

# CITY OF INDIAN WELLS

## COMPREHENSIVE ZONING AND MUNICIPAL CODE UPDATE TO IMPLEMENT GENERAL PLAN 2040



**Submitted December 10, 2025**

**PREPARED FOR:**  
**City of Indian Wells**  
Jon Berg  
Community Development Director  
44-950 Eldorado Dr., Indian Wells, CA 92210-7497  
jberg@indianwells.com | 760.776.0229

**PREPARED BY:**  
**De Novo Planning Group**  
180 E Main Street, Suite 108  
Tustin, CA 92780

**In Association With:**  
JKA Architecture + Urban Design



# TABLE OF CONTENTS

<b>1</b>	<b>LETTER OF INTRODUCTION</b>	<b>1</b>
<b>2</b>	<b>FIRM INFORMATION AND QUALIFICATIONS</b>	<b>4</b>
<b>3</b>	<b>HISTORY AND RELEVANT EXPERIENCE</b>	<b>8</b>
<b>4</b>	<b>WORK PLAN AND METHODOLOGY</b>	<b>18</b>
<b>5</b>	<b>PROFESSIONAL SERVICES FEE</b>	<b>24</b>
<b>A</b>	<b>REQUIRED FORMS</b>	<b>A</b>
<b>B</b>	<b>RESUMES</b>	<b>B</b>



# 1. LETTER OF INTRODUCTION

December 10, 2025

Jon Berg  
Community Development Director  
44-950 Eldorado Dr., Indian Wells, CA 92210-7497  
jberg@indianwells.com | 760.776.0229

**Subject: Comprehensive Zoning and Municipal Code Update to Implement General Plan 2040**

Dear Mr. Berg and Members of the Selection Committee:

Adopting the General Plan 2040 and Housing Element was a monumental achievement for Indian Wells. Now, the City faces the critical task of translating that vision into clear, enforceable regulations. As the team that authored those guiding documents, De Novo Planning Group offers the City a seamless transition from policy to implementation. We are uniquely positioned to protect the City's local control and memorialize community priorities without the learning curve required by a new consultant.

We understand that Indian Wells is an internationally renowned resort city with highly engaged residents who expect a high quality of life. Coupled with our statewide experience preparing Municipal Code updates for other resort communities, we are confident that De Novo is the right team to continue working with Indian Wells to maintain and advance the City's reputation. We pride ourselves on ensuring that our Code work maximizes local discretion within the framework of State law, putting the City in the driver's seat for future decision-making.

**Our Team**

We have assembled a carefully selected team of planning and urban design practitioners with deep professional experience in the region. De Novo Planning Group will serve as the prime consultant for this contract. Our team is led by De Novo Principal Amanda Tropiano, who will serve as Project Manager and Principal-in-Charge (Amanda's resume is included in this section for your consideration).

As you know from our recent work on the General Plan and Housing Element Update, Amanda is deeply familiar with the City's expectations and will lead all community outreach and hearings. Because our team—supported by Deputy Project Managers Perry Banner and Ashley Brodtkin—recently managed these long-range planning efforts, we possess an immediate familiarity with the community's specific concerns and the City's existing code structure. We are ready to hit the ground running on Day 1 to meet the City's 18-to-24-month completion target.

Our team also includes JKA Architecture + Urban Design, who will prepare objective design standards (ODS) and revisions to the City's design guidelines. JKA recently prepared ODS packages for the cities of Palos Verdes Estates and Palm Desert and is currently working with De Novo on a comprehensive code update for the City of Laguna Beach. JKA's participation will ensure that ODS developed for Indian Wells reflect the resort luxury community aesthetic and respond to local issues and concerns while meeting State requirements.

## **Why De Novo**

De Novo offers the robust technical expertise of a large company with the agility and cost-efficiency of a boutique firm. We bring to Indian Wells the following key assets:

### *Principal-Level Attention*

Unlike larger firms where projects are handed off to junior staff, De Novo guarantees that our Principals are actively involved in the drafting and review process. This ensures that the delicate balance between State housing mandates (SB 9, SB 35) and Indian Wells' local control is managed by experienced hands. Your Principal-in-Charge, Amanda Tropiano, is empowered to make immediate decisions to meet the City's work product expectations and keep this project on schedule.

