



336 Pacific Avenue, Shafter, CA 93263
Meeting Held In-Person and Via Zoom and Livestream on YouTube.

**AGENDA
SPECIAL MEETING
SHAFTER CITY COUNCIL
TUESDAY, FEBRUARY 20, 2024**

NOTICE TO THE PUBLIC:

Any documents produced by the City and distributed to a majority of the City Council regarding any item on this agenda will be made available in the City Clerk's Office during normal business hours at City Hall located at 336 Pacific Avenue, Shafter CA. In addition, such documents will be posted on the City's website at www.shafter.com.

CALL TO ORDER: 5:00 PM

ROLL CALL: Mayor Givens
Mayor Pro Tem Prout
Council Member Alvarado
Council Member Espinoza
Council Member Olvera

APPROVAL OF AGENDA:

PUBLIC COMMENT:

Those persons wishing to speak on any item included on the agenda, or on any matter within the subject matter jurisdiction of the City Council, are invited to speak from the podium and address the City Council. Speakers are limited to five minutes unless additional time is needed for translation. Please state your name and address for the record before making your presentation.

MANAGEMENT REPORT:

- 1. PARKS PROJECT UPDATE:** Council receive a presentation covering City park project updates from the Public Works Department. (City Manager Gabriel A. Gonzalez)

ROLL CALL

- 2. WEST TULARE AVENUE ROAD STRIPING SAFETY IMPROVEMENTS:** Council find the requested action is exempt from the California Environmental Quality Act; accept two bids received for road striping and signage improvements on West Tulare Avenue, approve one bid submitted by Harker Striping and Signage for \$52,875; and authorize the Public Works Director to award said road striping and

signage improvements to Harker Striping and Signage for an amount not to exceed \$60,000. (City Manager Gabriel A. Gonzalez)

ROLL CALL

- 3. DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION:** Council receive and file. This item is for informational purposes only. (City Manager Gabriel A. Gonzalez)

ROLL CALL

ADJOURNMENT:

Pursuant to the Americans with Disabilities Act, if you need special assistance to participate in a City Council Meeting, please contact the City Clerk at (661) 746-5000 at least three (3) days prior to the meeting or time the special services are needed to allow City staff in making reasonable arrangements to provide you with access to the meeting. Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection in the City Clerk's Office at Shafter City Hall, 336 Pacific Ave., Shafter, CA 93263. This is to certify that this Agenda notice was posted at City Hall and Police Dept. by 5:00 p.m., February 15, 2024. Yazmina Pallares, S/S, City Clerk

REMOTE PUBLIC PARTICIPATION IS ALLOWED IN THE FOLLOWING WAYS, SEE BELOW FOR INSTRUCTIONS.

1. You are strongly encouraged to observe the City Council meetings live via YouTube <https://www.youtube.com/user/CityofShafter/>
2. If you wish to make a comment on a specific agenda item or public comment, please submit your comment via email by **5:00 PM on February 20, 2024** to the City Clerk at CityClerk@shafter.com
3. If you wish to make a written comment to the City Clerk, 336 Pacific Avenue, Shafter, CA 93263.
4. If you wish to make a comment during the live meeting, callers must first register with the City Clerk at 661-746-5012 before the meeting begins to receive instructions and the call- in number and code. Please call by 5:00pm on the Monday prior to the City Council meeting to allow ample time for sign up. You will need to provide your name, phone number and the item number you wish to address.
5. All public comments are provided to the City Council and applicable Staff, for review and consideration by the Board prior to taking action on any matters listed on the agenda and are incorporated into the official record of the City Council meeting.



336 Pacific Avenue, Shafter, CA 93263
Meeting Held In-Person and Via Zoom and Livestream to YouTube.

**NOTICE OF
SPECIAL MEETING OF THE SHAFTER CITY COUNCIL**

NOTICE IS HEREBY GIVEN that a special meeting of the City Council of the City of Shafter will be held on **February 20, 2024**. The meeting will convene at **5:00 PM**, in the Council Chamber at Shafter City Hall, 336 Pacific Avenue, Shafter, California and via teleconference and Livestream on YouTube. Said special meeting shall be for the following purpose:

MANAGEMENT REPORT:

- 1. PARKS PROJECT UPDATE:** Council receive a presentation covering City park project updates from the Public Works Department. (City Manager Gabriel A. Gonzalez)
- 2. WEST TULARE AVENUE ROAD STRIPING SAFETY IMPROVEMENTS:** Council find the requested action is exempt from the California Environmental Quality Act; accept two bids received for road striping and signage improvements on West Tulare Avenue, approve one bid submitted by Harker Striping and Signage for \$52,875; and authorize the Public Works Director to award said road striping and signage improvements to Harker Striping and Signage for an amount not to exceed \$60,000. (City Manager Gabriel A. Gonzalez)
- 3. DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION:** Council receive and file. This item is for informational purposes only. (City Manager Gabriel A. Gonzalez)

Yazmina Pallares, City Clerk

Affidavit of Posting Special Meeting Notice

This is to certify that this Special Meeting Notice was posted at City Hall and the Police Department by 5:00 p.m., February 15, 2024. Further information regarding this Agenda Notice is available at City Hall, 336 Pacific Ave., Shafter, CA.

Yazmina Pallares, S/S, City Clerk

Dated: February 15, 2024



CITY OF SHAFTER CITY COUNCIL REPORT

MEETING DATE: February 20, 2024
FROM: Gabriel A. Gonzalez, City Manager
PREPARED BY: Michael James, Public Works Director
SUBJECT: PARKS PROJECT UPDATE

RECOMMENDATION

Council receive a presentation covering City park project updates from the Public Works Department.

BACKGROUND

Public Works is managing several park and recreation improvement projects. Among them are the addition of a new community park in the North Shafter area and upgrades to an existing skatepark located at 460 East Euclid Avenue. Both are reaching significant milestones when the City needs to commit to specific features and design elements. Therefore, the department has prepared a presentation that provides summaries of these commitments and budget and scheduling considerations for the different types of commitments.

At the September 18, 2023, City Council meeting, the Public Works Department presented the North Shafter community park design status. At that time, due to escalating construction costs, staff suggested the project development could be phased. Specifically, the primary park features requested by North Shafter residents would be prioritized as Phase 1 and the open space portions could be deferred for future construction as Phase 2. The Council preferred to keep Phase 2 by including it as an additive alternate for bidding so costs for constructing both phases could at least be considered. A more recent design consideration is a request by the Council to include a pickleball court among the park features built.

Also, Public Works has also received renderings of the new skatepark equipment from Spohn Ranch, the contractor awarded the design and construction of the equipment upgrades. They need the approval of the renderings to proceed with the equipment fabrication and ensure the project is completed by June 30th, which is required by a State grant funding the project.

ANALYSIS

A presentation will be provided by staff to summarize the status of each project and the design considerations that would benefit from Council feedback.

FISCAL IMPACT

MANAGEMENT REPORT

PARKS PROJECT UPDATE

No budget action is required. Any fiscal impacts to the projects that must be addressed will be presented at a future Council meeting.

CEQA ANALYSIS

A California Environmental Quality Act Notice of Exemption, dated February 22, 2021, was previously filed for the planned park development.

APPROVED BY THE CITY ATTORNEY

Not Applicable

ALTERNATIVES

None.

NEXT STEPS

Staff will move each project forward using the feedback provided.

ATTACHMENTS

None



CITY OF SHAFTER CITY COUNCIL REPORT

MEETING DATE: February 20, 2024

FROM: Gabriel A. Gonzalez, City Manager

PREPARED BY: Ravi Pudipeddi, City Engineer

SUBJECT: WEST TULARE AVENUE ROAD STRIPING SAFETY
IMPROVEMENTS

RECOMMENDATION

Council find the requested action is exempt from the California Environmental Quality Act; accept two bids received for road striping and signage improvements on West Tulare Avenue, approve one bid submitted by Harker Striping and Signage for \$52,875; and authorize the Public Works Director to award said road striping and signage improvements to Harker Striping and Signage for an amount not to exceed \$60,000.

BACKGROUND

Last August, the Council authorized the installation of pedestrian safety improvements at the intersection of West Tulare Avenue and Santa Maria Way in response to safety concerns, primarily speeding on West Tulare Avenue. Public Works previously prepared a traffic study that documents observations of street conditions, traffic patterns, data provided by the Police Department covering accident and traffic violations, and specific studies of the intersections along this corridor. The department also received technical feedback from TJKM, a consultant specializing in traffic safety studies and regulations. TJKM's feedback addressed one of the main topics of interest to the City, a four-way stop at West Tulare Avenue and Santa Maria Way, which currently has a two-way stop for Santa Maria Way. Other topics include pedestrian access across West Tulare Avenue and the role and enforcement of school zones.

In general, the installation of stop signs should be based on legitimate safety concerns, which include intersection crash history, traffic volumes and patterns, pedestrian safety issues, line of sight limitations, and the character of the surrounding vicinity. As previously reported to the Council, the Santa Maria Way intersection findings considered do not warrant a four-way stop. Instead of new stop signs, Public Works committed to performing additional studies recommended by TJKM and developing a new road striping and signage plan for West Tulare Avenue to enhance safety and better manage traffic flow.

The road striping and signage plan was prepared by the City Engineer and used to obtain bids from road striping contractors for installing the improvements. The lowest confirmed bid of the two bids received, submitted by Harker Striping and Signage, is valued at \$52,875.

MANAGEMENT REPORT

ANALYSIS

The road striping and signage plan focuses on delineating vehicular traffic on West Tulare Avenue through the roadway's varying widths and surroundings. It also makes pedestrian access and bike lane paths more pronounced. As the area continues to grow and traffic flow increases, the Public Works and Police departments will continue to monitor this corridor and be as proactive as possible with additional safety measures and updates.

A recommended budget to fund these improvements, covering the bid submitted by Harker Striping and Signage plus contingencies, is \$60,000.

FISCAL IMPACT

The City's Capital Improvement Program project budget accounts have sufficient funding to complete the recommended striping and signage improvements. No budget action is required.

CEQA ANALYSIS

The requested action is considered a Class 1 exemption to the California Environmental Quality Act (Existing Facilities - Section 15301) because it proposed maintenance and minor alterations of existing structures and facilities with no expansion of existing uses.

APPROVED BY THE CITY ATTORNEY

No

ALTERNATIVES

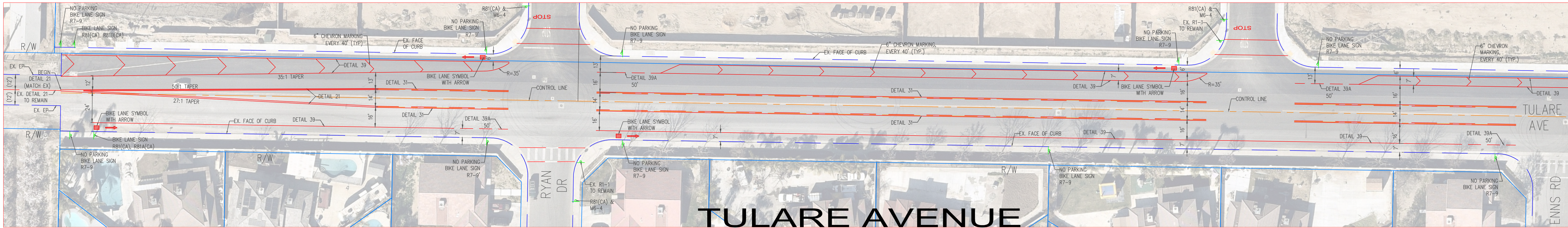
The road striping and signage plan prepared by the City Engineer represents a responsive approach to addressing safety concerns allowed by State law and traffic design guidance. While four-way stop intersections are not feasible at this time, justifications for additional safety measures will be presented to the Council for approval in the future. At this time, alternative action is not recommended.

NEXT STEPS

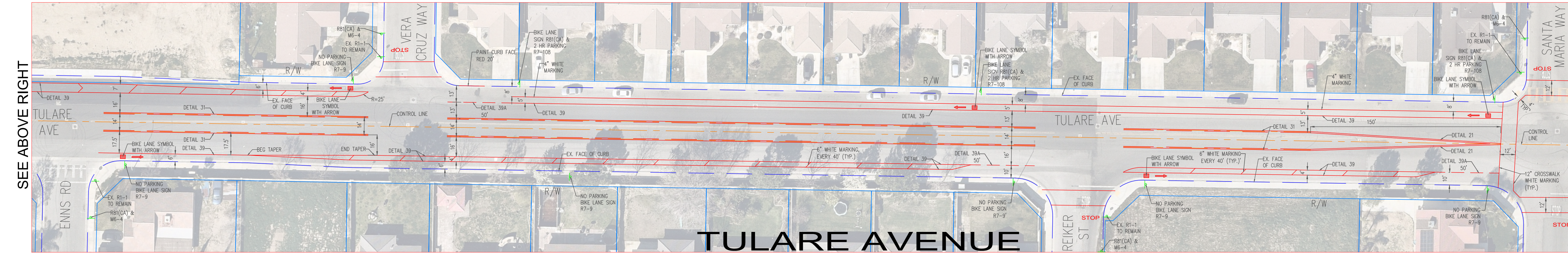
Upon Council approval, Public Works will issue a notice of award to Harker Striping and Signage for completing the road striping and signage improvements. Completion of the improvements is expected in late Spring.

ATTACHMENTS

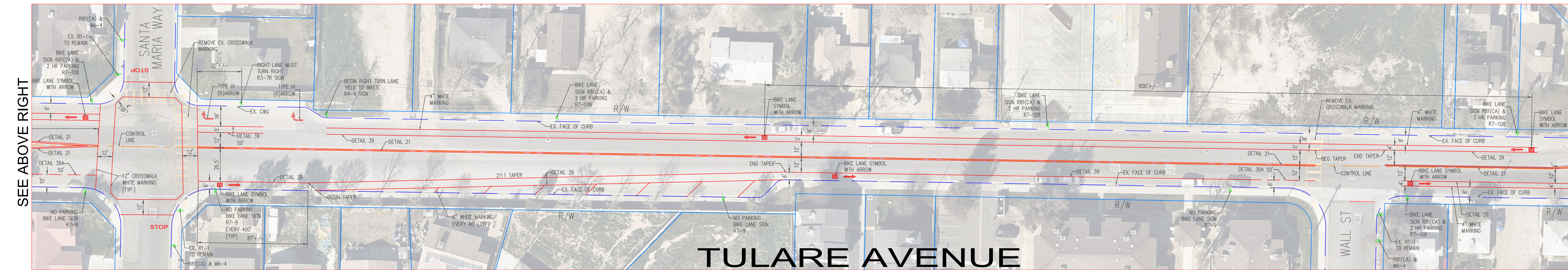
1. Proposed West Tulare Avenue Striping Plan
2. Striping Proposal Submitted by Harker Striping
3. Striping Proposal Submitted Kern Asphalt



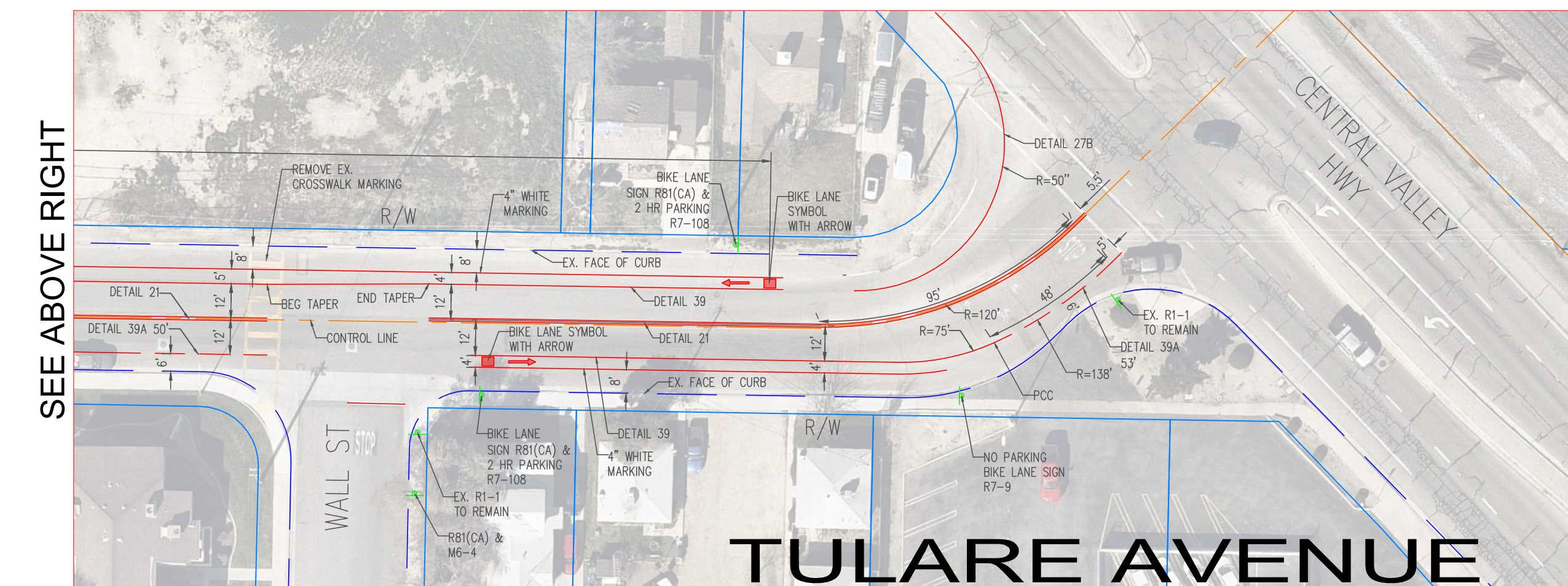
SEE BELOW LEFT



SEE BELOW LEFT



SEE BELOW LEFT



SCALE: 1" = 40'

DATE: 11/01/2023

OPTION 3

REV#	DATE	DESCRIPTION

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ENGINEERING SERVICES DEPARTMENT
336 Pacific Avenue Shafter, CA 93263
Phone (661) 746-5002 Fax (661) 746-9125

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TULARE AVENUE
POPLAR AVE - CENTRAL VALLEY HWY
STRIPING PLAN

SHEET
1
OF 1

FOR CONSTRUCTION



Proposal For: City of Shafter
 Job Site: Tulare Ave Striping West of Central Valley Highway
 Submitted to: Kevin Gibson (kgibson@shafter.com)
 Date: 1-18-2024

Scope of Work

ITEM NO.	ITEM DESCRIPTION	UNIT OF MEASURE	ITEM QUANTITY	UNIT PRICE	ITEM TOTAL
City of Shafter					
Tulare Ave Striping West of Central Valley Highway					
Removal, Paint Striping & Marking and Signage					
1.00	Weekday Mobilization	LS	1.00	3000.00	3,000.00
2.00	Removal of Existing Marking	LS	1.00	13120.00	13,120.00
3.00	Removal of Existing Striping	LS	1.00	6105.00	6,105.00
4.00	Install Traffic Paint Striping and Pavement Markings (2 Coats)	LS	1.00	20575.00	20,575.00
5.00	Paint Red Curb	Lf	20.00	17.50	350.00
6.00	Install Single Post Roadside Sign (R7-9 (18" x 24") No Parking-Bike Lane) (All in Planter Areas/Dirt)	Ea	19.00	365.00	6,935.00
7.00	Install Single Post Roadside Sign (R81 (18" x 24") Bike Lane) (All in PA/Dirt)	LS	1.00	365.00	365.00
8.00	Attach Sign Panels to Single Posts Roadside Signs (R81B, M6-4, R7-108 (18" x 24"))	LS	1.00	75.00	75.00
9.00	Install Single Post Roadside Signs (R3-7 & R4-4 (30")) (All in Planter Areas/Dirt)	Ea	2.00	425.00	850.00
10.00	Temporary Traffic Control (For Our Work Only)	LS	1.00	1500.00	1,500.00
BID TOTAL		LS	1.00		\$52,875.00

INCLUSIONS/NOTES:

- JOB BID FOR 1 MOBILIZATION WITH MULTIPLE DAYS WORK FOR JOB COMPLETION. ANY ADDITIONAL MOVE INS NOT OF OUR DOING WILL BE \$1,750 EACH.
- REMOVAL IS BY GRIND AND SEAL (SS1-H) METHOD).
- STRIPING IS BID AS 2 COATS OF CAL TRANS STATE SPEC WATER BASED PAINT (ENNIS-FLINT MANUFACTURER), AND REFLECTIVE BEADS.
- SIGNAGE IS BID AS PER CAMUTCD AND THE CITY OF SHAFTER STANDARDS. SIGN PANELS TO BE .080 ALUMINUM WITH 3M DG3 SHEETING AND ANTI-GRAFFITI FILM.
- SIGN POSTS TO BE 2" SQUARE TUBE GSP (TELESPAR OR EQUAL) AND INSTALLED WITH COMMERCIAL CONCRETE IN DIRT/PLANTER AREAS. NO CORE DRILLED HOLES INCLUDED. IF REQUIRED CHARGE WILL BE \$125 PER 10" HOLE.
- TRAFFIC CONTROL FOR OUR WORK ONLY.
- DIR # 1000004812
- SBE#: 1841.
- BID AS PREVAILING WAGE.

