORLDWIDE COVERAGE - INDEMNITY BASISG. WAIVER OF DEDUCTIBLE - GLASS | <ul style="list-style-type: none">H. HIRED AUTO PHYSICAL DAMAGE - LOSS OF USE - INCREASED LIMITI. PHYSICAL DAMAGE - TRANSPORTATION EXPENSES - INCREASED LIMITJ. PERSONAL PROPERTYK. AIRBAGSL. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSSM. BLANKET WAIVER OF SUBROGATIONN. UNINTENTIONAL ERRORS OR OMISSIONS |
|---|---|

PROVISIONS

A. BROAD FORM NAMED INSURED

The following is added to Paragraph A.1., **Who Is An Insured**, of SECTION II - **COVERED AUTOS LIABILITY COVERAGE**:

Any organization you newly acquire or form during the policy period over which you maintain 50% or more ownership interest and that is not separately insured for Business Auto Coverage. Coverage under this provision is afforded only until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier.

B. BLANKET ADDITIONAL INSURED

The following is added to Paragraph c. in A.1., **Who Is An Insured**, of SECTION II - **COVERED AUTOS LIABILITY COVERAGE**:

Any person or organization who is required under a written contract or agreement between you and that person or organization, that is signed and executed by you before the "bodily injury" or "property damage" occurs and that is in effect during the policy period, to be named as an additional insured is an "insured" for Covered Autos Liability Coverage, but only for damages to which

this insurance applies and only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Section II.

C. EMPLOYEE HIRED AUTO

1. The following is added to Paragraph A.1., **Who Is An Insured**, of SECTION II - **COVERED AUTOS LIABILITY COVERAGE**:

An "employee" of yours is an "insured" while operating an "auto" hired or rented under a contract or agreement in an "employee's" name, with your permission, while performing duties related to the conduct of your business.

2. The following replaces Paragraph b. in B.5., **Other Insurance**, of SECTION IV - **BUSINESS AUTO CONDITIONS**:

b. For Hired Auto Physical Damage Coverage, the following are deemed to be covered "autos" you own:

- (1) Any covered "auto" you lease, hire, rent or borrow; and
- (2) Any covered "auto" hired or rented by your "employee" under a contract in an "employee's" name, with your

permission, while performing duties related to the conduct of your business.

However, any "auto" that is leased, hired, rented or borrowed with a driver is not a covered "auto".

D. EMPLOYEES AS INSURED

The following is added to Paragraph A.1., **Who Is An Insured**, of **SECTION II - COVERED AUTOS LIABILITY COVERAGE**:

Any "employee" of yours is an "insured" while using a covered "auto" you don't own, hire or borrow in your business or your personal affairs.

E. SUPPLEMENTARY PAYMENTS - INCREASED LIMITS

1. The following replaces Paragraph A.2.a.(2), of **SECTION II - COVERED AUTOS LIABILITY COVERAGE**:

(2) Up to \$3,000 for cost of bail bonds (including bonds for related traffic law violations) required because of an "accident" we cover. We do not have to furnish these bonds.

2. The following replaces Paragraph A.2.a.(4), of **SECTION II - COVERED AUTOS LIABILITY COVERAGE**:

(4) All reasonable expenses incurred by the "insured" at our request, including actual loss of earnings up to \$500 a day because of time off from work.

F. HIRED AUTO - LIMITED WORLDWIDE COVERAGE - INDEMNITY BASIS

The following replaces Subparagraph (5) in Paragraph 8.7., **Policy Period, Coverage Territory**, of **SECTION IV - BUSINESS AUTO CONDITIONS**:

(5) Anywhere in the world, except any country or jurisdiction while any trade sanction, embargo, or similar regulation imposed by the United States of America applies to and prohibits the transaction of business with or within such country or jurisdiction, for Covered Autos Liability Coverage for any covered "auto" that you lease, hire, rent or borrow without a driver for a period of 30 days or less and that is not an "auto" you lease, hire, rent or borrow from any of your "employees", partners (if you are a partnership), members (if you are a limited liability company) or members of their households.

(a) With respect to any claim made or "suit" brought outside the United States of America, the territories and possessions of the United States of America, Puerto Rico and Canada:

(i) You must arrange to defend the "insured" against, and investigate or settle any such claim or "suit" and keep us advised of all proceedings and actions.

(ii) Neither you nor any other involved "insured" will make any settlement without our consent.

(iii) We may, at our discretion, participate in defending the "insured" against, or in the settlement of, any claim or "suit".

(iv) We will reimburse the "insured" for sums that the "insured" legally must pay as damages because of "bodily injury" or "property damage" to which this insurance applies, that the "insured" pays with our consent, but only up to the limit described in Paragraph C., **Limits Of Insurance**, of **SECTION II - COVERED AUTOS LIABILITY COVERAGE**.

(v) We will reimburse the "insured" for the reasonable expenses incurred with our consent for your investigation of such claims and your defense of the "insured" against any such "suit", but only up to and included within the limit described in Paragraph C., **Limits Of Insurance**, of **SECTION II - COVERED AUTOS LIABILITY COVERAGE**, and not in addition to such limit. Our duty to make such payments ends when we have used up the applicable limit of insurance in payments for damages, settlements or defense expenses.

(b) This insurance is excess over any valid and collectible other insurance available to the "insured" whether primary, excess, contingent or on any other basis.