### *Tailored Code Solutions*

We do not believe in "one-size-fits-all" zoning. We excel at translating complex State laws into user-friendly local codes. We will ensure your new Objective Design Standards (ODS) and land use regulations are rigorous enough to maintain the City's aesthetic standards but flexible enough to streamline approvals for desirable development. We have successfully navigated complex Code Updates for over 20 diverse California jurisdictions. Our portfolio includes work for highly engaged, resort-style communities such as Sausalito, Laguna Beach, and Palos Verdes Estates, where protecting community character and scenic resources is paramount. This experience allows us to bring creative, battle-tested solutions to Indian Wells that balance state mandates with local expectations.

### *Integrated Environmental Compliance*

As a dual planning and environmental firm, we draft code amendments with CEQA in mind from the beginning. This streamlines the adoption process, ensuring that the final Code Update and its environmental clearance move forward in tandem, keeping the City on schedule.

## **Our Statement of Commitment**

We are prepared to execute this project efficiently, transparently, and professionally. We have structured this scope of work to meet the City's specific needs as identified in the RFP. However, we are flexible and eager to work collaboratively with the City to refine this scope to best meet your expectations for this critical project. De Novo Planning Group has no past or current business or personal relationships with any current City of Indian Wells elected officials, appointed officials, or City employees, or their family members, that would constitute a conflict of interest.

We look forward to the opportunity to further discuss our proposal. The offer contained in this proposal is valid for a minimum of 120 days. If you have any questions regarding this submittal, please do not hesitate to contact me at (714) 453-7711 or at [atropiano@denovoplanning.com](mailto:atropiano@denovoplanning.com).

Sincerely,



Amanda Tropiano, Principal



# Amanda Tropiano

## PRINCIPAL

Amanda Tropiano is responsible for leading the firm's Southern California practice. Amanda has successfully managed a wide variety of land use and environmental planning projects for public and private sector clients, including numerous General Plans, specific plans, corridor plans, strategic plans, sustainability programs, visioning projects, transit-oriented development plans, zoning documents, outreach programs, and CEQA projects. Amanda is also an IAP2 trained public outreach practitioner and has completed project management training with PSMJ. Amanda consistently brings to the table her passion, creativity, and strategic thinking to make sure every project exceeds her client's expectations. Amanda brings a unique project management style to her clients, where she relies on collaboration, communication, and creativity to identify and proactively address potential opportunities and challenges. She is a skilled public speaker and enjoys working with members of the public, stakeholders, and elected and appointed officials throughout the planning process.

## EDUCATION

**MA, Urban and Regional Planning,**  
University of California, Irvine

**BA, Urban Studies and Planning,**  
University of California, San Diego

**BA, Political Science: Comparative  
Politics,**  
University of California, San Diego

**Study Abroad Program,**  
University of Sussex

## ORGANIZATIONS

Urban Land Institute

International Association for Public  
Participation (IAP2)

American Planning Association

## RELEVANT PROJECT EXPERIENCE

**General Plan Update, Housing  
Element, and EIR,**  
City of Indian Wells

**Comprehensive Development Code  
Update,**  
City of Laguna Beach

**General Plan Update, Development  
Code Update, and EIR,**  
City of San Jacinto

**General Plan Update, Rezoning, ODS,  
and EIR,**  
City of Lomita

**General Plan Update, Hawthorne Blvd  
Specific Plan Update, Development  
Code Update, and EIR,**  
City of Lawndale

**Objective Design Standards,**  
City of Palos Verdes Estates

**Housing Element, Rezoning Program,  
ODS, and CEQA Compliance,**  
City of Laguna Hills

**Housing Element Update,  
Comprehensive Zoning Code, Mixed-  
Use Implementation Program,**  
City of Westminster

**Focus General Plan Update, Brea  
Core Specific Plan, and EIR,**  
City of Brea

**General Plan Update and EIR,**  
City of Lake Forest

**General Plan Update and EIR,**  
City of Laguna Niguel

**General Plan Update and EIR,**  
County of Orange

**General Plan Update and EIR,**  
City of La Verne

**General Plan Update, Zoning Update,  
and EIR,**  
City of San Marcos

**Focus General Plan Update and EIR,**  
City of Glendale

**Housing Element Updates,**  
Cities of Avalon, Hawthorne, Indian  
Wells, Glendale, La Verne, Lake Forest,  
Lawndale, Laguna Hills, Laguna Niguel,  
San Jacinto, San Marcos, Stanton,  
Temecula