EXCLUSIONS:

- NO TRAFFIC CONTROL FOR OTHERS, HYDROBLAST LINE REMOVAL, ADDITIONAL SIGNAGE, TEMP STRIPING, THERMOPLASTIC STRIPING, PAVEMENT MARKERS, OIL BASED PAINT STRIPING, EPOXY/URETHANE STRIPING, MMA MATERIALS, SOLAR SIGNAGE, BONDS, PERMITS, SURVEYING, HAZARDOUS MATERIAL REMOVAL, TRAFFIC CONTROL PLANS, SURVEYING, OR LEAD COMPLIANCE PLANS ARE INCLUDED.
- NO ADDITIONAL INSURANCE OR OCIP PROGRAMS ARE INCLUDED IN TOTAL.

 Any alteration from above specifications involving extra costs will be executed upon written orders from contracted companies to site superintendent or office managers. All prices are bid as weekday work unless noted. Due to fluctuating material prices and surcharges by suppliers, claiming "Force Majeure, bid will be finalized when contract is signed with work schedule and may contain the price increases in material costs both before and during construction.

Company:

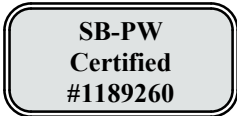
Contractor:

HS&S

By: _____

Date: _____

_Nick Harker_____



Proposal 97350

Estimator: Don Locey

KERN ASPHALT PAVING & SEALING CO., INC

ASPHALT PAVING, ALL TYPES OF
SEAL COATING, STRIPING,
BUMPER BLOCKS, & TRUCKING

2000 NORRIS ROAD, BAKERSFIELD, CA 93308
Phone: (661) 391-8000 Fax (661) 391-8080
STATE CONTRACTORS LICENSE #812686
DIR NUMBER: 1000004530

GRADING & EXCAVATION, ROAD
OILING, CRUSHING, MILLING &
GRINDING

PROPOSAL SUBMITTED TO:

ADDRESS: City of Shafter
336 Pacific Avenue
Shafter CA 93263
CONTACT: Kevin
FAX: 661-746-0270
PHONE: 661-331-3776
E-MAIL: KGibson@Shafter.com

DATE: 1/19/2024
JOB NAME: Striping
JOB #: 97350
JOB LOCATION: Tulare Ave

DUE TO FLUCTUATING PRICES, PROPOSALS ARE VALID FOR 15 DAYS FROM ORIGINAL DATE. ANY CONTRACT AGREEMENTS MUST BE REVIEWED BEFORE COMMENCEMENT FOR EACH SCOPE/PHASE (IF APPLICABLE) IN CONTRACT.

Description

1. Stripe Per Attachment A

*Prevailing Wage

*One Phase Included

*Removal, Paint Striping, Marking, & Install Signs For The City of Shafter - Tulare Ave Striping West Of Central Valley Highway Project

Option To Add Bonds Add An Additional \$1,200.00 To The Total

Sign Here To Approve The Option X _____

Kern Asphalt proposes to furnish material and labor for the Work subject to the terms and conditions of this Proposal for the following price.

Total \$58,750.00

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Worker's Compensation Insurance.

Unless otherwise noted, this contract excludes bid bonds, surety bonds, waivers of subrogation, testing, engineering and permits, base under concrete, curb painting, utility trench patching, any other items not specifically listed in our scope of work in this proposal. (i) We are not responsible for the following: for damage to underground unforeseen utilities or buried structures, or damage done to equipment by these unforeseen items, residual cracking due to expansion and contraction of pavement, scuffing due to power steering and/or hot weather. (Longer drying times may be needed due to cold weather). (ii) Kern Asphalt does not guarantee the following: adhesion of material to badly oil soaked pavement, cracks in overlaid asphalt areas will not appear, and drainage when less than 1.5%. (iii) All vehicles and obstacles are to be removed from area, by customer, prior to Kern Asphalt's arrival. All work to be done Mon-Fri in one phase/mobilization.

Upon the customers acceptance of this proposal, and the "Additional Terms and Conditions" on Page 2, this will become the "Agreement" between the parties.

ACCEPTANCE OF THE "AGREEMENT" BY CUSTOMER:

Authorized Signature by Kern Asphalt:

Print: _____ Sign: _____ Date: _____



CITY OF SHAFTER CITY COUNCIL REPORT

MEETING DATE: February 20, 2024

FROM: Gabriel A. Gonzalez, City Manager

PREPARED BY: Steve Esselman, Planning Director

SUBJECT: DISCUSSION REGARDING GENERAL PLAN UPDATE,
ACCESSORY DWELLING UNITS, AND UPCOMING
MULTIFAMILY APPLICATION

RECOMMENDATION

Council receive and file. This item is for informational purposes only.

BACKGROUND

The purpose of this Director Report is to brief the City Council in a few Planning items.

General Plan Update

In accordance with California Government Code (GC) Section 65300, the City adopted the Shafter General Plan and certified the associated programmatic environmental impact report (PEIR) in 2005 to plan for the long-term future development of the Shafter area. Therefore, the last general plan update and associated PEIR is now almost 20 years old.

On October 18, 2022, during a joint City Council and Planning Commission meeting, staff presented the need for a general plan update and was directed by the joint City Council and Planning Commission to move forward with soliciting proposals. See **Exhibit 1**.

In July 2023, staff solicited statements of qualifications (SOQs) from consulting firms with experience preparing general plan updates, development regulation updates (e.g., the zoning and subdivision ordinances), and PEIRs (GPU). In response to the City's request for qualifications (RFQ), five consulting firms provided an SOQ for staff's consideration in September 2023. A team comprised of senior staff evaluated the SOQs and determined that three of the firms had the necessary qualifications to successfully complete the GPU.

In October 2023, staff provided a request for proposals (RFP) (see **Exhibit 2**) to the three chosen firms requesting a scope, timeline, and budget for the Project as outlined in the RFP. All three firms indicated that that would provide a proposal for staff consideration.

MANAGEMENT REPORT

DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION

In December 2023, a team of senior staff evaluated three proposals for the GPU. The three consulting firms that proposed on the GPU were: 1) Mintier Harnish, 2) Placeworks, and 3) Rincon Consultants, Inc. The table below provides a snapshot of the evaluation score for each proposal and the proposed timeline and budget presented.

Firm	Combined Score (out of 400)	Timeline	Budget
Mintier Harnish	367	Feb 2024 - Oct 2026	\$1,521,924
Placeworks	375	Feb 2024 - Feb 2026	\$1,499,661
Rincon Consultants, Inc.	335	Jan 2024 - Jan 2027	\$1,586,625

After careful consideration and evaluation, the team chose Placeworks as the firm with the most responsive proposal. On January 24, 2024, staff informed the proposers of the team's selection.

Currently, staff and Placeworks are working out the details of a professional service agreement to prepare the GPU that will be presented to the City Council for their consideration at an upcoming meeting.

Note: The Planning Department has conferred with the Finance Department (who oversee City funds) and Building Department (who tabulates and collect fees) on fees collected and accumulated over the years specifically to pay for the GPU. To date, the City has collected \$1,494,018 to specifically go towards preparing the GPU (see **Exhibit 3**). These funds currently make up a part of the General Fund. Staff anticipates that at least another \$200,000 will be collected in fees to specifically go towards the GPU in the next two years.

Accessory Dwelling Units

Assembly Bill (AB) 1033 was signed by the Governor and went into effect on January 1, 2024. This bill allows local agencies to adopt ordinances to allow for the selling of accessory dwelling units (ADUs) separately from primary residences that are located on the same parcel. In short, the new law allows for the "condo-ization" of ADUs.

Upcoming Multifamily Application

On January 3, 2024, the Cesar Chavez Foundation submitted application for a general plan amendment (GPA) and zone change (ZC) to change the general plan designation and zone classification of an 8.72-acre parcel (APN 028-180-57) located on the northeast corner of E. Los Angeles Avenue and Birch Street (see **Exhibit 5**).

ANALYSIS

General Plan Update

As discussed above, Placeworks was the consulting firm chosen to prepare the GPU. The winning proposal is attached as **Exhibit 4**. Based on the attached winning proposal, the following provides a brief implementation schedule for the first year of preparing the GPU once the consultant is under contract:

Month 1-3 – Project Kickoff/Community Launch/Discovery/GIS/Project Management

- Kickoff Meeting
- Public Participation Protocols
- Stakeholder Outreach
- Project Branding
- Project Website
- Project Overview Collateral
- Project Marketing for Community Launch
- Community Survey
- Community Pop Ups
- PC/CC Briefing #1
- Review Existing Plan, Studies, and Documents
- Review Existing Goals, Objectives, and Policies
- Existing Land use Assessment
- Mobility Assessment
- Infrastructure Assessment
- Climate Change Vulnerability Assessment
- Safety Element Background Report and Mapping
- Environmental Health and Justice Assessment
- Existing Conditions Story Map
- Data and Mapping
- Ongoing Project Management and Coordination Meetings

Month 4-6 – Discovery/Vision, Values, and Issues/GIS/Project Management

- Review Existing Goals, Objectives, and Policies (cont.)
- Existing Land use Assessment (cont.)
- Mobility Assessment (cont.)
- Infrastructure Assessment (cont.)
- Climate Change Vulnerability Assessment (cont.)
- Safety Element Background Report and Mapping (cont.)
- Environmental Health and Justice Assessment (cont.)
- Existing Conditions Story Map (cont.)

DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION

- GPAC Formation and Orientation
- Community Open House #1
- GPAC Meeting #1
- Draft Vision, Guiding Principles, and Overarching Goals
- GPAC Meeting # 2
- Revise Vision, Guiding Principles, and Overarching Goals
- Data and Mapping (ongoing)
- Ongoing Project Management and Coordination Meetings (ongoing)

Month 7-9 – Vision, Values, and Issues/Illustrating the Vision/GIS/Project Management

- Revise Vision, Guiding Principles, and Overarching Goals (cont.)
- PC/CC Meeting #2
- Charette
- Conceptual Land Use Alternatives
- Community Open House #2
- Data and Mapping (ongoing)
- Ongoing Project Management and Coordination Meetings (ongoing)

Month 10-12 – Illustrating the Vision/GIS/Project Management

- GPAC Meeting #3
- Preferred Land Use Plan
- PC/CC Briefing #3
- Data and Mapping (ongoing)
- Ongoing Project Management and Coordination Meetings (ongoing)

Accessory Dwelling Units

Current ADU law and the City's zoning ordinance allow for the by-right construction of ADUs on residentially zoned property. Prior to the passage of AB 1033, the sale of ADUs separately from the primary residence was prohibited.

With the passage of AB 1033, cities and counties can, but are not mandated to, allow ADUs to be sold separately from the primary residence provided that the local ordinance is revised to allow for such activity. Additionally, homeowners building ADUs must notify the local utilities, including water, sewer, gas and electric, of the creation and separate conveyance of the unit. Each property will also have to form a homeowner's association to assess dues to cover the cost of caring for the property's exterior and shared spaces, such as the driveway, a pool, or a common roof. Additionally, all liens on the property must be satisfied or that all lienholders consent to

DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION

the recordation, and that a safety inspection of the ADU is conducted.

In supporting AB 1033, the Bay Area Council states:

Since 2017, ADUs have shown themselves to be an effective method for reversing this trend on overall production. Because of state reforms, they have increased from about 1,000 homes per year to about 20,000. They provide homes to people that are typically affordable to low income people, because they are cheap to build, easy, and naturally smaller.

However, state law mandates that ADUs are only for rental housing. AB 1033 would repeal the state's prohibition against selling ADUs. This would allow local governments to choose how and if to allow for-sale ADUs through a local ordinance. Local governments that want to allow smaller starter homes for sale will take this chance to use ADU law to create more affordable for-sale options in their communities.

In opposing AB 1033, the Bay Area Council:

Current law prohibits, with a narrow exception, an from being sold or otherwise conveyed separate from the primary residence. AB 1033 proposes to completely reverse current law to permit ADUs to be sold or otherwise conveyed by "by ordinance." Despite what appears to be a limited change in state law, AB 1033 comes with the potential for immense unintended consequences, and the potential to mandate piecemeal ordinance development for separate conveyances statewide. AB 1033 opens the door to any form of "conveyance" including, but not limited to, timeshares, TIC ownership models, lot splits, fractional ownership, etc. none of which, under the ADU statute, can be limited to owner occupancy. Similar to other well intended policies, this measure could result in significant market disruption as contractors could sell ADU conveyances door-to-door without appropriate disclosures to inform homeowners of the potential ramifications from entering into a conveyance contract with a third party.

The City's zoning ordinance currently does not allow for separate conveyance of ADUs and requires a property owner to record a deed restriction as part of the ADU application that prohibits the sale of ADUs separately from the primary residence.

Upcoming Multifamily Application

The proposed GPA would change the designation of the parcel from LDR (Low Density Residential) to MHDR (Medium High Density Residential); the current LDR designation allows for up to five dwelling units per acre while the MHDR designation would allow for up to 20 units per acre. The proposed ZC would change the zone classification from R-1 (Low Density Residential) to R-3 (Medium Density Residential); the current R-1

DISCUSSION REGARDING GENERAL PLAN UPDATE, ACCESSORY DWELLING UNITS, AND UPCOMING MULTIFAMILY APPLICATION

classification allows for up to five dwelling units per acre while the R-3 classification would allow for up to 24 units per acre. Therefore, the theoretical maximum number of dwelling units per acre because of the proposed GPA and ZC, if approved, is 20 units per acre. According to the preliminary site plan provided by the Cesar Chavez Foundation, 174 dwelling units on 8.72 acres, or approximately 20 dwelling units per acre, is the anticipated residential density sought by the applicant (see **Exhibit 6**).

Currently, the application is incomplete as the applicant still needs to provide an additional technical study to support the California Environmental Quality Act (CEQA) documentation for the project. Once received, the application will likely be deemed complete and the item will go before the Planning Commission for a recommendation to the City Council, likely sometime in the Spring 2024. If recommended for approval by the Planning Commission, the project will be brought to the Council for consideration within one month of the Planning Commission hearing.

FISCAL IMPACT

There is no fiscal impact because this item is for informational purposes only.

CEQA ANALYSIS

This item does not require discretionary action as it is for informational purposes only. Therefore, it does not trigger CEQA review.

APPROVED BY THE CITY ATTORNEY

Not Applicable

ALTERNATIVES

This report is for informational purposes only. Therefore, there are no alternatives.

NEXT STEPS

This report is for informational purposes only. Therefore, there are no next steps.

ATTACHMENTS

1. Exhibit 1 - PowerPoint Presentation
2. Exhibit 2 - Request for Proposals
3. Exhibit 3 - Finance Director Email
4. Exhibit 4 - Placeworks Proposal
5. Exhibit 5 - GPA/ZC Map
6. Exhibit 6 - Preliminary Site Plan

CITY OF SHAFTER

PLANNING WORKSHOP

OUTLINE

- Housing Element Update
- Environmental Justice Element
- Program EIR
- General Plan Update?
- Ordinance Revisions

HOUSING ELEMENT UPDATE

- HEU due to State by January 2024
- Accommodates RHNA
- Requires "sites inventory"
- Requires adherence to "AFFH" concept
- Per SB 1000, Safety Element also required upon HEU revision
- Staff currently preparing Safety Element

WHAT'S RHNA?

- “Regional Housing Needs Allocation”
- Very low, low, moderate & above moderate home categories
- Developed by Kern COG as required per State law
- State law recognizes local governments play vital role in developing affordable housing
- Mandates all California cities, towns & counties plan for housing needs regardless of income

WHAT'S RHNA?

- Area Median Income – \$54,851 (2020 dollars)
- Very Low – 0-50% of AMI (\$0 - \$27,421)
- Low – 50-80% (\$27,422 - \$43,881)
- Moderate – 80-120% (\$43,882 - \$65,821)
- Above Moderate – 120% or more (\$65,822+)

PREVIOUS RHNA (2015-23) Units by Income

Income Category	Units
Very Low	417
Low	426
Moderate	397
Above Moderate	796
Total	2,036

UPCOMING RHNA (2024-32) Units by Income

Income Category	Units
Very Low	678
Low	431
Moderate	603
Above Moderate	1,581
Total	3,294

PREVIOUS V. UPCOMING RHNA

- Total Units – 2,036 v. 3,294 units
- 60% increase in total units
- Likely meet moderate & above moderate with existing Specific Plans

SITES INVENTORY

- Suitable & available land by income category
- Sites Inventory for HEU likely drives need for GPA/ZCs
- Will require owner outreach to determine intent for underutilized sites, especially for required GPA/ZCs

AFFH

- “Affirmatively Furthering Fair Housing”
- Initially federal HUD requirement
- AB 686
 - Identify sites to accommodate RHNA
 - Replace segregated living patterns with integrated & balanced living patterns
 - Transform racially & ethnically concentrated areas of poverty into areas of opportunity
- Land use patterns must distribute units of each residential income category throughout City

UPCOMING COMMUNITY OUTREACH

- TENTATIVE: November 15, 2022, 4 pm @ City Hall – HEU CC special meeting?
- TENTATIVE: During holidays – HEU pop-up event?
- Other Outreach
 - Website
 - Brochures
 - Utility insert
 - Needs survey

CALIFORNIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

- State created a Housing Accountability and Enforcement Unit
 - Under Department of Housing and Community Development (HCD)
 - Investigates local jurisdictions
 - Enforces state housing laws
- Enforcement Authority
 - AB 72 & AB 215
 - Under various GCs
- Authority includes, but not limited to:
 - Housing Element law
 - ADU law
 - Surplus Land Act

POLICY DISCUSSION – INCLUSIONARY ZONING?