(c) This insurance is not a substitute for required or compulsory insurance in any country outside the United States, its territories and possessions, Puerto Rico and Canada.

You agree to maintain all required or compulsory insurance in any such country up to the minimum limits required by local law. Your failure to comply with compulsory insurance requirements will not invalidate the coverage afforded by this policy, but we will only be liable to the same extent we would have been liable had you complied with the compulsory insurance requirements.

- (d) It is understood that we are not an admitted or authorized insurer outside the United States of America, its territories and possessions, Puerto Rico and Canada. We assume no responsibility for the furnishing of certificates of insurance, or for compliance in any way with the laws of other countries relating to insurance.

G. WAIVER OF DEDUCTIBLE - GLASS

The following is added to Paragraph D., **Deductible**, of **SECTION III - PHYSICAL DAMAGE COVERAGE**:

No deductible for a covered "auto" will apply to glass damage if the glass is repaired rather than replaced.

H. HIRED AUTO PHYSICAL DAMAGE - LOSS OF USE - INCREASED LIMIT

The following replaces the last sentence of Paragraph A.4.b., **Loss Of Use Expenses**, of **SECTION III - PHYSICAL DAMAGE COVERAGE**:

However, the most we will pay for any expenses for loss of use is \$65 per day, to a maximum of \$750 for any one "accident".

I. PHYSICAL DAMAGE - TRANSPORTATION EXPENSES - INCREASED LIMIT

The following replaces the first sentence in Paragraph A.4.a., **Transportation Expenses**, of **SECTION III - PHYSICAL DAMAGE COVERAGE**:

We will pay up to \$50 per day to a maximum of \$1,500 for temporary transportation expense incurred by you because of the total theft of a covered "auto" of the private passenger type.

J. PERSONAL PROPERTY

The following is added to Paragraph A.4., **Coverage Extensions**, of **SECTION III - PHYSICAL DAMAGE COVERAGE**:

Personal Property

We will pay up to \$400 for "loss" to wearing apparel and other personal property which is:

- (1) Owned by an "insured"; and

- (2) In or on your covered "auto".

This coverage applies only in the event of a total theft of your covered "auto".

No deductibles apply to this Personal Property coverage.

K. AIRBAGS

The following is added to Paragraph 8.3., **Exclusions**, of **SECTION III - PHYSICAL DAMAGE COVERAGE**:

Exclusion 3.a. does not apply to "loss" to one or more airbags in a covered "auto" you own that inflate due to a cause other than a cause of "loss" set forth in Paragraphs A.1.b. and A.1.c., but only:

- If that "auto" is a covered "auto" for Comprehensive Coverage under this policy;
- The airbags are not covered under any warranty; and
- The airbags were not intentionally inflated.

We will pay up to a maximum of \$1,000 for any one "loss".

L. NOTICE AND KNOWLEDGE OF ACCIDENT OR LOSS

The following is added to Paragraph A.2.a., of **SECTION IV- BUSINESS AUTO CONDITIONS**:

Your duty to give us or our authorized representative prompt notice of the "accident" or "loss" applies only when the "accident" or "loss" is known to:

- You (if you are an individual);
- A partner (if you are a partnership);
- A member (if you are a limited liability company);
- An executive officer, director or insurance manager (if you are a corporation or other organization); or
- Any "employee" authorized by you to give notice of the "accident" or "loss".

M. BLANKET WAIVER OF SUBROGATION

The following replaces Paragraph A.5., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV - BUSINESS AUTO CONDITIONS**:

5. Transfer Of Rights Of Recovery Against Others To Us

We waive any right of recovery we may have against any person or organization to the extent required of you by a written contract signed and executed prior to any "accident" or "loss", provided that the "accident" or "loss" arises out of operations contemplated by

such contract. The waiver applies only to the person or organization designated in such contract.

N. UNINTENTIONAL ERRORS OR OMISSIONS

The following is added to Paragraph 8.2., **Concealment, Misrepresentation, Or Fraud**, of **SECTION IV - BUSINESS AUTO CONDITIONS**:

The unintentional omission of, or unintentional error in, any information given by you shall not prejudice your rights under this insurance. However this provision does not affect our right to collect additional premium or exercise our right of cancellation or non-renewal.

Policy EPK-140207 Effective 7/1/2022 – 7/1/2023

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

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

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name of Additional Person(s) or Organization(s):	Location And Description Of Completed Operations
Where Required By Written Contract.	Where Required By Written Contract.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section III - Who Is An Insured within the Common Provisions is amended to include as an insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

TRAVELERS]

ONE TOWER SQUARE
HARTFORD CT 06183

WORKERS COMPENSATION AND EMPLOYERS LIABILITY POLICY

ENDORSEMENT WC 99 03 76 (A) - 001

POLICY UB-7K728676-22-43-G

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT-CALIFORNIA (BLANKET WAIVER)

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule.

The additional premium for this endorsement shall be 2.00 % of the California workers' compensation premium.

Schedule

Person or Organization

ANY PERSON OR ORGANIZATION FOR
WHICH THE INSURED HAS AGREED
BY WRITTEN CONTRACT EXECUTED
PRIOR TO LOSS TO FURNISH THIS
WAIVER.

Job Description

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective
Insured

Policy No.

Endorsement No.
Premium

Insurance Company

Countersigned by _____