**Environmental Justice Element,**  
City of Goleta

**Springs Specific Plan and EIR,**  
Sonoma County

**Irvine Neighborhood Plan,**  
City of Irvine

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

## 2. FIRM INFORMATION AND QUALIFICATIONS

### De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

De Novo Planning Group is a land use and environmental planning firm specializing in community planning, environmental studies, design, and development services. Founded in 2008 in the greater Sacramento area, De Novo opened an office in Orange County in 2017—led by Principal Amanda Tropiano—to serve southern California clients. The firm's principal-level staff have successfully completed over 500 projects consisting of comprehensive general plans, visioning plans, specific plans, housing elements, environmental impact reports, negative declarations, initial studies, NEPA analyses, climate action plans, biological assessments, wetland delineations, and development projects throughout California. As part of essentially all of our long-range planning projects, De Novo designs and implements community engagement programs.

### OUR MISSION

Our mission is to provide municipal and private sector clients with world-class professional services, through principal-level attention to every project. We pride ourselves on our ability to work with clients to balance their economic, social, environmental, legal, and political goals. Our services result in an integrated planning and environmental solution for every project that is technically sound, cost effective and delivered within the client's schedule.

### OUR PHILOSOPHY

Our philosophy is to proactively plan and design projects in such a way that public and environmental concerns are addressed and accommodated early in the process. We strongly believe in the use of local knowledge for developing sensible and cost-effective solutions to local concerns. Our solutions integrate local knowledge with the best available resources to achieve recognized national and international standards for planning and environmental management, to achieve a balance in local economic, social, and environmental goals. De Novo Planning Group is dedicated to fostering a partnership with each agency we serve, through listening to the community and stakeholders and reflecting the ideas and concerns we hear in the approach developed for each project.

### OUR TEAM

The work program will be led out of our southern California office located in the City of Tustin. De Novo is a California S-Corporation and has 25 full-time staff, including four Principals, four Principal Planners, four Senior Planners, and a team of technical associates. We provide personal service to all of our clients and are committed to exceeding your expectations on all components of the work plan.

#### De Novo Planning Group

180 E Main Street Ste 108

Tustin, CA 92780

Years in Business: 17 years

Distance from Indian Wells: 120 mi.

Contact: Amanda Tropiano

714-453-7711

atropiano@denovoplanning.com

### DE NOVO SERVICE AREAS

#### Community Planning

- » General Plans
- » Zoning and Municipal Codes
- » Housing Elements
- » Specific Plans
- » Vision Plans
- » Public Facilitation
- » Grant Writing
- » Project Management
- » Application Processing
- » Project Review/Peer Review

#### Environmental Studies

- » CEQA Compliance
- » NEPA Compliance
- » Biological Studies
- » Agricultural Studies
- » Air Quality Studies
- » Climate Action Plans
- » Sustainability Planning
- » Mitigation Monitoring
- » Permitting

#### Design

- » Land Use Plans
- » Subdivision Layouts
- » Site Planning
- » Design Guidelines

#### Development

- » Feasibility Studies
- » Due Diligence Packages
- » Cost Estimate



## JKA ARCHITECTS + URBAN DESIGN

John Kaliski Architects, Inc. (JKA), founded in 2000 and based in Los Angeles, California, is a full-service, 11-person, architecture and urban design firm specializing in community-based urban design and mixed-use and multifamily architecture. The firm's mission is to foster places and buildings that support health, happiness, and well-being. Over two decades, JKA's urban design work has facilitated complex community planning challenges, introduced innovative concepts building the city design toolbox, and visualized community goals and objectives in the form of standards and guidelines based upon observation, input, and consensus building.

As both urban designers and architects, JKA is well-versed in zoning codes, building codes, and construction logics. As architects, the firm focuses on multifamily and mixed-use infill projects, having completed over 500 dwelling units as well as single-family, hospitality, and commercial projects in the past five years. JKA brings this pragmatic experience to each of its urban design projects including urban design master plans, community-based specific plans, development and joint development feasibility studies, complete streets, active transportation/first mile/last mile planning projects, transit-oriented design of station areas and station stops, visual simulations, and design guideline and standard projects.

In each JKA project, the key goal is to always foster the creation of a durable, authentic, and sustainable human-scale experience that realizes a local sense of community purpose.