- Inclusionary zoning policies require developers to reserve percentage housing units for very low, low, and moderate housing in new developments
- Typically, 20-30% inclusionary housing in new developments
- Should the City consider and adopt inclusionary zoning policies?

ENVIRONMENTAL JUSTICE ELEMENT

- Draft prepared November 2020
- Included meeting with EJ groups, health care providers & faith-based organizations
- CC considered May 2021
- Also addresses AQ
- Based on feedback, CC referred to Staff
- Staff determined Program EIR required
- State law doesn't provide due date, just trigger for preparation

PROGRAM EIR

- Determined EJ element requires Program EIR
- Program EIR may be prepared on a series of actions that can be characterized as one large project
- Wonderful anticipates project-level EIR to expand industrial park
- No application submitted to City
- City may achieve cost savings using Wonderful's cumulative analysis
- City should meet with Wonderful to:
 - Discuss timing
 - Extent to which their cumulative analysis can be used in City Program EIR

GENERAL PLAN UPDATE?

- Local government's blueprint
- Long-term vision of the future
- State-mandated elements (GC 65300 – 65303.4) – LU, circulation, housing, conservation, open space, noise & safety
- Other required elements (SB 1000) – AQ & EJ
- State law requires consistency with Zoning Ordinance

GENERAL PLAN UPDATE?

- Current General Plan Program EIR 17 years old (2005)
- No Energy, GHG, Tribal Cultural Resources & Wildfire per modern CEQA requirements
- Does not include possible future WIP expansion west of Santa Fe

POLICY DISCUSSION – PROGRAM EIR

- Both the EJ Element and future general plan update require Program EIR:
 - Should the City update the general plan and include EJ Element as part of update and then environmentally clear both under one EIR or
 - Prepare EJ Element and then general plan update separately under two EIRs?

ORDINANCE REVISIONS

- ZCA 22-17
- Public hearing on September 20, 2022
- Opened hearing and continued to date-certain December 6, 2022 meeting
- Reason for revisions:
 - Changes in State law
 - ADUs/JADUs
 - Landscaping
 - CBC consistency
 - Building Official requests

CHANGES IN STATE LAW – ADUs/JADUs

- ADU
 - Complete independent living facilities for one or more persons
 - Attached or detached or converted existing space
 - No greater than 1,200 sf
- JADU
 - Contained entirely within an existing or proposed single-family residence or attached garage
 - Must have a separate entrance, efficiency kitchen
 - May include separate sanitation facilities or use the residence's existing sanitation system
 - No greater than 500 sf

CHANGES IN STATE LAW – ADUs/JADUs

- SB 13 (2019), AB 3182 (2020), AB 68 (2019) & AB 881 (2019)
- By right in residential zones
- No off-street parking required
- No minimum lot/coverage or owner occupancy requirements
- Includes manufactured homes

CHANGES IN STATE LAW – ADUs/JADUs

Pros	Cons
- Compliant with State law	- Not compliant with State law

CHANGES IN STATE LAW – LANDSCAPING

- Drought-tolerant landscaping – AB 1164 (2015)
- City shall not prohibit drought tolerant landscaping, synthetic grass, or artificial turf on residential property, but may impose reasonable restrictions provided they do not:
 - Substantially increase cost of installing
 - Effectively prohibit installation
 - Significantly impede installation

CHANGES IN STATE LAW – LANDSCAPING

Pros	Cons
- Compliant with State law	- None

CBC CONSISTENCY

- Title 17 not consistent with CBC for minimum distances between accessory structures in residential zones
 - Currently requires 10 ft minimum distance between existing and proposed accessory structures
 - CBC has allowance for reduced minimum distance requirements to less than 10 ft
- Example – many homes in Gossamer Grove cannot currently place accessory structures (e.g., small sheds) in backyards due to 10-ft minimum distance requirement

CBC CONSISTENCY

Pros	Cons
- Ordinance consistent with CBC - Greater flexibility to owners	- None

BUILDING REQUEST – DRIVEWAYS

- Allow RVs, boats, trailers, etc. within residential driveway provided does not encroach in ROW and maintained and licensed
- Survey by Staff found most nearby municipalities:
 - Allow OR
 - Do not enforce
- Requirement burdensome for Code Enforcement

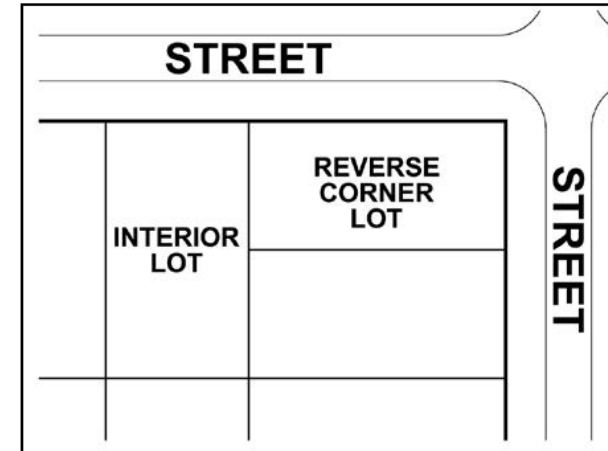
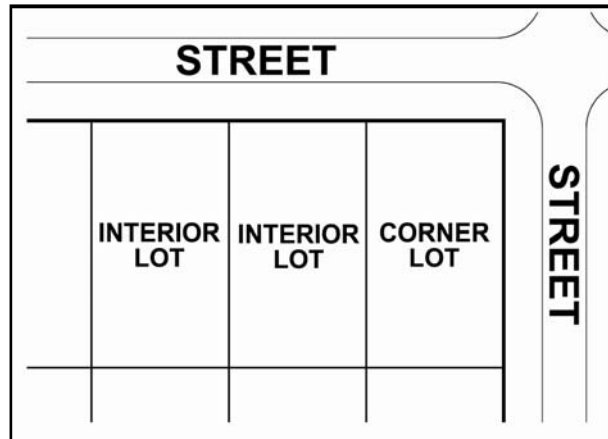
BUILDING REQUEST - DRIVEWAYS

Pros	Cons
- Greater flexibility to owners - Reduces burden on Code Enforcement	- Aesthetics concerns

BUILDING REQUEST – CORNER LOTS

- 20-ft front yard setback on corner/reverse corner lots for garages to allow parking in front without encroaching in ROW
- 10 ft is current setback
- Results in vehicles encroaching into ROW when parked in driveway in front of garage

BUILDING REQUEST – CORNER LOTS



Side Yard Setback - Parking on Sidewalk

Legend



Side Yard Setback - Parking on Sidewalk

Legend



BUILDING REQUEST – CORNER LOTS

Pros	Cons
- Gets parked vehicles in driveways out of public ROW	- Garage replacements may not be able to meet the new standard - Cost of zone variance processing

BUILDING REQUEST – COACHES

- Allow Planning Director case-by-case discretion to reduce the minimum 1,500-ft buffer between permanent commercial coach in an industrial area from existing arterial (limited to industrial locations west of Santa Fe Way and north of Burbank Avenue)
- Often commercial coaches are sufficiently shielded from view along arterial that 1,500-ft buffer requirement is not necessary

BUILDING REQUEST – COACHES

Pros	Cons
- Provides staff greater flexibility - Business friendly	- Aesthetics concern

QUESTIONS?

Steve Esselman, Planning Director

sesselman@shafter.com

661-746-5002



CITY OF SHAFTER, CALIFORNIA

REQUEST FOR PROPOSALS

General Plan Update, Development Regulation Updates, and Programmatic Environmental Impact Report

Release Date: October 23, 2023

City of Shafter
336 Pacific Avenue
Shafter, CA 93263

CITY OF SHAFTER
REQUEST FOR PROPOSALS
General Plan Update, Development Regulation
Updates, and Programmatic Environmental Impact
Report

Introduction

The City of Shafter (City) requests written responses to this Request for Proposals (RFP) for selection of a planning firm to provide professional services related to an update of the City's general plan, development regulation updates, and programmatic environmental impact report.

Background

In accordance with California Government Code (GC) Section 65300, the City adopted the Shafter General Plan (SGP) and certified the associated programmatic environmental impact report (PEIR) in 2005 to plan for the long-term future development of the Shafter area.

The SGP contains six elements (referred to as Programs in the SGP), including land use, transportation, public services and facilities, housing, environmental management, and environmental hazards. The SGP can be found on the City's website (<https://www.shafter.com/DocumentCenter/View/5042/Shafter-General-Plan>).

A draft of the Environmental Health and Justice Program (EJ element) was prepared November 2020 and considered by the City Council in May 2021. Preparation of the EJ element including meetings with the EJ groups, health care providers, and faith-based organizations. The draft EJ element also addresses air quality issues as required by State law. Based on public feedback, the Council referred the EJ element to staff. Staff has determined that EJ element implementation could result in significant and unavoidable environmental effects and therefore, a PEIR is warranted. Subsequently, staff determined that it would be more appropriate to incorporate the EJ Element into a new general plan update (GPU) and then prepare a new PEIR for a GPU that contains an EJ element.

Cities and counties in the San Joaquin Air Pollution Control District (SJVAPCD) must also address air quality in their general plans. Cities and counties that have identified disadvantaged communities must also address environmental justice in their general plans, including air quality. Per Assembly Bill (AB) 617, the City has been designated a disadvantaged community and therefore, inclusion of an air quality analysis in the GPU will be required.

Additionally, GC Section 65302(g) requires that, if a local hazard mitigation plan has not been adopted by a local jurisdiction on or before January 1, 2022, then the safety element shall be reviewed and updated as necessary to address climate adaptation and resiliency strategies applicable to the City. The City currently does not have a local hazard mitigation plan in compliance with State law.

These factors warrant preparation of: (1) GPU to direct growth for the next 20 to 30 years, (2) development regulation updates, and (3) a new comprehensive environmental analysis that identifies the specific impacts of the new growth and appropriate methods to address and mitigate those impacts.

Project Location

Various maps of the City can be found on the City's website (<https://www.shafter.com/363/Geographic-Information-Systems-GIS-Office>). In accordance with state planning law, a general plan must cover all territory within the boundaries of the adopting city. The plan should also consider any area outside which, in the planning agency's judgment, "bears relation to its planning" (Government Code Section 65300). It also allows adoption of area plans or general plans in part. Thereby, the City can designate the area covered by this general plan update for study and adoption.

Scope of Work

The consultant's role will be to provide professional planning services resulting in a GPU, development regulation updates revision, and related CEQA analysis no later than a tentative deadline of January 2026.

Public Outreach

The update will include a wide-reaching, inclusive, and informative outreach campaign that empowers community members. Outreach shall include:

- Establishing a Community Advisory Committee made to advise the City Council throughout the process.
- Branding with consistent design templates and graphics.
- Developing a digital presence and use of community surveys.
- Facilitating community workshops to provide participants with an opportunity to give input on what they feel are the City's most important assets and opportunities for the future and what critical issues and topics should be addressed.
- Facilitating pop-up exhibits at local events or destinations in target neighborhoods.

Element Updates

The comprehensive update should include the following:

- A fresh new look and format with integrated graphics, including an electronic version for use on the City's website.
- A new, updated vision and guiding principles for the community established through meaningful outreach to all community stakeholders.
- The updating of all mandatory element elements to comply with state legislation, regional, and local policies.
- The inclusion of select optional elements to address topics that are of great importance to the future of the City and the values of its citizens, such as economic development and/or community design.

- Review and potentially updating land use designations, with some designations likely deleted and others created. The land use map would be revised.
- Performance of all technical analyses, with subsequent incorporation of data into the associated element(s).

Development Regulation Updates

The selected consultant will be responsible for drafting updates to the City's zoning ordinance, subdivision ordinance, and any other affected development regulations in response to any changes made in the GPU.

CEQA Analysis

Preparation of a PEIR to satisfy California Environmental Quality Act (CEQA) requirements and allow for streamlining development projects consistent with the general plan. Creates an opportunity to integrate the PEIR and GPU whereby any required CEQA mitigation is developed as a general plan update policy to be self-mitigating to further streamline development.

General Project Management

The selected firm will be responsible for ensuring that the project is effectively managed, ensuring completion of the project on time and on budget. At a minimum the City will expect the consultant to successfully provide the following project management services:

- Identification of critical path tasks and key benchmarks.
- Development of associated timeline to ensure project completion by City's tentative deadline of January 2026.
- Direction on best practices for execution of each critical path task.
- Development of strategy for ensuring tasks are timely completed.
- Consistently achieve agreed-upon timeline(s), ensuring project is delivered on-time and on budget.
- Effectively and proactively communicate with City staff should issues arise, should modifications need to be made to the project scope, budget, or schedule, and at key decision points.

Selection Process

Based on the responses received, City staff may choose to interview consultants. Consultants that work with the City are required to enter into a standard professional services agreement.

Evaluation Procedure

In reviewing a firm's proposal submitted to the City in response to this RFP staff will be considering the following criteria:

- Proposed methodology and work plan outlined in the scope of work, including a clear understanding of project requirements and alignment with project objectives (60%).
- Clarity and feasibility of the proposed timeline (30%).
- Cost competitiveness and value for money (10%).

Cost of Proposal Preparation

The City shall not be liable for any pre-contractual expenses incurred by any submitting consultant. Each submitting consultant shall protect, defend, indemnify, and hold harmless the City from all liability, claims, or expenses whosoever incurred by, or on behalf of, the entity participating in the preparation of its response to this RFP. Pre-contractual expenses are defined as expenses incurred by consultants in:

- Preparing proposal in response to this RFP.
- The cost to prepare a project specific scope, and cost to negotiate a contract.
- All other expenses incurred by the consultant to the preparation of the proposal.

Submittal Requirement

There is no page limit for the response, but please keep the response succinct while fully conveying the proposed approach. The submittal should be in the form of a letter proposal. The proposal submittal shall be provided electronically as a PDF. PAPER SUBMISSIONS ARE NOT REQUIRED AND WILL NOT BE ACCEPTED. Since each qualified consultant receiving this RFP has provided a SOQ, the following is not necessary in the letter proposal:

1. Project Team and Qualifications (including resumes)
2. Billing Rate Sheet
3. References
4. Liability Insurance

For fullest consideration, the letter proposal must provide the items below in the following order:

1. Scope of Work: Proposed methodology, approach, and work plan for the project, including key tasks, milestones, and deliverables. The proposal shall include a description of the methodology developed to perform the required services and tasks, including the listing of products associated with each.
2. Timeline: The project duration is anticipated to span multiple years; and the proposal should include an anticipated schedule for all phases of the project as outlined in the consultant's scope of work. The actual program time may vary and will depend on issues and circumstances, which evolve from public meetings, future funding, and future events. The proposal should demonstrate the consultant's willingness to prepare and execute flexible work scheduling based on these unknown events. The proposal must allow adequate time for staff review, comment, and redraft of the documents, discussion, and deliberation throughout the project. The consultant shall be prepared to start the work within three weeks of the City's authorization to proceed.
3. Budget: Including a breakdown of fees for each task and any additional expenses. The proposed budget should outline all estimated costs to complete the project including administrative costs, graphics, duplication, and mailings as well as travel costs. Please note that City of Shafter does not pay "Cost-Plus" expenses. Therefore, integrate all anticipated

costs to complete the project into the total proposed budget. The cost will be on a time-and-materials, not-to-exceed basis and payment will be monthly (i.e., net 30).

4. Additional Information: Provide any additional information which the consultant would like to have considered.

Submittal Requirement

The anticipated schedule of activities related to this RFP is as follows:

Activity	Date
RFP issued	October 23, 2023
Last day for questions to be submitted	November 20, 2023
Proposal submittal deadline	December 4, 2023

Amendments to RFP

The City reserves the right to amend the RFP by addendum. If necessary, the proposal submittal deadline will be extended to allow submitters additional time to respond to the RFP addendum.

Inquiries

Questions related to this solicitation shall be in writing (email preferred) and addressed to:

Steve Esselman, Planning Director
City of Shafter
Planning Department
336 Pacific Avenue
Shafter, CA 93263
Email: sesselman@shafter.com

Noncommitment of City

The successful selection of a consultant does not constitute a contract for service, nor does it guarantee that the City will request a project specific scope and cost proposal. The City shall not be obligated to respond to any proposal submitted, nor be legally bound in any manner by the submission of a proposal.

The City reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources or any portion of any proposal, or to waive any irregularities or informalities in the proposals or in the RFP process, or to make awards based on that item or combination or items which, in its opinion, serves the best interest of City, or to cancel all or part of this RFP. This RFP does not constitute any form of offer to contract.

Submittal

Proposals are due in PDF format no later than 5:00 p.m., December 4, 2023, and shall be sent to:

Steve Esselman, Planning Director
City of Shafter

Planning Department
336 Pacific Avenue
Shafter, CA 93263
Email: sesselman@shafter.com

All submittals will become a public record, available for review upon request.

Zoning Fees

Roger Sanchez <rsanchez@shafter.com>

Thu 12/21/2023 4:43 PM

To: Steve Esselman <sesselman@shafter.com>; Dennis Fidler <dfidler@shafter.com>

Cc: Rocio Mosqueda <rmosqueda@shafter.com>

Greetings,

The total zoning fees from MUNIS LTD is \$995,160.

The total zoning fees is \$1,494,018 from 2017 until 2023 once we combine Eden and MUNIS.

We have zoning fees prior to 2016 if we need to show them.

Year	Eden 010-30- 3201-00 Zoning & Subdivision	MUNIS BLD010- Building Permit - Zoning	Total
2017	32,205	-	32,205
2018	62,837	-	62,837
2019	284,516	-	284,516
2020	119,299	121,970	241,269
2021	-	434,632	434,632
2022	-	245,212	245,212
2023	-	193,346	193,346
Total	498,858	995,160	1,494,018



Source; "K:\600-Financial Reporting\DEPARTMENT REPORTS\Planning\231220 Zoning Fees LTD amts.xlsx"

Regards,



Roger Sánchez Ruiz, MBA

Finance Director | rsanchez@shafter.com

336 Pacific Ave, Shafter, CA 93263

(O) 661.746.5043 | (C) 661.779.5898

www.linkedin.com/in/rogersanchezruiz/

Please note that email correspondence with the City of Shafter, along with attachments, may be subject to the California Public Records Act, and therefore may be subject to disclosure unless otherwise exempt.

December 4, 2023



Steve Esselman
Planning Director
CITY OF SHAFTER
Planning Department
336 Pacific Avenue
Shafter, CA 93263

Subject: Proposal to the City of Shafter for Comprehensive General Plan Update and EIR

Dear Steve Esselman:

On behalf of the PlaceWorks team, I am happy to submit the following proposal to augment our previously submitted statement of qualifications. We would consider it a privilege to work with you on updating your General Plan and EIR and offer this proposal for planning, design, and environmental services. We stand poised to offer the highest levels of commitment, enthusiasm, and professionalism for your endeavor and are more than willing to adjust any part of the scope, budget, and schedule to accommodate the City's needs.

This proposal shall remain valid for 90 days from the date of submittal. As a Principal, I am authorized to bind the team to the contents of this submittal and to negotiate contracts on behalf of PlaceWorks. Please contact me with any questions. My complete contact information is as follows.

Colin Drukker, Principal
PLACEWORKS

3 MacArthur Place #1100, Santa Ana CA 92707
714.966.9220 x2307 | cdrukker@placeworks.com

PlaceWorks confirms that we have the ability and willingness to comply with all the provisions stated in the RFP. We look forward to your response.

Respectfully submitted,

PLACEWORKS

Colin Drukker
Principal

Project Understanding and Approach

Shafter's commitment to land use planning, strategic visioning, and fiscal and operational management have helped foster a city with a desirable quality of life, excellent parks and recreation, and a vibrant and growing economy, all of which continue to attract investment in housing and new residents. As the City commences with a comprehensive update to its General Plan and related development regulations, it is starting from a position of strength.

In addition to planning for opportunities, the update effort must consider potential challenges. For example, as housing has expanded from northwest Bakersfield, areas planned for residential growth in southeast Shafter continue to build-out. With a large expanse of farmland between Gossamer Grove and the historic core of Shafter, however, there is the challenge of Shafter growing into two different cities. While there will likely be a land use planning component to this, there are economic development considerations. Residents in southeast Shafter are closer to shopping, dining, and entertainment at Northwest Promenade and nearly as close to downtown Bakersfield as they are to downtown Shafter. As southeast Shafter continues to grow and develop, the city will need to capitalize on commercial opportunities in order to limit the leakage of retail spending to Bakersfield. Equally as important will be the need to foster and maintain a sense of community among the neighborhoods and subareas of Shafter in order to maintain community support for strategic and fiscally prudent city management.

The General Plan Update (GPU) provides the opportunity to focus on the City's top-line budget strategy. In business terms, a top-line strategy is a business' plan to grow and expand its market share and increase revenues. This is exactly what a general plan is for a municipality. As the center of population in California, Shafter is realizing its potential to serve as logistics hub and is benefitting from the jobs, economic activity, and net revenue generation that industrial development can provide. And with the City's foresight in annexation, Shafter has the uncommon potential to accommodate continued industrial development without affecting nearby sensitive receptors. The planning process provides the opportunity to consider the long-term development potential—industrial, commercial, and residential—and to not only plan for a fiscal balance among land uses but also to avoid land use incompatibilities.

The historic core of Shafter is traditional American town development—a railway with a main street commercial area perpendicular to the railroad tracks and industrial uses spread along the opposite side of the railroad tracks. The GPU will allow for a grand revisioning of downtown Shafter. This includes integrating land use and development on both sides of the railroad tracks with a reconsideration of historic downtown industrial sites. However, it also includes new visioning (and policies and implementation measures) for what the downtown commercial core should be—how it can best serve the needs of residents living in proximity to downtown and how it can best attract residents from throughout the city, serving as the central place for Shafter and strengthening the sense of community.

The GPU also is the time to re-evaluate the long-term implications of growth and development, consider trade-offs, and establish the community's vision for the future Shafter. This may include many quality-of-life factors, such as parks and recreation, the adequacy of local health care, and accessibility to education and job training. But it also includes analyzing the potential for water supply to support additional residents as well as the costs and funding for infrastructure needed to support the city's long-term buildout. To tie all of this together, the GPU process will consider the

fiscal implications of the future Land Use Plan and the City's capacity to pay for desired levels of service for public facilities and public services.

Additionally, while the current General Plan provides a framework for Shafter to grow into a fiscally sound city and a desirable place to live and to operate a business, there have been numerous changes to state planning laws and numerous changes in the practice of long-range planning. These include community environmental health and justice (including City work through 2021), air quality, active transportation, hazard planning, and climate resilience and adaptation. Moreover, the practice of long-range planning has evolved to incorporate extensive public engagement, empowering residents to meaningfully influence land use and development policies, regulations, and implementation programs. All of these factors must be considered to produce a GPU that serves as an effective tool for decision making.

Finally, technology has changed dramatically since the city adopted its current General Plan. Web-based maps and tools for public engagement have greatly improved the two-way flow of information during the planning process. With this update, the City has an opportunity to transform its General Plan into an accessible and dynamic tool, not only for land use and development but for ongoing municipal management. And with programmatic environmental clearance provided by an EIR, the City will facilitate streamlined planning and approvals for all development that is consistent with the long-term vision and the guiding principles, goals, and policies contained in the updated General Plan.

Staff Added to our Team

PlaceWorks is happy to announce that Malia Durand (Project Manager for the 6th Cycle Housing Element while previously at Infrastructure Engineers) is now employed by PlaceWorks and has been selected to be the Project Manager for the CEQA effort.

Task Structure

As illustrated in the Project Schedule, the Scope of Work consists of a set of sequential tasks that reflect the chronological order of activities and deliverables to prepare the GPU (Tasks 1 to 7), and a set of ongoing tasks that are conducted at multiple points or throughout the duration of the GPU (Tasks 8 to 10).

TASK 1. PROJECT KICK OFF

Task 1.1 Kick-Off Meeting

The kick-off meeting is critical in shaping a successful GPU. City staff and consultant team members must collaborate effectively if the work plan is to be completed with the desired quality and within the expected time frame and budget. The kick-off meeting allows the project team to:

- Introduce key participants
- Refine the work program, scope of work, and schedule (confirm desired timelines for milestone deliverables)
- Identify the roles of anticipated stakeholders such as outside agencies, organizations, property owners, and individuals
- Identify available resources and any current or related projects that must be considered
- Refine communication protocols for the project

- Address ongoing implementing projects or programs that could potentially affect the project
- Discuss public participation protocol

The kick-off meeting could also include representatives from other City departments, such as Public Works, Economic Development, Engineering, the GIS office, and the City Manager's Office, among others.

Deliverable(s):

» Draft and final agenda

Task 1.2 Public Participation Protocols

Through previous work on Environmental Health and Justice and with the Housing Element in the state's hands for review, the City has already elevated the public's awareness of planning issues and obtained input on key issues related to housing. PlaceWorks will coordinate with PlaceWorks' new staff member, Malia Durand, and the City to build on what was successful and improve approaches and materials as desired.

While our proposal recommends an array of tools and activities, this task provides the time for PlaceWorks and the City to refine our preliminary outreach strategy and establish more detailed guidance for public relations and community engagement activities Informed by discussion during the Kick-off Meeting. PlaceWorks will prepare a Public Participation Protocol that documents:

- Objectives for public involvement
- Review of guiding principles for the outreach process
- Program activity descriptions (purpose, schedule, approach, logistics, and responsibilities)
- Confirmation of potential community partners, stakeholder groups, and agency outreach
- GPAC purpose, membership, meeting topics and dates, participation considerations, and rules and procedures
- Communication techniques, consistent with established City protocols for website postings, email blasts, tweets, etc. (including City's preferences for website hosting, and identification of long-lead time items to inform the project schedule)
- Level of bilingual translation and interpretation (this scope and budget assumes that outreach materials for the GPU will be available in English and Spanish and live interpretation for Spanish speakers will be available at live events)

Deliverable(s):

» Public Participation Protocols

Task 1.3 Stakeholder Outreach

Stakeholder interviews and focus groups help to pinpoint issues, opportunities, and constraints as a means to inform the GPU. The primary purpose is to capitalize on participants' wealth of information, history, institutional knowledge, and understanding of issues. Interviews with outside agencies are also useful for discussing the GPU, future projects, activities for greater coordination and understanding, and how each will shape or influence the update effort. Stakeholder interviews, especially when conducted soon after project kick-off, can also be a valuable way to quickly identify opportunities to reach out and involve other members of the community.

PlaceWorks will coordinate with City staff to develop a list of potential stakeholder representatives and groups for interviews, coordinate scheduling, facilitate the interviews, and create an input summary identifying major themes. Interviews and focus groups will be conducted by PlaceWorks' Principal-in-Charge and Project Manager or Assistant Project Manager (or senior level topical experts) via phone, Teams, or Zoom.

Deliverable(s):

- » Draft and final list of potential community partners and stakeholders
- » Up to 4 hours of email coordination, up to 8 hours by two staff members for virtual meetings and phone calls
- » Summary of interviews (major themes)

Task 1.4 Project Branding

To create Citywide project recognition that will elevate awareness of the General Plan effort and associated project-related technical studies, PlaceWorks will develop a project logo, tagline, and color palette (style guide) to theme the project. This will create a recognizable identity that takes design cues from the unique characteristics of Shafter and builds on key themes the City wants to promote. The project logo and brand package may include a combination of symbols, text, colors, or graphics to create a recognizable brand for the General Plan.

Deliverable(s):

- » Draft Project logo/branding (3 maximum digital files)
- » Final logo artwork: Digital file
- » Draft and final templates for PowerPoint presentations and Social Media posts (digital files of each)
- » Style guide (final logo, fonts, color palette, templates for PowerPoint and Social Media)

TASK 2. COMMUNITY LAUNCH

Expanding our reach beyond key stakeholders, the following tasks focus on creating content and communications to expand the public's awareness of the GPU, highlighting essential information on the GPU's purpose, importance for the community, key milestones, and outreach opportunities.

Task 2.1 Project Website

PlaceWorks will either host an independent project website or work with City staff to create a project page within the City's existing website. PlaceWorks will provide content for website updates throughout the process.

Deliverable(s):

- » Project webpage and website content (hosted by PlaceWorks or City)

Task 2.2 Project Overview Collateral

PlaceWorks will prepare narrative and graphic content consistent with the style guide and suitable for distribution through social media platforms, news/media outlets, email distribution, temporary signage at key locations throughout the city, and pop-up events, including:

- Press release with information about the GPU

- A narrative overview of the project with maps and text suitable for the website, including a high-level schedule and description of community engagement opportunities
- Bilingual video for use on the project website and first public open house
- General Plan 101 materials to educate and inform the public, such as *FAQs* and *What is a General Plan?*

Deliverable(s):

- » Draft and final press release
- » Draft and final narrative for project website
- » Draft and final presentation and script for project overview video
- » One final video in English and Spanish
- » Up to two handouts with General Plan 101 materials in PDF formats

Task 2.3 Project Marketing for Community Launch

To raise awareness of the GPU across all cross-sections of Shafter residents, PlaceWorks proposes a two-pronged approach to reach people where they are most comfortable.

The first avenue of engagement would promote the GPU through the City's existing digital channels, including posts on social media accounts and eblasts to identified stakeholder organizations and interested parties. PlaceWorks will provide narrative and graphic content for the City to post on social media channels.

The second avenue of engagement would complement the project's digital presence with an analogue effort, including utility bill inserts, announcements and bulletin inserts with local churches, schools, and other community groups, fliers posted in store windows (e.g., Apple Market) as well as temporary signage placed in parks, museums, and along Central Avenue announcing the GPU and providing links and a QR code to access the project website (Announcements or similar page with a current call to action, such as a survey).

Deliverable(s):

- » Draft and final Facebook and Instagram Posts in English and Spanish
- » Draft and final eblast for identified stakeholders (1 eblast announcing the project and community survey, up to 2 reminder eblasts)
- » Draft and final utility bill insert (digital files)
- » Draft and final advertisement for local bulletins (up to 2 design configurations, digital files)
- » Draft and final GPU flyer (digital files)
- » Draft and final map of temporary signage locations (digital file)
- » Draft and final proofs of temporary signage design (digital files)
- » Printing, production, installation, and removal costs based on available budget)

Task 2.4. Community Survey

PlaceWorks recommends conducting a brief survey during the community launch to build awareness of the GPU effort, build understanding about the GPU's role and importance for the community, and obtain community input on high level issues, values, and vision.

Deliverable(s):

- » Draft and Final Community Survey in English and Spanish
- » Summary of results

Task 2.5. Community Pop-Ups

Pop-ups are a fun, quick, and sometimes spontaneous way to interact with the public in an environment that is comfortable for them. Visiting the community where they live, shop, or recreate can often be more effective compared to requesting the public attend a community meeting. While these events may be relatively spontaneous for participants, they require careful planning by the consultant team in coordination with City staff. We envision our first pop-up event would build awareness, promote the community survey, and gather input from community members about relevant issues, community values, and vision for the future of Shafter. We anticipate the first pop-up will take place shortly after launching our digital presence and concurrent with the installation of signage throughout the community. If feasible, it would be great to conduct one or more pop-up at some of the activities associated with the newly returned Celebration of the Arts: COLOURS in late February 2024.

Deliverable(s):

- » Up to three pop-up events
- » Summary of results

Task 2.6. PC/CC Briefing #1

PlaceWorks recommends conducting briefings with the Planning Commission and City Council early to keep them aware and engaged during the update process. These briefings could be conducted at public meetings or as one-on-one interviews with each member. This first briefing would provide an overview of the Community Launch efforts, including the results of the Community Survey, and highlight the next steps in the GPU process.

Deliverable(s):

- » Presentation materials
- » Attendance at PC and CC meeting or virtual interviews with PC and CC members

TASK 3. DISCOVERY

While some of the baseline work has been accomplished by previous efforts, including the draft updates to the Housing and Environmental Health and Justice elements, the PlaceWorks Team will update current information and evaluate new topics. PlaceWorks will lead the effort and be supported by Fehr & Peers and Provost & Pritchard. Some due diligence will be conducted to support land use and transportation planning, such as existing conditions, pending development plans, market and fiscal conditions, and roadway and infrastructure capacities. Other topics and studies are driven by environmental clearance, such as air quality and greenhouse gas emissions, or by new state requirements, such as climate adaptation and resiliency.

Task 3.1 Review of Existing Plans, Studies, and Documentation

This task involves collecting comprehensive information about Shafter from existing planning documents and technical studies related to land use and policy. The intent is to augment our teams' current understanding of Shafter and its planning context, to identify where previous information and mapping can be used and where new analysis and data is needed, and to ensure that the GPU is consistent with other planning and regulatory documents (also identifying areas where updates

will be necessary). Some examples are listed below (all City or joint documents unless otherwise stated).

- Strategic Plan and City Council Goals
- Currently adopted General Plan
- Draft Housing Element (2023)
- Draft Environmental Health and Justice Element (2021) and associated outreach
- Any other GP amendments (adopted or pending)
- Broadband Master Plan efforts, including applications for funding
- Recent environmental documentation for projects
- Specific Plans and environmental documentation (including recently adopted and amended plans: Gossamer Grove (2023), Marcona Preserve (2022), Orchard Park (2023))
- Emergency Operations Plan and associated annexes (2022)
- Local Road Safety Plan (2022)
- Recent safety, hazard, and biological surveys
- Capital improvement plans, infrastructure master plans, and municipal service reviews
- AB 617 implementation efforts
- Kern County and Bakersfield General Plans (currently adopted and updates in process)
- Regional planning efforts (such as 2022 KernCOG RTP/SCS, Kern Region Active Transportation Plan (2018), Kern County Bicycle Master Plan (2012), MJHMP (2020))

As relevant documents are identified, retrieved, and reviewed, references may emerge to other documents (local and regional) with additional information relevant to the project. Focused telephone calls and follow-up with City staff may be necessary to obtain relevant information.

Deliverable(s):

- » Data collection, with appropriate information documented for future use in the Existing Conditions Story Map and other tasks

Task 3.2 Review of Existing Goals, Objectives, and Policies

PlaceWorks will coordinate with City staff to evaluate the current General Plan as well as the draft Environmental Health and Justice document, identifying content that 1) is still appropriate, 2) is completed, 3) should be moved to other plans or ordinances, or 4) should be modified or deleted to ensure compliance with state law or in consideration of best practices. This technical review will be further refined after the visioning work is completed to ensure alignment with the City's updated vision statement and community values.

Deliverable(s):

- » Policy review matrix with recommendations and explanations for proposed changes

Task 3.3 Existing Land Use Assessment

An accurate existing land use map is important to identify opportunity areas for future land use changes, accurately estimate buildout, and conduct environmental analyses. It also engenders greater trust with the City's GPAC members, residents, and businesses by communicating our knowledge of the local area. PlaceWorks will prepare an inventory of existing land uses on a parcel basis, informed by a review of internal records and aerial research. We will include the

identification of conformance for all land uses on a parcel. An updated existing land use inventory can also be provided to regional entities at project completion so it can accurately inform regional planning efforts.

Deliverable(s):

- » GIS-based existing land use map
- » Statistical summary of existing land uses, calculated at the parcel level and calibrated against published resources such as the California Department of Finance and the U.S. Census

Task 3.4 Mobility Assessment

Fehr & Peers will prepare a background report summarizing existing mobility conditions, including an inventory of transportation facilities (roadway, public parking, transit, pedestrian, bicycle) and a summary of their current operations. We will utilize a layered network strategy to showcase every aspect of transportation infrastructure and services comprehensively. The background report will also include existing functional classification of city streets, collision statistics within Shafter over the past five years, and pertinent traffic and travel information available from the City, Kern COG, US Census, and other sources. Additional data may include existing transit services and facilities, existing bicycle facilities, and existing pedestrian facilities.

Although state law has moved away from level-of-service (LOS) as a threshold in environmental clearance, the performance of the City's overall roadway network remains of paramount importance. Fehr & Peers will record roadway segment and intersection traffic counts to inform policy evaluation, land use planning considerations, and the desired LOS metrics for operational analysis. Fehr & Peers will investigate how the KernCOG Traffic Count Database System, which provides comprehensive average daily traffic (ADT) counts, can be utilized to reduce the cost of collecting and processing new counts. This scope includes analysis of up to 15 street segments using recent published data (from the KernCOG database or another source). Published data will be augmented by collecting new turning movement counts by mode (autos, trucks, bicycles, and pedestrians) at up to 10 study intersections during typical weekday AM and PM peak periods (4-hour counts). Specific analysis locations will be defined in consultation with City Staff.