**JKA Architecture + Urban Design**  
 3780 Wilshire Boulevard Ste 500  
 Los Angeles, CA, 90010  
 Years in Business: 25 years  
 Distance from Indian Wells: 130 mi.  
 Contact: John Kaliski, FAIA, NCARB  
 213-383-7980  
 jkaliski@johnkaliski.com



**1.1. Building height measurement along public streets.** The maximum building height of a multifamily or mixed-use structure within 150 feet of the curb of a public street shall be established by a vertical measurement from the average elevation of the street curb adjacent to the property to the highest point of the structure, provided that a roof shall be measured to the highest point of the roof.

**1.2. Building height measurement adjoining a residential zoned property.** The maximum building height of a multifamily or mixed-use structure within 150 feet of a residential property line shall be established by a vertical measurement from the elevation of the finished grade along the property line of the residential zoned property to the highest grade along the property line of the project site, whichever is lower in elevation, to the highest point of the roof of the structure.

**1.3. Transitional height adjoining a single-family zoned property.** Where a multifamily or mixed-use building is placed on a lot that abuts or is across a right-of-way from a R, L, R, M, S, L, S, 2, or R2 residential zoned property with a height of 10 feet or lower property line, the otherwise allowed building height shall be measured by an inclined plane at a 45-degree angle plane inclined towards the multifamily or mixed-use building as measured from a horizontal plane extending 15 feet above grade at the abutting property line.

**4.1.4. Maximum building height at public street face.** In addition to the minimum horizontal setback required by the Municipal Code, the maximum height of a building structure at a public street frontage determined by its distance from the street face line per the table below.

Distance from Street Facing Setback (feet)	Maximum Building Height (feet)
Less than or equal to 20 feet	24 feet / 2 stories per the Municipal Code
Greater than 20 feet	Per the Municipal Code

**4.2. BUILDING LENGTH**

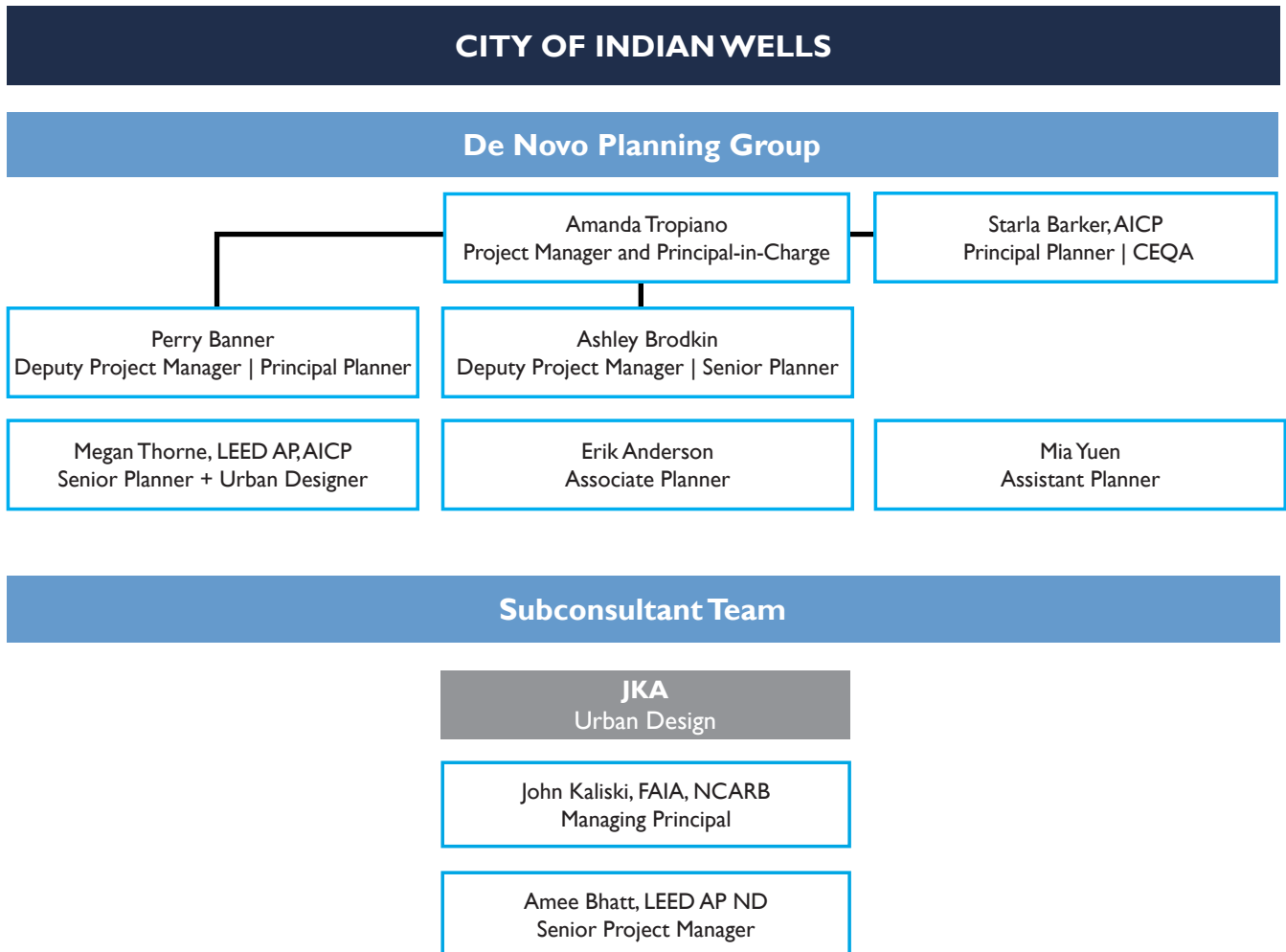
**4.2.1. Building wall, maximum length.** For both new existing structure with an addition, no build exceed 425 feet in length.