Finally, the goods movement network is of particular importance to the Shafter GPU effort. Fehr & Peers recently completed the Kern Area Regional Goods Movement Operations (KARGO) Sustainability Study Phases I & II. Phase I of the study was focused on developing infrastructure project concepts that facilitate logistics operations while mitigating adverse impacts on disadvantaged communities such as the City of Shafter. The BNSF Rail Terminal and the Wonderful Industrial Park are crucial to Shafter's economy, and both have planned developments to accommodate future growth. PlaceWorks and Fehr & Peers will document these plans and work with City staff to identify additional plans and priorities for goods movement throughout the planning area.

Deliverable(s):

- » Analysis of up to 15 roadway segments using available published data
- » Turning movement counts by mode at up to 10 study intersections
- » Draft and Final Mobility Assessment

Task 3.5 Infrastructure Assessment

Provost & Pritchard will document the capacity and condition of the local water supply and distribution system, wastewater conveyance and treatment system, and storm drainage capture and conveyance system based on the latest available master plan and related documents prepared for the City and service providers within the planning area boundary. Input and guidance will be sought from City public works, engineering representatives, and applicable service providers. Additional information will include legislative and regulatory frameworks and a high level assessment of dry utilities, including telecommunications, electrical, and gas, based on available information in consultation with the City and service providers.

Deliverable(s):

- » Draft and Final Infrastructure Assessment

Task 3.6 Climate Change Vulnerability Assessment

State law requires local governments to prepare a climate change vulnerability assessment (vulnerability assessment) as part of general plan updates to identify local vulnerabilities to climate change and to inform the preparation of climate adaptation and resiliency goals, policies, and actions. PlaceWorks will prepare the vulnerability assessment for Shafter to be consistent with guidance state and regional resources, including the California Adaptation Planning Guide. We will rely on the most accurate and up-to-date science on the effects of climate change, using the best available and approved State resources, including Cal-Adapt and the California Fourth Climate Assessment, local studies and reports, and all other relevant sources, such as the Caltrans District 6 Climate Change Vulnerability Assessment.

The vulnerability assessment will include three primary steps: 1) identification of climate hazards, populations, and assets; 2) vulnerability scoring of each applicable climate hazard and asset; and 3) a summary of the results. PlaceWorks will prepare a list of all hazards, populations, and assets to be assessed based on our understanding of the conditions in Shafter, state and regional guidance, and best practices. PlaceWorks will use the hazards, populations, and community assets to evaluate how vulnerable the community is to climate change hazards. These results will be translated into a vulnerability score, ranging from low (minimum vulnerability) to very high (severe vulnerability). We will work closely with City staff to ground truth the results of the climate vulnerability assessment to ensure that the assessment accurately reflects the community. The results of the scoring will be integrated into the Safety Element Background Report.

Deliverable(s):

- » Administrative Draft and Final memo identifying climate hazards, populations, assets (electronic copies, Word and PDF)
- » Administrative Draft and Final Vulnerability Assessment Scoring Workbook (electronic copies, Excel)
- » Vulnerability Assessment Summary for inclusion in Administrative Draft and Final Background Report (electronic copies, Word and PDF)

Task 3.7 Safety Element Background Report and Mapping

PlaceWorks will prepare a comprehensive Safety Element Background Report concurrently with the Vulnerability Assessment that will provide hazard-specific information and details to meet Government Code requirements while allowing the hard copy and web-based formats of the updated General Plan to remain more streamlined. The Background Report content will provide

details on all hazards affecting the city, including geologic and seismic hazards, flooding (including dam and levee failure), urban fire hazards (wildfire as it relates to indirect smoke), drought, severe weather (including extreme heat, winds, and severe weather), dust storms, hazardous materials, and additional climate change hazards covered in the Vulnerability Assessment. Each hazard section will define the hazard and extent of the hazard, include applicable mapping of the hazard, provide an overview of historic occurrences, explain the likelihood of future occurrence, describe how climate change will affect the likelihood and severity of future occurrences. We will also include a section on disaster preparedness, response, and recovery. For this Report, we anticipate referencing relevant information in the 2020 Kern County Multijurisdictional Hazard Mitigation Plan (MJHMP) and pulling in the results from the Vulnerability Assessment where applicable. The Report will also provide implications for the Safety Element update.

The California Government Code requires that the Safety Element includes up-to-date maps on flood hazards, wildfire hazards, and climate-related hazards. The PlaceWorks Geographic Information System (GIS) team will prepare a comprehensive set of maps for the Safety Element that will include data from the California Department of Forestry and Fire Protection (CAL FIRE), Federal Emergency Management Agency (FEMA), California Geological Survey (CGS), California Department of Water Resources (DWR), California Public Utilities Commission (CPUC), and other state or regional agencies. PlaceWorks will prepare a base map that identifies critical facilities and infrastructure essential for daily operations and emergency events, drawing from the MJHMP and existing Safety Element where possible. Once reviewed and approved by City staff, PlaceWorks will use the base map to create the hazard maps for the Background Report. After City staff review and provide a consolidated set of comments, PlaceWorks will add the maps into the Final Background Report and will integrate them into the updated Safety Element. As part of preparation of maps for the Safety Element, PlaceWorks will identify and map evacuation routes and evacuation constrained residential maps as directed by SB 99.

Deliverable(s):

- » Existing Plan Review Crosswalk (electronic copy, Excel)
- » Policy Review Matrix (electronic copy, Word)
- » Administrative Draft and Final Background Report (electronic copies, Word and PDF)
- » A set of draft PDF maps (electronic copy)

Task 3.8 Environmental Health and Justice Assessment

While the City conducted a substantial amount of outreach and analysis through its efforts to prepare a draft Environmental Health and Justice document (2021), PlaceWorks will review the draft effort for consistency with the latest analysis and direction from the Office of the Attorney General, data from CalEnviroScreen 4.0, and the status of AB 617 and associated Community Emissions Reduction Plan efforts. As there is a substantial degree of overlap between the topics of health, environmental justice, and air quality, this task will provide critical direction to complete the previous efforts in a manner that addresses state law and appropriately addresses the desires expressed by the community, both in the past and as received during outreach efforts in 2024.

Deliverable(s):

- » Draft and Final Environmental Health and Justice Assessment

Task 3.9 Existing Conditions Story Map

Establishing a clear and informed baseline for planning and environmental analysis is critical to a successful and defensible plan and EIR. Except as required to support the EIR, PlaceWorks will emphasize succinct analysis and formatting for existing conditions documentation. The intent is to communicate the essential information that should influence options and decisions, presented in a manner that engages the public, key stakeholders, and City leaders. Given the prevalence of Spanish-speaking households, PlaceWorks envisions drawing upon its experience preparing multi-lingual technical materials to ensure all information is distributed in a manner accessible to all residents.

We have experienced great success reaching a broader audience by leveraging our GIS and website development skills to create bilingual web-based story maps that can be viewed on a phone, tablet, or computer to relay technical information—allowing for the placement of photographs and interactive maps alongside brief narratives. To succinctly and meaningfully convey the findings from this task and related technical study information to the public, PlaceWorks will develop a story map to communicate the essential information that should influence options and decisions.

Deliverable(s):

- » Draft and Final story map in English, and final story map in Spanish

TASK 4. VISION, VALUES, AND ISSUES

This task will ensure a solid understanding of the conditions, trends, issues, and potentials to be addressed in the GPU. It will also continue the exploration of policy options City leaders should consider.

Task 4.1 GPAC Formation and Orientation

Over the last 40 years, we have successfully worked with and without advisory committees as a part of general plan updates. If the meetings and membership are structured well and operated with a clear set of expectations and direction, GPACs can be an incredible asset. GPACs can serve as an efficient method of ensuring a broad range of community voices are heard throughout the GPU process, establish a public forum (outside Council Chambers) for constructive dialogue, and create a set of GPU ambassadors that help educate, inform, and encourage participation from others in the community. Conversely, if structured poorly with vague direction and superficial responsibility, GPACs can become an obstacle to progress and consensus, consume a considerable amount of budget, and extend project schedules.

Examples of GPAC membership include individuals from the City Council, Planning Commission, Richland School District, Chamber of Commerce, other service providers, and up to six active and appropriate stakeholders or residents. Including one or two representatives from the City Council and Planning Commission keeps these decision-making bodies informed throughout the update process and can increase the viability of the GPAC's discussions and recommendations.

PlaceWorks recommends that the charge of the GPAC be to review and provide recommendations to City staff, the consultant team, and ultimately the City Council on key components, such as the vision, guiding principles and overarching goals, land use alternatives plans, and the draft General Plan. This scope includes five GPAC meetings based on our understanding of the City, the issues and opportunities it is considering, and the desire to complete the GPU by January 2026.

This task also includes the time to conduct the GPAC orientation immediately before the first community open house, where PlaceWorks will coordinate with City staff to initiate the GPAC, including introductions and an overview of the GPAC roles and responsibilities. GPAC members will then be asked to attend the first Community Open House to learn about the project and the results of the existing conditions report.

Deliverable(s):

- » Form GPAC, including email communication to members
- » Create GPAC welcome packet for distribution at orientation

Task 4.2 Community Open House #1

If designed properly, large in-person public meetings can gather input and generate buy-in from a broad range of community members while enabling city and consultant staff to connect with and engage many individual residents and stakeholders more efficiently and personally. Four key aspects are: identifying the right time in the project to conduct such meetings, building awareness and excitement with key stakeholders, providing real substance to which the community can respond, and engaging participants one-on-one and through interactive tools.

The first community open house is intended to continue and expand awareness, educate the community on the City's current context and conditions (based on the findings of the discovery phase and community survey), facilitate community input on areas of potential change, key issues, and the big ideas outlined in the current General Plan, and share their vision and values for the future of Shafter.

Deliverable(s):

- » Plan and conduct in-person open house
- » Event summary

Task 4.3 GPAC Meeting #1

At the first GPAC meeting, PlaceWorks will coordinate with City staff to build upon the GPAC orientation, including the nomination of a chair and vice chair, an overview of the scope and schedule for the GPU, a brief recap of the community open house and results of public input so far. Finally, it will end with an exercise to review and update the 2011 vision for the City.

Deliverable(s):

- » Plan and conduct in-person GPAC meeting
- » Meeting summary

Task 4.4 Draft Vision, Guiding Principles, and Overarching Goals

PlaceWorks will consider community input through the survey, open house, and GPAC meeting to prepare a draft Vision Statement, as well as a set of guiding principles and overarching goals that reflect the Community's values to be discussed in the second GPAC meeting.

Deliverable(s):

- » Admin and Draft Vision Statement, guiding principles, and overarching goals

Task 4.5 GPAC Meeting #2

At the second GPAC meeting, PlaceWorks will coordinate with City staff to review an updated Vision Statement and a set of guiding principles and overarching goals for each element.

Deliverable(s):

- » Plan and conduct in-person GPAC meeting
- » Meeting summary

Task 4.6 Revised Draft Vision, Guiding Principles, and Overarching Goals

PlaceWorks will finalize the Vision Statement, guiding principles, and overarching goals based on the second GPAC meeting to be presented to the Planning Commission and/or City Council.

Deliverable(s):

- » Revised Vision Statement, guiding principles, and overarching goals

Task 4.7 PC/CC Briefing #2

This second briefing would provide an overview of the Discovery tasks, including a summary of existing conditions, issues, and opportunities based on the community outreach and GPAC activities, as well as a presentation of the Revised Vision Statement, guiding principles, and overarching goals, followed by a highlight of the next steps in the GPU process.

Deliverable(s):

- » Presentation materials
- » Attendance at PC and CC meeting or virtual interviews with PC and CC members

TASK 5. ILLUSTRATING THE VISION

This task focuses on turning the long-term Vision Statement, guiding principles, and overarching goals into a series of land use and mobility alternatives that will help the City understand the amount, type location, and phasing of improvements for existing areas and growth into new areas.

5.1 Charrette

PlaceWorks anticipates bringing in our design experts who have intimate familiarity working both in the Kern County region and in the field of master planning. Randy Jackson (President and Principal) and Scott Ashlock (Associate Principal and Design Practice Area Leader) can quickly identify a variety of land use alternatives for growing over time based on current market demands, likely forecasts, proximity to Bakersfield and the City's central core, current and future plans for industrial development, and strategies associated with transitioning and marketing agricultural lands. PlaceWorks would conduct this charrette in here parts over the course of three days.

5.1.1 GPAC Meeting #3

First, PlaceWorks will coordinate with City staff to conduct a 3- to 4-hour GPAC meeting during which our designers, economist, and mobility and infrastructure team members will guide GPAC members through a series of land use and mobility design exercises to illustrate various land use scenarios (bubble diagrams/urban form level of detail). We will emphasize a discussion of alignment to the Vision Statement and potential implications (e.g., fiscal, phasing, equity, etc.). The intent is to educate and learn from GPAC members on what futures are possible, what futures

would require more change than is likely, and what variables need to be kept in mind when opportunities or conditions change.

5.1.2 Stakeholder interviews

Informed by the GPAC meeting, PlaceWorks will reconnect with stakeholders from task 1.3 to review preliminary conceptual land use scenarios and obtain feedback from key members of the Shafter community.

5.1.3 Public Office Hours

Finally, PlaceWorks will coordinate with City staff to host virtual office hours with the public, during which PlaceWorks and City staff will be available at specific time slots to review the land use scenarios: how they were prepared, potential issues and implications, and feedback. These office hours could also be held in person during the second and/or third day.

Deliverable(s):

- » Plan and conduct Charrette over two days, including meetings with GPAC, stakeholders, and office hours
- » Preliminary land use scenarios (bubble level/urban form level of detail)
- » Summary of meetings

Task 5.2 Conceptual Land Use Alternatives

The PlaceWorks Team will use the input collected during the Charrette to work with City staff to create up to two citywide land use alternatives to the current Land Use Plan and will analyze and present our evaluation of development potential, visual impacts, transportation demands, infrastructure and service demands, phasing, financial feasibility, fiscal impact, public improvement costs, and potential EIR implications, along with how each alternative meets the City's revised Vision Statement, overarching goals, and guiding principles. PlaceWorks will compile this information on a citywide and growth area basis and compare existing conditions, the current land use plan and proposed land use alternatives using Esri-based modeling tools. This information will be presented to City staff for direction on the preferred land use plan.

To enable City staff, decision-makers, property owners, and the public to understand the development options better, PlaceWorks will also generate visual illustrations, photo simulations, or digital renderings of the development options for the areas of potential change that merit special focus or maybe more contentious in the public discussion.

Because there is so much potential for growth in Shafter, the full buildout of the land use plan may go many years beyond a typical planning horizon. Our typical approach in cities with large growth potential is to estimate full buildout to develop an accurate depiction of the ultimate growth so the City can appropriately plan, design, and fund its roadways, infrastructure, and public services and continue to progress toward its vision statement.

Deliverable(s):

- » Draft and Final Land Use Alternatives (up to two)
- » Statistical summaries of alternatives, existing conditions, and current land use plan
- » Illustratives of development options (up to five areas)

Task 5.3 Community Open House #2

PlaceWorks will coordinate with City staff to conduct a virtual open house that allows the community to review and provide input on the land use alternatives, ensuring that those who could not attend the GPAC meeting or office hours can still participate. This virtual open house will be recorded and can be distributed through the City's website and various media platforms.

Deliverable(s):

- » Plan and conduct virtual open house
- » Event summary

Task 5.4 GPAC Meeting #4

At the fourth GPAC meeting, PlaceWorks will coordinate with City staff to review and discuss the two land use alternatives along with community input received during the open house. The intent is to either select one of the alternatives or create a third alternative to form the preferred land use alternative for consideration by the Planning Commission and City Council.

Deliverable(s):

- » Plan and conduct in-person GPAC meeting
- » Meeting summary

Task 5.5 Preferred Land Use Plan

Once a preferred land use alternative is selected, PlaceWorks will prepare preferred land use plan and summary report, which will include final buildout statistics, diagram(s), and refined illustratives suitable for publication on the City's website and presentation to the Planning Commission and City Council.

Deliverable(s):

- » Preferred land use plan and summary report
- » Refined illustratives (up to three)

Task 5.5 Planning Commission and City Council Briefing #3

PlaceWorks will coordinate with City staff and the consultant team to conduct a second round of briefings with the Planning Commission and City Council to review the land use alternatives, community feedback, and recommended preferred land use plan. Based on the direction provided by the City Council at the study session, we will prepare a final preferred Land Use Plan for incorporation into the Policy Plan and EIR.

Deliverable(s):

- » Presentation materials
- » Attendance at PC and CC meeting or virtual interviews with PC and CC members

TASK 6. GENERAL PLAN AND DEVELOPMENT REGULATIONS

This task addresses the production of the GPU itself, including an update and modernization of existing elements and the addition of topics and/or elements. Though every general plan must address a similar set of topics, and many are presented in a common structure, we tailor our approach to match our client's needs, objectives, and budget. Below we refer to each section of the GPU as an "element" instead of the current GP's use of the word "program," although either term can be used during the planning process and in the final document.

Task 6.1. General Plan Elements

Task 6.1.1 Land Use

Many of the underlying growth assumptions that drove the current Land Use Plan have changed dramatically. State mandates, climate change, and changing demographics, behaviors and spending patterns necessitate a new look at land use planning and growth in general in Shafter. Based on the existing conditions, technical studies and community engagement, PlaceWorks will prepare land use plans, urban design concepts, zoning recommendations, and updates to land use policies.

The central focus of the Land Use Element is the preferred land use, finalized in Task 5. The element will include goals and policies focused on the character, scale, and density or intensity of each land use designation. The land use diagram will identify areas expected to be preserved, areas envisioned to be redeveloped or intensified, areas for new development, and areas to be conserved. The Element will also include a growth strategy to guide the long-term growth and development of Shafter in a way that protects and enhances the community's quality of life and that supports the City's continued fiscal resiliency.

PlaceWorks proposes to incorporate community design provision in the Land Use Element. This could include characterization of various of the Shafter by urban form, such as residential neighborhoods, centers and districts for commerce and industry, mixed-use areas, and corridors. Inherent in the identification of these areas by urban form is the inclusion of policies to preserve community character and to ameliorate compatibility issues. These goals and policies will provide support for the inclusion of objective design standards into the development code.

Because a large area of the City is currently in active agricultural production, the Land Use Element will also address agricultural uses, urban-rural interface, and the preservation of prime farm land. The intent is to provide policies to mitigate, to the degree feasible, the conversion of prime farm land.

Task 6.1.2 Transportation and Mobility

New laws, planning guidelines, and trends have emerged that require a fresh perspective for developing the Transportation Element and associated transportation components of the Environmental Hazards Element especially related to wildfire risk and evacuation. The list below includes the most significant of these changes.

Complete Streets. Legislation enacted through Assembly Bill 1358 (passed in 2008) requires planning of complete streets and reliable funding to ensure the transportation network will enable people of all ages and abilities to travel within and through the City of Shafter. This does not mean that every street must accommodate every mode of transportation, but it does mean that we will evaluate the City's existing networks and potential expansions to maximize connectivity for all modes, keeping in mind what is feasible in the short- and long-term. Fehr & Peers will also work closely with City staff and PlaceWorks to identify preferred locations for logistics and other industrial uses, along with land use buffers, truck routes, and access design standards to minimize maintenance costs and impacts on residents and sensitive receptors, such as schools, medical facilities, and parks.

Disruptive Trends. The COVID-19 pandemic and a variety of other disruptive trends including ride-hailing, electric and autonomous vehicles, new travel modes (e-bikes), micro-transit, internet shopping, and demographics are changing the amount and type of travel demand. Given the City's

proximity to Bakersfield and expanded ability to work remotely, we anticipate a focus on balancing travel demand and transportation network supply while also considering the implications for land use changes and economic development.

CEQA Guidelines. Senate Bill 743 (passed in 2013), was implemented through the 2018 CEQA Guidelines Update, replacing vehicle level of service (LOS) with vehicle miles of travel (VMT) for purposes of environmental impact analysis under CEQA. Required guidance from OPR establishes aggressive VMT reduction thresholds that need to be integrated with other VMT-related reduction expectations associated with state goals. Addressing VMT impacts at the general plan level can provide the City with substantial flexibility for SB 743 compliance.

Hazard Planning. The state legislature has been actively raising expectations for cities and counties to address risks and impacts of natural hazards in safety-related updates to the general plan. Just two examples are Senate Bill 99 and Assembly Bill 747, both of which require an analysis of evacuation risks, access, routes, and travel time and performance. Fehr & Peers is helping jurisdictions across California conduct this technical analysis at a variety of scales and budgets to meaningfully inform the City, public, and other agencies about the relationship between hazardous events and where we plan our roadway networks, critical facilities, and neighborhoods.

With this context, the general plan and associated EIR will form the City's responses to changes and new expectations. These responses will directly influence the City's ability to achieve desired transportation outcomes for the future. As such, the technical scope of work for the general plan transportation analysis can be developed by Fehr & Peers to meet new legal and planning requirements while also providing a risk assessment about how changes and new expectations could threaten or disrupt desired outcomes.

Task 6.1.3 Economic Growth

Building beyond its agricultural roots, Shafter is growing, driven in large part by major economic development assets, from fiber optic trunk lines and its own municipal fiber optic network to major rail facilities, freeways, and ready-to-develop industrial properties. The City has done its part, from stepping up to fund economic development after the dissolution of redevelopment agencies to strategic planning going back to 1986 and transforming City properties into economic development opportunity sites.

Clearly non-residential development will be a key component of future growth and development in the city. With in-house economics expertise, PlaceWorks will ensure that economic development considerations are woven throughout the general plan and incorporated into the development code. For example, with the potential for rail-using industrial uses, and growing public concern over the environmental effects of the logistics sector, land use compatibility will be an important issue. It's not enough to have economic development element policies supporting industrial development, it is also crucial that economic development goals are reflected in the land use plan and compatibility policies.

PlaceWorks will also collaborate with the City to identify how best to integrate economic development and the General Plan. Most commonly, our clients are already or will be using an economic development strategic plan. In these cases, we craft the Economic Development Element to provide long-term vision and goals and to provide policy guidance for strategic planning and investments. This is the path we took recently with the Moorpark General Plan, which is now undertaking their first strategic plan, and also with Clovis, which had and continues to have a

regular economic development strategic planning program. We also employed this approach with both Corcoran and Avenal, and in both of these communities we also helped them to craft their first economic development action plans.

Task 6.1.4 Environmental Health and Justice

PlaceWorks will build upon the substantial effort conducted to prepare a draft element on this topic, ensuring all documentation is up-to-date, reviewing draft strategies to ensure compliance with state law (and the ability to withstand review by the California Attorney General's office), and identifying implications and priorities for land use, transportation, infrastructure, and other public facility plans and investments. PlaceWorks helped author some of the state's first environmental justice elements and has created environmental justice, health, and air quality elements for communities throughout California. We also authored a toolkit with the California Environmental Justice Alliance for local government agencies, planners, and communities to implement Senate Bill 1000, and have identified key air quality improvement strategies both within the General Plan and EIR contexts.

Task 6.1.5 Air Quality

The Air Quality Element will satisfy the requirements of AB 170 and provide strong support for the efforts of the San Joaquin Valley Air Pollution Control District to manage and improve air quality in Shafter and throughout the Valley. The work to prepare the element will include and the element will memorialize the required report describing local air quality conditions, including: air quality monitoring data, emissions inventory, significant source categories, attainment status and designations, and state and federal air quality and transportation plans. We will work with staff to explore ways to address local air quality issues while satisfying the regional requirements. PlaceWorks will take a holistic approach to air quality, weaving air quality considerations throughout other elements in the General Plan, including land use planning, economic development, transportation and mobility, and environmental health and justice and using the Air Quality Element goals and policies to reflect the plan-wide commitment to improving air quality.

Task 6.1.6 Environmental Hazards / Safety

Both the regulatory framework and the realities of public safety have evolved substantially in the past 18 years, including the requirement to update safety elements to address climate adaptation and resiliency. The Safety Element will require a comprehensive update to incorporate the Office of Planning and Research's (OPR's) latest General Plan Guidelines for compliance with California Government Code 65302(g) updates resulting from SB 379 and 1035 regarding climate change adaptation and resilience, in addition to SB 1241, SB 99, and others related to wildfire mapping, hazard mitigation, and evacuation routes.

To develop an updated Element, the PlaceWorks team will follow review of the existing Safety Element outlined in task 3.7 with review other existing plans, such as the 2020 MJHMP and 2022 Emergency Operations Plan and associated annexes. We will review these plans and programs for best practices and for recent content that could be integrated into the updated Safety Element. PlaceWorks will prepare an existing plan review crosswalk, which will compare the Government Code requirements with the content in the existing Safety Element, along with other hazard and adaptation planning documents, to identify gaps that can be addressed during the update process. The plan review crosswalk will provide recommendations on how to address regulatory gaps in the existing Safety Element, either through integration of existing technical studies and analyses, policies, or other content, as well as updates of existing information, and preparation of new analyses, maps, or content.

The PlaceWorks team will prepare an updated Safety Element that complies with all applicable State laws to protect public health, safety, and welfare of the City of Shafter. Our approach to this update is to address key issues related to natural and environmental hazards in Shafter while being responsive to the requirements of the California Government Code and State agencies. We will also preserve existing Safety Element policies as appropriate, revising existing policies where necessary based on the existing element policy review and crosswalk.

California SB 379 requires all general plans to include climate adaptation and resiliency strategies in their safety elements. The Vulnerability Assessment will inform the preparation of climate adaptation and resilience goals, policies, and implementation actions designed to reduce the identified vulnerabilities and increase resilience and preparation for anticipated climate-related hazards. Although many of the climate adaptation and resiliency goals and policies have an obvious home in the Safety Element, achievement of the goals and implementation of policies requires a cross-sector approach. In response to the updated requirements for general plans, our approach includes climate adaptation and resiliency as integral components, integrated throughout elements as applicable and nested in the safety element. We emphasize a “no regrets” approach that builds short- and long-term community resiliency and provides co-benefits such as financial savings, a resilient economy, conservation of natural resources, and improvements to public health. We will streamline the element by creating policies that address multiple issues of concern and provide multiple benefits.

Also included in this task, PlaceWorks will coordinate with the California Office of Emergency Services, the Office of Planning and Research’s Integrated Climate Adaptation and Resiliency Program, and the Department of Conservation’s California Geological Survey as necessary and appropriate. State agency reviews are anticipated to occur concurrently with the CEQA review through the State Clearinghouse. However, our team will alert Cal OES when we initiate work on the Safety Element.

Task 6.1.7 Environmental Management

Much of the analysis in the environmental health, justice, and hazards elements will overlap into how the City maintains and protects the natural and cultural resources. PlaceWorks will evaluate how the City can ensure consistency with state law in a manner that also adds value to current and future neighborhoods. For example, Senate Bill 1425 (passed in 2022), which requires measures and strategies to ensure equity, climate resilience, and rewilding as imperatives to protect natural habitat and open space. As discussed in the topic of land use, PlaceWorks brings its expertise in preparing large-scale master plans that work with the natural environment and agricultural context to generate future neighborhoods that are sustainable and highly desirable.

Task 6.1.8 Housing

As the City completes its Housing Element update, PlaceWorks will coordinate with the City to ensure consistency with other elements. Based on the City’s August 2023 letter from HCD, some additional work may be necessary on the sites inventory that have implications for the Land Use Plan. Staff from PlaceWorks and Provost & Pritchard that would lead the effort for Shafter have a high level of expertise managing Housing Element updates. Should the need arise, PlaceWorks could, as it has been asked in the past, supplement the City’s current efforts on its Housing Element update to secure certification. At a minimum, we anticipate looking beyond Housing Element’s eight-year planning horizon to evaluate and plan for residential demand and patterns over the next 20 years through updates to the Land Use Element and other parts of the General Plan.

Task 6.1.9 Public Services & Facilities

The backbone public infrastructure and services are a large part of what contributes to Shafter's high quality of life and ability to grow and attract economic development. Provost & Pritchard was added to the team to bring an engineering level of expertise to evaluate better the potential cost and phasing implications of various land use and growth alternatives.

Provost & Pritchard will lead the review of the City's current master plans and other infrastructure-related planning and capital improvement programs and documents to yield insight for how, where, and when growth could occur throughout the entire Shafter Planning Area. Together, PlaceWorks and Provost & Pritchard can also provide high-level estimates in terms of cost and financing mechanisms suitable for the City and private development community in the central core and master planned growth areas.

Importantly, the Public Services and Facilities Element will provide goals and policies relevant to the conservation of ground water and the adequacy of both water supply and water infrastructure to support planned growth and development. In addition, the PlaceWorks team will explore sustainable approaches to stormwater management with City staff and stakeholders to identify suitable policies.

Task 6.1.10 Implementation Actions

PlaceWorks will prepare implementation actions for that focuses City efforts and resources over the next three to five years regarding new policies, land use changes, and economic development activities identified by the GPU. These sets of actions can either be included in their respective element or aggregated into an Implementation Plan. Regardless, these actions will provide an institutional framework to annually revisit the GP, gauge its continuing relevance, recommit investments to the City's vision, and assist in future updates to the City's Strategic Plan. We will collaborate internally, with City staff, and with other entities throughout the GPU process to identify ideas for the Implementation Plan.

Based on our experience creating and implementing GPs and other plans with the public and private sectors, PlaceWorks can recommend implementing actions that are meaningful and effective. The implementation actions will be structured by element and include information to aid staff, decision makers, and other stakeholders in selecting and prioritizing future activity. Examples of information that could be provided for each implementation item include, but are not limited to relevant policies, responsible entity, magnitude of necessary resources, time frame for initiation and completion, and measure of successful completion.

Deliverable(s):

- » Admin draft, draft, and final General Plan elements

Task 6.2 GPAC #5

At the fifth GPAC meeting, PlaceWorks will coordinate with City staff to review major policy changes in the draft General Plan and discuss the preliminary results of the environmental and technical studies to prepare them for the release of the Draft EIR.

Deliverable(s):

- » Plan and conduct in-person GPAC meeting
- » Meeting summary

Task 6.3 Hard Copy and Web-based Formats

User Focused. PlaceWorks will first collaborate with the City to identify the best GP format, structure, and content for City staff and the community. A diverse set of users is anticipated for the GPU, including City decision makers and staff, other agencies, residents, large- and small-scale property owners, businesses, community stakeholders, and nonprofit organizations. PlaceWorks will conduct a meeting with City staff to discuss a user-focused design approach to define the GP format as well as content that not only complies with the law but provides content and information that people will use in an interface that facilitates quick and easy access.

Hard Copy Format. A streamlined and simplified hard copy is useful for legal filing and for reference by those who still prefer a hard copy to print or read. PlaceWorks will prepare a hard copy format that is functional, streamlined, and easily maintained, while still being graphically dynamic through the inclusion of vibrant photographs, illustrations, graphics, and maps.

Web-Based Format. A web-based format presents opportunities to transition a general plan from a static document to an interactive tool used by a broad range of users. With the content designed for a modern web page, users can view text narratives, graphics, zoomable and interactive maps, and other content, while linking to other internal or external web pages and documents. Additionally, all of this content, including maps, are designed and scaled to dynamically fit any electronic device – from desktop to tablet to phone. Examples of web-based formats prepared by PlaceWorks are listed below. The list only includes examples that were led by Colin Drukker.

- » The Ontario Plan (<https://www.ontarioca.gov/OntarioPlan>)
Originally developed by PlaceWorks in 2010 as the first web-based general plan in California; PlaceWorks updated the subsequent update in 2022 and assisted the City in migrating the update into the City's existing website to simplify maintenance and implementation. As part of the 2022 update, PlaceWorks also introduced web-based maps, while retaining PDF copies as the legal reference documents.
- » Clovis General Plan (<https://cityofclovis.com/planning-and-development/planning/master-plans/general-plan/>)
PlaceWorks updated the City's General Plan in 2014 and helped transition the City from a conventional hard copy format to a streamlined web-based format suitable for the City's existing website. Since adoption, the City has undergone two website template updates, and the General Plan was easily carried through both new templates.
- » San Bernardino Countywide Plan (<https://countywideplan.com/>)
PlaceWorks updated the County's General Plan in 2020 with a comprehensive Countywide Plan that included a Policy Plan, Business Plan, and series of Community Action Guides. All of this content was unified into a web-based format that incorporated the first truly searchable comprehensive plan in the nation.

Other examples where PlaceWorks updated a general plan and is preparing a web-based format include: the City of Santa Ana (adopted 2022, to launch later this month, includes a simplified search tool), the City of Fountain Valley (adopted 2023, web-based format to launch in 2024), and the City of Dana Point (update started in 2023, web-based format anticipated in 2025).

PlaceWorks will coordinate with the City to identify the best approach for integrating the General Plan content into a web-based format that can be easily populated into and maintained through City's current website content management system. PlaceWorks has experience working both

indirectly and directly in jurisdictions' content management systems to ensure that preparing a web-based format requires little effort from City staff.

Deliverable(s):

- » Hard-copy and web-based GP formats

Task 6.4 Development Regulations and Zoning Map Updates

Provost & Pritchard will update language in the Zoning Ordinance and Subdivision Ordinance and PlaceWorks will update the Zoning Map for consistency with the adopted General Plan. Updates to the language and map will be focused on changes necessary for consistency with the updated General Plan, including implementation of those Zoning Ordinance updates identified in the City's Housing Element. The updates to the Zoning Ordinance and Subdivision Ordinance will be included as action items in the Implementation Plan for the General Plan.

Deliverable(s):

- » Admin draft, draft, and final updates to development regulations and zoning maps

Task 6.5 Adoption Hearings

PlaceWorks will participate in public hearings with the Planning Commission and City Council to adopt the General Plan updates and certify the EIR. The PlaceWorks team will attend the hearings and be available for presentations and responding to comments/questions. PlaceWorks will also draft a presentation for review and refinement by City staff.

Deliverable(s):

- » Prep for and attendance at adoption hearings

TASK 7. PROGRAM ENVIRONMENTAL IMPACT REPORT

The consideration of the environmental clearance—both for the GPU and post-adoption—will occur throughout all of the tasks outlined in this scope of work. As a firm that prepares both general plans and associated EIRs concurrently and works with the public and private sectors in implementing general plans and tiering off of general plan EIRs, PlaceWorks will bring its unique insight to prepare a GPU EIR that is legally defensible and streamlines future development projects that align with the City's overall vision, guiding principles, and updated general plan. All deliverables are stated within each task.

Task 7.1 CEQA Initiation Meeting

Mark Teague, AICP (CEQA Principal-In-Charge) and Malia Durand (CEQA Project Manager) will attend one virtual project initiation meeting to discuss the proposed project and confirm the project approach, scope, goals, objectives, communication protocol, and schedule with the project team. At this meeting we will also provide our strategy to maximize future project streamlining from the General Plan Program Environmental Impact Report (PEIR). After this meeting, PlaceWorks will prepare a detailed CEQA schedule and create a detailed data needs list.

Task 7.2 Project Description

The project description will include text detailing the project characteristics, land use summary tables, statistical tables, and figures comparing existing conditions (on the ground) to the proposed GPU and associated development regulation changes. We assume the project description will be

revised based on one consolidated set of comments from the City. Our scope of work assumes coordination with our in-house planning team to ensure that the Project Description includes Existing and Proposed Project population, residential units, non-residential square feet, and employment for use in the PEIR and technical studies, including traffic.

Task 7.3 Notice of Preparation, Scoping Meeting, and Tribal Consultation

As the General Plan PEIR is a comprehensive document, we do not anticipate ‘scoping out’ topics as part of the notice of preparation (NOP). If one or more of the individual impact statements under a specific topic do not apply to the City, we can either discuss that in the relevant PEIR section or include the impacts statement(s) in an “impacts found not to be significant” chapter of the PEIR. Regardless of format, all the CEQA topics will be addressed to help in future tiering efforts.

As the need for a PEIR has already been determined, PlaceWorks will prepare the NOP as soon as the project description has been approved. The condensed version of the NOP will describe the proposed project, include maps of the planning area, and a list of environmental topics that will be discussed in the PEIR. The NOP will also specify the public review period and contact person at the City along with their address for submitting responses; and provide the time/date for the scoping meeting. PlaceWorks’ scope assumes the City will publish the NOP in the local newspaper and arrange for a location for the scoping meeting. PlaceWorks will coordinate with the City to develop a distribution list and will distribute the NOP to the State Clearinghouse (SCH), applicable State and local agencies, and other interested parties on the City’s distribution list for a 30-day public review period.

Tribal Consultation

The GPU triggers two levels of tribal consultation. The first is SB-18 that is linked to consideration of the general plan. The second is AB-52 that is linked to public circulation of the PEIR. PlaceWorks will coordinate with the City and the Native American Heritage Commission (NAHC) to determine which tribes have submitted general requests in writing to consult under AB 52 and SB 18. AB 52 and SB 18 requires that each group that has submitted general consultation requests must be contacted by letter to provide them with information about the project and ask if they wish to consult with the agency for the project being proposed.

PlaceWorks will draft the template consultation letters on behalf of the City and submit them to City staff for review and use. PlaceWorks will coordinate with the City to print the final letters on agency letterhead and send them to the tribes. PlaceWorks can assist with the consultation, however the expectation is that the City will want to take the lead with the tribes.

Public Scoping Meeting

PlaceWorks will assist the City with organizing and conducting one public scoping meeting to present the major features of the GPU and solicit comments about the scope and content of the PEIR. We will be prepared to discuss the environmental review process and to answer questions, as desired by City staff. We have had better attendance at virtual scoping meetings than in-person, however this scope allows for either.