**4.2.2. Building breaks, open to the sky.** When building required, a minimum 20-foot open to the sky shall be provided between resulting structure to the sky building breaks shall provide for a public and private right-of-way, courts, plaza and/or other active and/or passive landscape



## TEAM ORGANIZATION

De Novo will be the prime consultant and manage a team with deep experience planning and implementing code updates, including the preparation of State-compliant objective design standards, sign code standards, and overlay zones. Below is a chart outlining key management personnel. For ease of reference, the following pages include brief biographies for management staff. Amanda Tropiano, a Principal and Owner at De Novo, will serve as the Principal-in-Charge Project Manager, and Perry Banner and Ashley Brodtkin will serve as Deputy Project Managers. Full resumes for all team members are provided in Appendix A.



**Amanda Tropiano**

Principal-in-Charge/PM, De Novo

---



Amanda served as the Project Manager for the City's General Plan Update and EIR, including preparation of the City's Housing Element and implementation of the Public Benefit Zone. In this capacity, Amanda prepared written materials, presentations, and coordinated closely with the public and elected and appointed officials. Amanda has led code updates for the cities of San Jacinto, Westminster, Laguna Beach, Lake Forest, La Verne, and Palos Verdes Estates. Amanda is certified by the International Association of Public Participation (IAP2).

**Perry Banner**

Principal Planner, De Novo

---



Perry Banner brings a combined 20 years of experience in local government and private practice planning to the firm with work in both the United States and Canada. Perry possesses a diverse range of skills, including project management, land use analysis, and policy development. His capabilities also include economic development and real estate development. Perry has managed numerous long-range planning projects including general plan and code updates for the cities of Lomita, Glendora, and Brentwood

**Ashley Brodtkin**

Senior Planner, De Novo

---



Ashley Brodtkin is responsible for the preparation of a wide variety of planning projects including General Plans, Specific Plans, ordinance updates, and local CEQA guidelines. Ashley has prepared and managed a variety of CEQA and NEPA documents for capital improvements, new developments, redevelopment and urban infill, warehouse/logistics, and public policy document projects, and a variety of planning projects including General Plans, Housing Elements, Specific Plans, Development Ordinance Updates, and entitlements.

**Starla Barker, AICP**

Principal Planner, De Novo

---



Starla Barker, AICP, is a principal planner with De Novo Planning Group whose primary responsibilities are the management and preparation of environmental documents (Initial Studies, Negative Declaration, Environmental Impact Reports, and Environmental Assessments), as well as other planning documents including General Plans and Specific Plans. Starla has successfully managed a wide range of projects with particular emphasis in General Plans, urban infill, downtown, and redevelopment projects.

**John Kaliski**

JKA

---



Since founding John Kaliski Architects in 2000, John's work has included design guidelines for Palos Verdes Estates, Palm Desert, Laguna Beach, the Hollywood Boulevard District, a vision plan for Los Angeles' Crenshaw community, the Ocean Park Boulevard Complete Green Street, design of affordable small lot subdivision townhomes for Enterprise Foundation, private homes, and over 1,000 units of multi-family housing. His design work and writings have been recognized with awards from the AIA and the American Planning Association.