7.4 Screen Check Draft PEIR

PlaceWorks’ approach to environmental analyses is informed by our extensive experience providing cities with general plan PEIRs that ultimately serve as the cornerstone for environmental compliance and streamlining for their jurisdiction. Our strategy centers on data-driven

methodology and well-crafted mitigation by subject matters experts to ensure the legal defensibility of the PEIR. Our goal for the City's GPU PEIR is to create a "living document" that can be used for future tiering and streamlining of development projects. We also ensure that the agency is fully apprised of the assumptions that go into the analysis so that later projects can be evaluated through Section 15183 to the maximum extent possible.

The PEIR analyses will thoroughly address current regulatory framework, document existing conditions, and design mitigation to provide a solid foundation for future streamlining and will be prepared with the following sections, in accordance with the CEQA Guidelines:

- » Executive Summary
- » Introduction
- » Project Description
- » Environmental Setting
- » Discussion of Existing Conditions, Environmental Impacts, and Mitigation Measures
- » Consideration of Significant Effects
- » Project Alternatives
- » Other CEQA-Mandated Sections
- » Organizations and Personals Consulted

Each topical section of the document will: (a) describe existing environmental conditions and pertinent regulatory policies and programs that apply to this project, (b) define the criteria by which impacts will be determined to be significant, (c) determine the environmental changes that would result from implementation of the GPU, (d) evaluate the significance of those changes with respect to the impact significance thresholds, (e) determine whether CEQA mitigation measures are required after the application of relevant General Plan policies and regulatory requirements, (f) recommend mitigation measures as necessary to reduce or eliminate potentially significant adverse impacts, and (g) provide a conclusion as to whether significant impacts would remain even after successful implementation of recommended mitigation measures. This task assumes that PlaceWorks will respond to one round of consolidated City review comments.

- **Aesthetics.** The aesthetics analysis will address the proposed project's potential effect on scenic vistas, visual and community character and quality; consistency with regulations and/or policies governing scenic quality; and lighting/glare.
- **Agriculture and Forestry Resources.** The City is surrounded by Prime, Unique Farmland, and farmland of Statewide importance according to the mapping provided by the Department of Conservation. As any development is likely to result in the conversion of prime agricultural land to non-agricultural uses, the PEIR will need to evaluate the impact and discuss mitigation potential.
- **Air Quality.** PlaceWorks will conduct a robust air quality analysis using current methodology of the San Joaquin Valley Air Quality Management District (SJV AQMD). (See Task 8.1) The results of the technical modeling will be compiled into the PEIR. Model outputs will be included as an appendix.
- **Biological Resources.** Provost & Pritchard will prepare a desktop biological assessment with results integrated into the Biological Resources section of the PEIR.

- **Cultural Resources.** Cultural resources include historical, archaeological, and tribal cultural resources. (See Task 8.2) Provost & Pritchard will prepare a desktop cultural resources record search to assess the potential cultural resource impacts of the GPU.
- **Energy.** PlaceWorks will identify the existing and forecast electricity and natural gas use in the city. We will also provide an overview and review of consistency of the General Plan policies with the California Renewables Portfolio Standard Program (RPS) and other energy-related regulations.
- **Geology and Soils.** This PEIR section will define the city's existing geologic, soil, and groundwater characteristics and regional seismic influences. Impacts of the GPU will be analyzed based on the proposed land use plan. Mitigation measures known to be effective in addressing various geotechnical constraints and potential impacts to paleontological resources will be defined, if necessary.
- **Greenhouse Gas Emissions.** PlaceWorks will conduct emissions forecasts for the GPU. The emissions forecast will be based on historical information compiled for the existing conditions and forecast based on the increase in population and employment in the City from the GPU. The increase in vehicle miles traveled (VMT) will be based on the data provided by the traffic engineer.
- **Hazards and Hazardous Materials.** This section of the PEIR will describe known hazards in the planning area, and if necessary, will identify mitigation measures as required to avoid significant environmental impacts. The chapter will rely on a database search for the city from the California Department of Toxic Control (DTSC) also known as the Cortese List.
- **Hydrology and Water Quality.** The hydrology and water quality section of the EIR will detail existing conditions that will include the regulatory setting, water quality and groundwater issues, the City's existing storm drain system and any capacity issues, FEMA maps and flooding potential, and the City of Shafter's local regulations, municipal code, and stormwater development standards for new development and redevelopment projects. PlaceWorks will coordinate this effort with the City's Public Works Department.

The hydrology and water quality section of the EIR will include the regulatory framework, regional and hydrological setting of the area, stormwater drainage characteristics, water quality data (both surface and groundwater), local receiving water bodies, pollutants of concern based on changes in land use, and flooding hazards. Pertinent local plans, laws, and regulations pertaining to hydrology and water quality will be identified, including the requirements of the area-wide municipal stormwater urban runoff permit issued by the California Regional Water Quality Control Board-Central Valley (Order No. R5-2016-0040, NPDES Permit No. CAS0085324).

The analysis will also include issues pertaining to stormwater and flooding, creek protection, and FEMA floodplains. The EIR section will conclude with a discussion of the potential water impacts attributable to the proposed buildout pursuant to the General Plan, based on applicable significance criteria. The analysis will be prepared under the direction of a Civil Engineer licensed in the State of California.

- **Land Use and Planning.** This section of the PEIR will evaluate the potential impacts related to land use from implementation of the GPU. This section will also review the consistency and compatibility of the proposed GPU with applicable regional plans and local plans.
- **Mineral Resources.** As noted in the current General Plan the City has oil and natural gas resources within the planning area. Any changes to existing policy or approach in the updated general plan will be evaluated in the PEIR.
- **Noise.** A noise study will be prepared by PlaceWorks (See Task 8.3). Findings from the study will be integrated into this PEIR section, and mitigation measures, if necessary, will be incorporated to reduce potentially significant noise impacts. The noise study will be based on the traffic impact analysis and will also be used to inform the Noise Element of the General Plan.
- **Population and Housing.** This section will identify the potential changes to population, housing units, employment forecast, and the City's jobs-housing ratio resulting from the proposed GPU. This section will describe existing and proposed land uses and how they would affect population, housing, and employment compared to existing conditions. Increases in population, housing, and employment will also be compared to regional projections.
- **Public Services.** The PEIR will assess impacts to public services providing fire protection and emergency services, police protection, school services, and library services associated with the proposed GPU. The City's fire and police service providers, school districts, and libraries will be contacted at the onset for input on existing staffing and capacities and long-term plans to demonstrate their ability to serve buildout of the proposed GPU.
- **Recreation.** The PEIR will discuss existing recreational facilities and the demand that the proposed GPU would have on them. Demand for parkland and recreation facilities associated with the potential population growth will be estimated. Proposed parks, trails, and any other private or public recreational uses in the GPU will be identified, and consistency with applicable parks, trails, or other recreation plans or programs will be assessed. Satisfaction of parkland dedication requirements will also be discussed.
- **Transportation.** Using the traffic study by Fehr & Peers the PEIR will summarize the study findings and include a consistency analysis related to programs, plans, ordinances, or policies addressing the circulation system, including transit, roadway, bicycle, and pedestrian facilities. This PEIR section will also analyze the GPU's consistency with CEQA Guidelines Section 15064.3, subdivision (b), including vehicle miles traveled (VMT). This section will analyze impacts related to hazardous designs, incompatible uses, and emergency access.
- **Tribal Cultural Resources.** The results of the tribal consultation will be summarized in the PEIR along with any mitigation measures or policy considerations. Note that any reported resources will be kept confidential and not included in the PEIR. Record results will be given to the City however the confidentiality of the sites is required by state law.

- **Utilities and Service Systems.** The utility and service systems section would detail the existing conditions and potential capacity constraints for the water supply system, wastewater/sewer system, and storm drain system. The utilities and service systems section of the EIR will provide the regulatory setting and impacts associated with water supply and demand, wastewater infrastructure, stormwater drainage, and solid waste disposal. In addition, the impacts associated with electricity, natural gas, and communications systems will be included. Information will be incorporated from the latest (2020) Urban Water Management Plan (UWMP), Water Master Plans, Infrastructure Master Plans, Sewer System Management Plans, Storm Drainage Facility Guidelines, and CalRecycle's Solid Waste Information System as applicable.

The utilities section will include existing conditions for water, wastewater, storm drainage, and solid waste and will include water and wastewater demands for the proposed project as compared to existing supplies and sewer/wastewater treatment capacities. Best Management Practices (BMPs) and Low Impact Development (LID) measures will be considered in determining the potential for additional stormwater with the proposed project. In addition, the capacity of landfills to accept solid waste and the State and local solid waste diversion programs will be considered in determining potential solid waste impacts.

- **Wildfire.** The September 29, 2023, Fire Hazard Severity Zone maps do not show the City as being within any of the state responsibility areas. However, the City surrounded by agricultural fields and wildfire is always a possibility and will be evaluated in the PEIR.
- **Alternatives.** In compliance with Section 15126.6 of the CEQA Guidelines, the PEIR will evaluate a reasonable range of alternatives. Alternatives will be selected based on their ability to: (1) avoid or reduce one or more of the project's significant impacts; and (2) feasibly attain most of the basic objectives of the project. Our team's expertise in design and planning provides a unique opportunity to create alternatives that address potential environmental issues, including air quality/greenhouse gas emissions, aesthetics, cultural resources, land use compatibility, transportation, and noise. PlaceWorks will coordinate with the City and project team members to craft meaningful alternatives with the potential to reduce or eliminate significant impacts (if any). Up to three alternatives will be evaluated for their potential to reduce significant impacts identified in PEIR. The Alternatives section will identify the "environmentally superior alternative," in accordance with the CEQA Guidelines and will evaluate the relative potential for each of the alternatives to achieve the project's objectives.

Provost & Pritchard will provide a summary of water demand calculations for use in the analysis of one EIR alternative. Water demand assumptions will be documented in a memo for use by PlaceWorks and shall be based on assumptions provided or confirmed by City of Shafter staff. It is assumed that no modeling efforts will be required to determine planning level demand estimates.

7.5 Public Draft PEIR

PlaceWorks will revise the screen check Draft PEIR to address all City comments. PlaceWorks will then prepare a "print ready" Draft PEIR and distribute it electronically to the City for final approval.

Upon final City approval of the print-check Draft PEIR, PlaceWorks will prepare the Draft PEIR for public review. This will include final formatting, editing, final QA/QC, and printing.

PlaceWorks will prepare the Notice of Completion (NOC) and Notice of Availability (NOA) for City approval and signature. PlaceWorks will distribute the NOC and NOA to the State Clearinghouse, Kern County Clerk, and parties on the City's distribution list (provided by the City) for a 45-day public review period. This scope of work does not include development or placement of notices in newspapers.

7.6 Final PEIR

At the conclusion of the Public Draft PEIR public review period, PlaceWorks will prepare a screen check Final PEIR containing any revisions to the PEIR and the compiled responses to comments. The Final Program PEIR will contain an introduction describing the public review process for the PEIR, copies of all comment letters, and written responses to all comments. The estimated budget assumes that no new technical studies or extensive research will be required to respond to comments, and that the comments will be directed at the substance and technical adequacy of the PEIR. Modification to the scope of work, budget, and timeline frame may be necessary if any comments from agencies or the public require substantially increasing the scope of impacts and issues addressed in the PEIR.

The screen check Final PEIR will also include any revisions, updates, or corrections needed to respond to comments or address minor errors in the Draft PEIR. Revisions will be made in underline and/or strike-out text. This document will be submitted to the City staff for review. PlaceWorks will edit the screen check Final PEIR based on comments provided by the City. Our scope is limited to two rounds of City review of the screen check Final PEIR. It is assumed that City comments on the screen check Final PEIR will be consolidated into one document.

Upon approval by the City, the Final PEIR will be prepared. This will include final formatting, editing, and QA/QC. Responses to comments from responsible agencies will be distributed a minimum of 10 days prior to consideration of the Final PEIR by the City Council.

7.7 Certification Documents

Mitigation Monitoring and Reporting Program

PlaceWorks will prepare the Mitigation Monitoring and Reporting Program (MMRP) pursuant to Section 21081.6 of the Public Resources Code. It will identify the significant impacts that would result from the proposed GPU, proposed mitigation measures for each impact, the times at which the measures will need to be conducted, the entity responsible for implementing the mitigation measure, and the City department or other agency responsible for monitoring the mitigation effort and ensuring its success.

Statement of Overriding Considerations/Findings of Fact

PlaceWorks will prepare findings and facts in support of findings, describing each of the significant impacts identified by the PEIR and the determination of whether those impacts would be reduced to below a level of significance by proposed mitigation measures. Additionally, Section 15093 requires that when an agency approves a project that will have significant adverse environmental effects that are unavoidable, it must make a statement of its views on the ultimate balancing of the merits of approving the project despite the environmental consequences. PlaceWorks will

coordinate with the City to draft the statement of overriding considerations, if necessary, for any unavoidable significant impacts that may be identified by the Final PEIR.

Notice of Determination

If the project is approved by the lead agency, a notice of determination (NOD) will be filed within five working days. PlaceWorks will be responsible for filing the NOD with the Kern County Clerk as well as the State Clearinghouse. The California Department of Fish and Wildlife (CDFW) mitigation fee and county filing fees are included in this proposal. We assume the City will post the NOD on the City's website in accordance with AB 817.

7.8 CEQA Project Management and Coordination

Communication is key to a project's success. Therefore, PlaceWorks will be in regular communication with our internal planning team and City staff and participate in progress updates (virtual) related to project approach, scheduling, and other environmental issues throughout the CEQA process. This task includes time for our CEQA principal (Mark Teague) and project manager (Malia Durand) through the duration of the project to closely coordinate with both in-house project teams (planning and environmental), and our environmental subconsultants. This task also includes processing invoices, reviewing, and managing deliverables, ensuring quality control, and adherence to the schedule for environmental processing.

PlaceWorks' PIC and PM will attend 1 kick-off meeting with City staff. PlaceWorks' PIC will attend meetings on an as needed basis and PlaceWorks' PM will attend twice-monthly check-in/coordination meetings with City staff with a mix of in-person meetings and conference calls; 2 Planning Commission meetings/workshops; and 2 City Council meetings.

TASK 8 CEQA TECHNICAL STUDIES

Like the Draft PEIR, PlaceWorks' approach to technical studies focuses on quantitative data and well substantiated documentation to support legally defensible impact conclusions. Based on PlaceWorks' prior experience preparing general plan PEIRs, the technical studies discussed below will provide the City with the data and information required for environmental tiering, thereby reducing redundant costs associated with CEQA in the long-term. All deliverables, unless otherwise stated, involve an admin draft, draft, and final copy of the technical study associated with each task.

8.1 Air Quality and Greenhouse Gas Emissions (PlaceWorks)

PlaceWorks will prepare an air quality and greenhouse gas (GHG) emissions analysis for the GPU and PEIR. The analysis will be based on the current methodology of the San Joaquin Valley Air Pollution Control District (SJVAPCD) for projects in the San Joaquin Valley Air Basin (SJVAB). PlaceWorks will prepare a communitywide criteria air pollutant and GHG emissions inventory and forecast for the GPU. The results of the technical modeling will be compiled into the EIR. Model outputs will be included as an appendix.

AQ and GHG Emissions Inventory

For the EIR, we will prepare a current year inventory (CEQA Baseline). The inventory will be consistent with ICLEI's U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (2012) for the following sectors.

- **Energy – Electricity and Natural Gas.** Buildings in the City consume electricity and natural gas. Activity data provided by Pacific Gas & Electric (PG&E) will be used to compile the criteria air pollutant and GHG emissions inventory. Carbon intensity of electricity will be based on PG&E’s Sustainability Report.
- **On-Road Transportation.** Buildout of the Land Use Plan would generate criteria air pollutant and GHG emissions from an anticipated increase in trips and vehicle miles traveled (VMT) by passenger vehicles and trucks. VMT will be modeled using the California Air Resources Board’s (CARB) latest emissions factor model (EMFAC) based on VMT data provided by Fehr and Peers.
- **Water Use/Wastewater Generation.** Electricity is used to transport and treat water for indoor and outdoor purposes. Additionally, treatment of wastewater generates fugitive GHG emissions. PlaceWorks will utilize information from the City’s Urban Water Management Plan and other relevant sources to evaluate GHG emissions from this sector.
- **Solid Waste Disposal.** Disposal of municipal solid waste generate indirect GHG emissions from decomposition of organic materials. This sector will be based on data available from CalRecycle for Shafter and modeled using CARB’s latest landfill gas model.
- **Other Applicable Sources (Off-Road, Point Sources).** Use of off-road equipment, such as those used during construction activities and industrial warehouses, in the City also generates criteria air pollutant and GHG emission. Emissions from the use of gasoline, diesel, and other fuels by these pieces of equipment will be included in the inventory. While industrial sources in the City generate emissions, these stationary sources are permitted sources of emissions and not under the direct or indirect control of the City. If information is available for permitted sources from SJVAPCD, these sources will be identified within the inventory separately. Potential regional localized air quality impacts from construction activities associated with implementation of the GPU will be described qualitatively.

AQ and GHG Emissions Forecast

Once the General Plan horizon year land use statistics are compiled, PlaceWorks will conduct emissions forecasts for the GPU. The emissions forecast will be based on historic information compiled for the existing conditions and forecasted based on the increase in population and employment in the City as a result of implementation of the GPU. The increase in VMT will be based on the data provided by Fehr & Peers. For the General Plan horizon year air quality and GHG forecast, PlaceWorks will consider existing regulations that reduce criteria air pollutant and GHG emissions.

AQ, Energy, and GHG EIR Sections

Regional emissions will be compared to the applicable thresholds. Potential localized air quality impacts from construction activities associated with implementation of the GPU will be described qualitatively.

The SJVAB is designated nonattainment under California and/or National ambient air quality standards (AAQS) for ozone (O₃) and particulate matter (PM₁₀ and PM_{2.5}). Consistency of the project’s regional emissions will be evaluated against SJVAPCD’s Air Quality Management Plans to attain the long-term National and California AAQS. The SJVAB has been designated in attainment for carbon monoxide (CO) and particulate matter (PM₁₀) under the California and/or National

AAQS. Therefore, the air quality analysis will include only a qualitative assessment of CO hotspots. In addition, the EIR will include a qualitative assessment of potential odor generators to describe potential odor impacts.

For the Energy analysis, PlaceWorks will identify the existing and forecasted electricity and natural gas use in the City. We will also provide an overview and review of consistency of the General Plan policies with the California Renewables Portfolio Standard Program (RPS) and other energy-related regulations.

For GHG analysis, the EIR will include a discussion of the GHG reduction targets of Assembly Bill 32 (AB 32), Senate Bill 32 (SB 32), SB 375, and Executive Order S-03-05. The GHG impact analysis will identify GHG emissions from the buildout of the GPU. To date, there is no comprehensive statewide plan that identifies GHG reduction programs past 2020. However, the California Air Resources Board (CARB) recently released the *2022 Scoping Plan Update* which lays out a path to achieve targets for carbon neutrality and reduce GHG emissions by 85 percent below 1990 levels no later than 2045. The GHG section in the EIR will discuss the City's commitment to reducing GHG emissions in accordance with the GHG reduction goals of AB 32, SB 32, SB 375, and Executive Order S-03-05. Project consistency with the Kern County Regional Transportation Plan (RTP) will also be reviewed.

8.2. Biological and Cultural Resources (Provost & Pritchard)

Provost & Pritchard will conduct a California Natural Diversity Database (CNDDB) records search to identify documented biological resources. Provost & Pritchard will also conduct a California Historical Resources Information System (CHRIS) records search for historical and cultural resources as well as search the National, California, and local historic resource registers to identify known historic resources and conduct a Native American Heritage Commission (NAHC) Sacred Lands File records search for cultural resources. Provost & Pritchard will document the results in a memorandum for use by PlaceWorks to prepare the applicable impact analysis sections of the Environmental Impact Report (EIR). This task does not include field visits or responses to comments. Any required noticing under AB 52 or SB 18 will be conducted by PlaceWorks staff.

8.3 Noise and Vibration Analysis (PlaceWorks)

PlaceWorks will prepare the noise and vibration technical analyses to support the focused GPU. The PEIR will discuss relevant standards and criteria for noise exposure, including those in the City's General Plan Noise Element and Municipal Code. The noise analysis will include a field study. The results of this analysis will be summarized in the PEIR, and modeling will be provided in an appendix.

Existing Conditions. PlaceWorks will identify major sources of noise in the City and document existing noise levels. The primary source of noise in the City is traffic on major arterials and highways and the rail line through the City.

Transportation Noise: PlaceWorks will model existing and Plan buildout traffic noise levels using a version of the U.S. Federal Highway Administration (FHWA) Traffic Noise Prediction Model. The PEIR will identify areas along roadway segments that would be exposed to noise levels above established criteria. Existing and future noise from rail operations will be characterized using the Federal Transit Administration (FTA) and the Federal Railroad Administration (FRA) noise models and available freight operational data.

Stationary Noise: Noise impacts from non-transportation sources will be evaluated on a programmatic level, qualitatively based on local noise standards. PlaceWorks will analyze noise impacts from non-transportation sources such as major commercial and industrial uses in terms of potential impacts to nearby noise-sensitive receptors and the noise limitations identified within the City's Municipal Code.

Construction Noise and Vibration: PlaceWorks will provide a qualitative analysis for potential construction impacts associated with buildout of the Plan. Future noise and vibration effects from construction activities will be discussed in terms of accepted standards from the FTA and the City's Municipal Code. Feasible mitigation measures will be identified to minimize noise and vibration impacts associated with buildout of the plan.

8.4 Transportation (Fehr & Peers)

Fehr & Peers will review the proposed land use plan and the current Kern COG Travel Demand Model. Fehr & Peers will also review the 2046 RTP/SCS MIP 3.0 model and modify roadway networks and land use information (number of jobs, household, population, etc.) for transportation analysis zones (TAZ) in the City of Shafter to ensure consistency with General Plan assumptions. Fehr & Peers will prepare two full model runs for the base year (existing scenario) and cumulative year (General Plan preferred horizon scenario). Additional scenarios and full model runs can be undertaken if required with an additional budget.

Fehr & Peers will incorporate the roadway network developed in Task 5 into the KernCOG Travel Demand Model in order to understand network sizing needs. The model output results will be used for evaluating LOS under cumulative conditions. After the model is completed and appropriately estimates travel on major streets, we will utilize it to estimate traffic volumes on key roadways in the City, as well as develop VMT estimates for use in the CEQA document.

Fehr & Peers will evaluate up to two alternative scenarios, and will provide quantitative comparisons for VMT measures, qualitative analysis for LOS measures, and the required hazards and safety analysis. Additional details are provided below.

Level of Service Assessment. Post-processing travel model volume and LOS assessment – Fehr & Peers will process the outputs of travel demand volumes using available count data in order to develop final forecasts for 15 segments and 10 intersections. This information will be used to estimate LOS during typical weekday AM and PM peak periods for each of the segments and intersections using the latest methodology from the Highway Capacity Manual, summarized in both tabular and graphical format. The LOS assessment will cover the following scenarios:

- Existing Conditions - using the collected traffic count data.
- Future Year No Project Conditions –volume forecasts using the land use and roadway network assumptions that are already included in the Kern COG 2024 RTP/SCS travel demand model and generally reflect the existing General Plan of the City.
- Future Year With Project Conditions – volume forecasts using the proposed land use and proposed roadway network for the preferred General Plan Scenario.

VMT Assessment. Fehr & Peers will work with the project team and City staff to identify the appropriate methodology and threshold for evaluating VMT impacts for the General Plan. This scope assumes that VMT will be estimated in the following three ways:

- **Regional Targets Advisory Committee (RTAC) Method** – This method estimates VMT by using 100% VMT accounting for trips that begin and end in the City, 50% VMT accounting for trips with only one trip ending within the City, and 0% VMT accounting for trips that pass through the City. This methodology was established to provide the information needed to assess the performance of plans in achieving the GHG targets set under SB375.
- **Full Accounting Origin-Destination (OD) Method** – This method estimates VMT using 100% accounting for all trips that have both or one trip end within the City. This is typical accounting for project-level assessments and will provide useful information for the City if they desire to include a VMT-related policy or use the information for revising the City’s adopted VMT threshold for identifying significant project impacts from future development.
- **Boundary Method Accounting** – This method applies a boundary (typically the city limits and/or city limits plus the sphere of influence) and includes all VMT within the identified boundary, regardless of the trip origin/destination. This method provides a useful comparison of VMT; especially if the project displaces traffic to longer routes due to anticipated congestion along the route.

The VMT estimates will be provided for the three analysis scenarios in tabular format.

Emergency Evacuation Assessment. Two recent bills have been passed by the state legislator that affect the Safety Element of the General Plan: SB 99 and AB 747. SB 99 requires parcels with only one point of access to be identified within the Safety Element or Hazard Mitigation Plan, and AB 747 requires the evaluation of the transportation network and its adequacy/viability to accommodate an evacuation under a range of evacuation scenarios.

The SB 99 assessment is completed using GIS and Fehr & Peers has developed an additional layer to the typical SB 99 assessment we call RESILIENCY+ that also looks at the distance neighborhoods need to travel to access evacuation centers and/or exit the City. This can be overlaid with other hazard data (high fire severity zones, flood maps, fault zones, etc.) to identify potential neighborhoods that have limited redundancy from an accessibility perspective. This could provide useful information for plan. This analysis will be coordinated with the Safety Element analyses (for SB 99) conducted by PlaceWorks.

AB 747 can be completed in a variety of different ways. These include review of a limited amount of evacuation events (say two fire evacuation event scenarios) where the number of evacuation trips are estimated based on household size, employment information, and the number of autos owned per household, and we utilize planning level segment capacity to estimate the amount of time required to facilitate that assessment. We have also completed an internal tool, EVAC+, that estimates origins/destinations of the evacuation trips in 15-minute increments and simulates those trips onto the roadway network that can account for vehicle rerouting (when parallel routes are less congested) but also account for how congestion builds over space and time. This is all incorporated into a dynamic traffic assignment (DTA) model to better inform how much time would be required to evacuate under the specified evacuation event.

For purposes of scoping, Fehr & Peers has assumed that only the GIS assessment identifying parcels with only one point of access will be completed and we have assumed that the AB 747 assessment will include two evacuation scenarios and will be completed at a higher planning-level scale using estimated hourly capacities (e.g., we will not be applying RESILIENCY+ nor EVAC+ for this assessment). This scope also assumes that we will attend one meeting with emergency services

personnel to assist in refining emergency evacuation routes and to define the emergency evacuation scenarios.

EIR Support and Meeting Attendance. Fehr & Peers has budgeted a total of 40 hours to support the project team in writing the transportation section of the General Plan and General Plan EIR. We envision that our work will provide final quality assurance and quality control (QA/QC) of each section written by PlaceWorks, that Fehr & Peers will answer any questions from PlaceWorks as they write these sections and/or respond to comments on each section.

Response to Comments. At this stage, it is unknown how many comments will be received on the Draft EIR. Fehr & Peers will assist the City by preparing written responses to transportation-related comments on the Draft EIR. Up to 10 hours of staff time has been budgeted for this task. No new technical analysis is assumed as part of this task. Should a greater level of effort be required, Fehr & Peers will inform the client and submit a revised scope and fee.

8.5 Water Supply Analysis (Provost & Pritchard)

Provost & Pritchard will provide a summary of water demand calculations for use in the analysis of the GPU PEIR alternative. Water demand assumptions will be documented in a memo for use by PlaceWorks and shall be based on assumptions provided or confirmed by City of Shafter staff. It is assumed that no modeling efforts will be required to determine planning level demand estimates.

TASK 9 GIS

An accurate inventory of GIS maps and information is essential for any GPU. GIS is used not only for the production of maps, but for data analytics, and it will play a central role in developing the plan. The key is to maximize the value of accurate GIS data while minimizing the cost of obtaining and correcting information. PlaceWorks recommends a combination of City data augmented by external authoritative data sources.

GIS Data. PlaceWorks is an Esri Partner and has been certified by Esri with an ArcGIS Online Specialty designation, with an ability to quickly and cost-effectively integrate external authoritative data from a variety of government and nongovernment sources. The data can be displayed through interactive web-based maps (at little additional cost) as well as visually compelling hard copy maps—both options suitable for use by City staff and the public. The data will also be integrated into the City’s GIS system suitable for internal use and, as appropriate and/or required, to online portals for public access. As part of this task, PlaceWorks will:

- » Obtain relevant map information and GIS data from the City.
- » Supplement City GIS data with new or updated information from other authoritative sources.
- » Assemble GIS data sources into GIS platforms.
- » Identify and resolve any outstanding data deficiencies and potential inaccuracies.
- » Establish protocols regarding data quality control, documentation, transfer, database schema, and formats for data and metadata.
- » Prepare an accurate parcel-level base map that is transferable and viewable in electronic and physical formats.
- » Deliver parcel-level base map as an interactive web map

GIS Mapping. GIS maps will support all the major tasks in the GPU, starting with those prepared for the kick-off meetings. This task also includes additional GIS analysis necessary to understand the

needs and implications of potential policies and environmental analysis. PlaceWorks will develop a design template for digital files and hard copy reproduction to ensure a consistent image and quality. We will also prepare an accurate parcel-level map for use by other studies and reports prepared by other consultants. Based on our experience with general plans in similar cities, we have budgeted for the creation of approximately 75 maps/exhibits (including draft and final maps). Depending on the complexity of data and functionality, between 20 and 30 maps will also be uploaded as interactive web-based layers.

TASK 10 PROJECT MANAGEMENT

This task accounts for the ongoing activities that are essential for keeping a project on schedule and within budget, such as communication and meetings with City staff, schedule and budget management, and internal coordination. Effective project management is especially important to meet the City's targeted deadline of January 2026.

10.1 Ongoing Project Management

PlaceWorks will serve as the primary consultant and point of contact, responsible for coordination with the City, other agencies, and consultants (subconsultants or other consultants hired by the City). Colin Drukker will serve as Principal-in-Charge (PIC), Halley Grundy will serve as the Project Manager (PM), and Maria Ceja will serve as the Assistant Project Manager (APM). Colin and Halley will also serve as points of contact for all communications with the City.

PlaceWorks will maintain a live schedule that is updated as needed and identifies the status of each task, critical paths, and key milestones for the duration of the project. PlaceWorks can provide the schedule in a format best suited to the need throughout the project, whether it be to communicate a simplified schedule to the public or to dive into day-to-day detail with City staff and other consultants. An overall status report of the project and budget will be provided monthly, concurrent with invoicing.

10.2 Coordination Meetings

PlaceWorks will participate in monthly meetings with City staff to coordinate work tasks and deliverable products among our team members and other consultants, review project progress, schedule future tasks, and discuss and identify solutions for any issues impacting the successful performance of the work program. For budgeting purposes, we assume one virtual meeting on average every other week over the course of the project schedule (frequency adjusted based on need and availability). PlaceWorks has also included time and budget for key staff members to attend conduct periodic conference calls on an as-needed basis throughout the project timeline.

Deliverable(s):

- » Coordination meetings (up to 60)

Proposed Schedule and Cost Estimate

The proposed schedule and cost estimate are both provided on the following pages.

PlaceWorks 2024 Fee Schedule

Staff Level	Hourly Bill Rate
Principal	\$210-\$365
Associate Principal	\$195-\$295
Senior Associate II	\$170-\$280
Senior Associate I	\$160-\$235
Associate II	\$135-\$205
Associate I	\$125-\$190
Project Planner	\$105-\$165
Planner	\$90-\$180
Graphics Specialist	\$90-\$165
Administrator	\$145-\$210
Clerical/Word Processing/Technical Editor	\$45-\$160
Intern	\$80-\$125

Subconsultants are billed at cost plus 10%. Mileage reimbursement at current IRS Rate. Possible yearly increase of 5% on bill rates.

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PlaceWorks Proposal - Shafter General Plan Update and EIR

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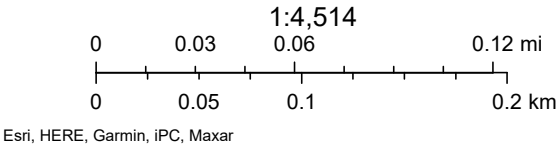
Override 1

Road Centerlines

Collector

Local

Highway



PROJECT SUMMARY:

PROJECT DESCRIPTION:
3 STORY TYPE V-A AFFORDABLE HOUSING PROJECT
PHASE 1 & 2
2 STORY TYPE V-A AFFORDABLE HOUSING PROJECT
PHASE 3

UNIT SUMMARY PHASE 1			
25	1 BR UNITS	@ 576 S.F.	
18	2 BR UNITS	@ 779 S.F.	
1	2 BR MANAGER UNIT	@ 779 S.F.	
18	3 BR UNITS	@ 1079 S.F.	
62 UNITS			

UNIT SUMMARY PHASE 2			
22	1 BR UNITS	@ 576 S.F.	
18	2 BR UNITS	@ 779 S.F.	
1	2 BR MANAGER UNIT	@ 779 S.F.	
18	3 BR UNITS	@ 1079 S.F.	
62 UNITS			

UNIT SUMMARY PHASE 3			
22	1 BR UNITS	@ 576 S.F.	
12	2 BR UNITS	@ 779 S.F.	
1	2 BR MANAGER UNIT	@ 779 S.F.	
15	3 BR UNITS	@ 1079 S.F.	
50 UNITS			

PHASE 1:	62 UNITS
PHASE 2:	62 UNITS
PHASE 3:	50 UNITS
TOTAL:	174 UNITS

TOTAL SITE AREA:
342,160 S.F. OR 7.85 ACRES

PHASE 1 SITE AREA = 130,299 S.F. OR 2.99 ACRES
PHASE 2 SITE AREA = 130,299 S.F. OR 2.99 ACRES
PHASE 3 SITE AREA = 81,560 S.F. OR 1.87 ACRES

EXISTING ZONING:
R1-1 LOW DENSITY RESIDENTIAL
7 DU / ACRE

DENSITY ALLOWED
PHASE 1 & 2:
7 UNITS X 2.99 ACRES
21 UNITS / ACRE

PHASE 3:
7 UNITS X 1.87 ACRES
13 UNITS / ACRE

DENSITY PROVIDED = 174 UNITS / 7.85 ACRES
22 UNITS / ACRE

SETBACKS:
FRONT = 20'-0"
SIDE = 5'-0", 10'-0" STREETSIDE
REAR = 5'-0"

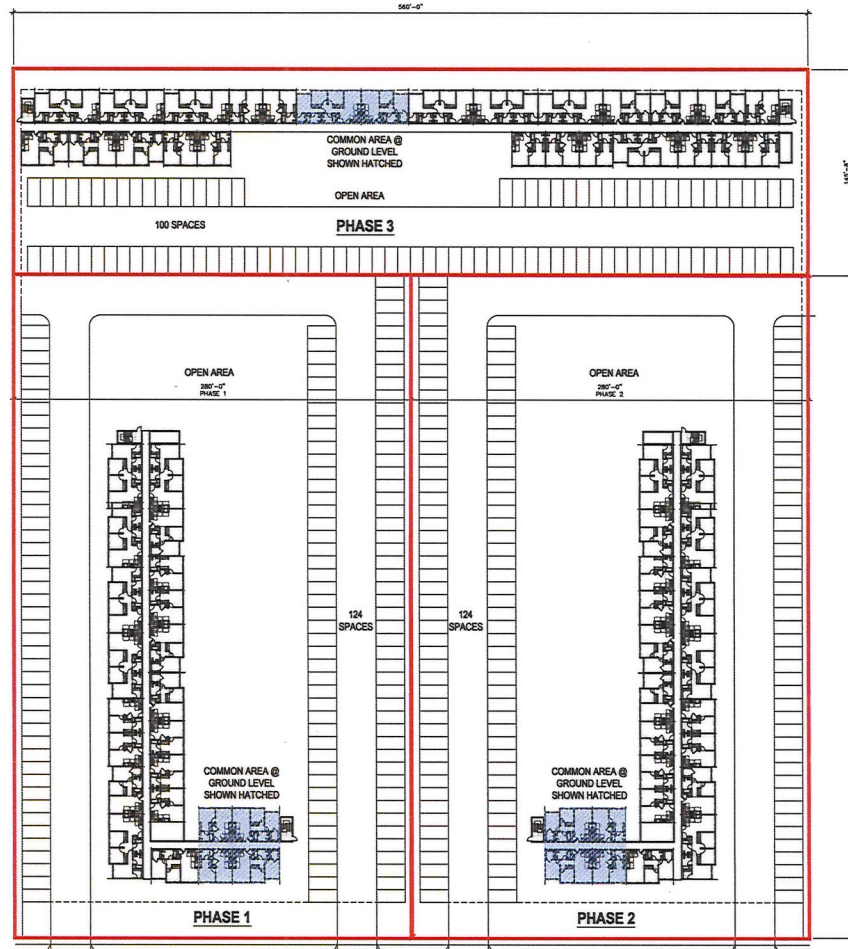
MAX. BUILDING HEIGHT = 3 STORIES OR 35 FEET

PARKING REQUIRED PER PHASE = 2 SPACES / UNIT

PHASE 1: 124 SPACES
PHASE 2: 124 SPACES
PHASE 3: 100 SPACES

PARKING PROVIDED PER PHASE

PHASE 1: 124 SPACES
PHASE 2: 124 SPACES
PHASE 3: 100 SPACES



E. LOS ANGELES AVE.

PHASE 1 AND 2 ARE 3-STORY BUILDINGS. PHASE 3 IS A 2-STORY BUILDING.



Y&M Architects

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SHAFTER APARTMENTS

Project: **3 PHASE AFFORDABLE HOUSING DEVELOPMENT**



CESAR CHAVEZ FOUNDATION

Developer: 310 W. 2ND ST., SUITE 600
LOS ANGELES, CA 90012

**SITE PLAN
1ST FLOOR PLAN**
SCALE: 1" = 30'-0"

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