**Amee Bhatt**

JKA

---



Amee Bhatt joined JKA in 2021 and has seven years of experience in architecture, urban design, and planning. At JKA, Amee manages all urban design projects. She conducts analysis and creates goals, policies, and actions to enhance the evolving landscape. Amee has authored multi-family and mixed-use objective design standards that comply with SB9 and maintain the character of single-family neighborhoods, developed building prototypes, and calculated opinions of cost for economic feasibility studies.

# 3. HISTORY AND RELEVANT EXPERIENCE

## AN EXPERIENCED PROJECT TEAM

The De Novo Planning Group team represents a full-service team of city planning and subject-matter experts capable of providing all services requested by the City of Indian Wells. De Novo's Code Update experience includes work for over 30 agencies across California.



ment allows us to work efficiently, make decisions quickly, and produce superior draft documents from day one. Our Project Managers take a hands-on approach, coordinating closely with City staff to ensure total visibility on pending deadlines and outstanding tasks.

We take tremendous pride in our financial discipline. Because our Project Managers are also firm Principals, we possess the authority to take immediate steps to keep projects on budget. We utilize sophisticated tracking software to log hours by task, ensuring a transparent accounting process. Project Manager Amanda Tropiano will oversee all monthly billing and provide the City with detailed status reports identifying work completed, upcoming efforts, and action items. We invite the City to contact our references to verify our extraordinary record of budget adherence.

## COMMUNITY ENGAGEMENT & POLITICAL CONSENSUS

With robust in-house community engagement expertise, De Novo effectively manages the entire work program, ensuring that outreach efforts directly inform actionable public policy. Our specific experience working in Indian Wells has reinforced that meaningful stakeholder and City leadership involvement is the cornerstone of a successful long-range policy document.

We recognize that the engagement process often involves navigating diverse interests. To address the challenge of generating public interest, our approach is agile: if a specific outreach method does not yield participation, we identify the barrier and immediately pivot our strategy.

Furthermore, De Novo specializes in navigating complex political landscapes to achieve results. For example, in over two dozen 6th Cycle Housing Element Updates, we successfully guided the public, Planning Commissions, and City Councils through challenging hearings by facilitating calm, fact-based study sessions. We clarified the rationale for the work and the consequences of non-compliance. This data-driven approach resulted in unanimous approvals for nearly all our Housing Element clients, with 100% of our documents ultimately being locally adopted and State-certified.

## LEGAL DURABILITY AND DEFENSIBILITY

De Novo takes pride in the legal durability of our work products. Across hundreds of planning documents, we have maintained a track record of zero successful legal challenges. We approach every policy and environmental document with a strategy of proactive defensibility, ensuring our work withstands the highest levels of judicial and public scrutiny to protect the City's long-term interests.

## PROJECT CONTROLS

Our team is fully committed to executing an efficient work program within a maximum two-year timeframe. We thrive under strict deadlines, utilizing Principal-level staff throughout all project stages. This high-level involve-



## SAN JACINTO GENERAL PLAN UPDATE, DEVELOPMENT CODE UPDATE, AND EIR

De Novo Planning Group led the City of San Jacinto through a comprehensive update of its General Plan, Development Code, and EIR, addressing the needs of a diversifying community while preserving its historic character. To ensure the plan reflected the voices of all residents, the team deployed an innovative engagement strategy that included a celebratory history video, targeted focus groups, and a bilingual direct mailer sent to every address in the City. This inclusive approach resulted in record-breaking participation and earned the project the 2023 APA Inland Empire Excellence Award in the Public Outreach Category.

Building on this robust public input, the team crafted a new Land Use Plan and Zoning Map that expanded housing and business development opportunities throughout the community. The process involved direct engagement with property owners and immediate implementation through a comprehensive Zoning Code update. The resulting policy framework, which balances growth with cultural preservation, was further honored with the 2023 SCAG Sustainability Award, highlighting the project's commitment to creating a lasting, sustainable future for San Jacinto.

**Contract Amount:** \$1,200,000  
**Final Costs:** \$1,050,000  
**Time to Completion:** 4 years  
**Status:** Complete



## WESTMINSTER ZONING CODE UPDATE AND ADDENDUM

Following the City of Westminster's 2016 General Plan Update, De Novo Planning Group was retained to execute a comprehensive update to the City's Zoning Code to ensure consistency with the new vision. Phase A, completed in late 2022, focused on establishing robust development standards for new mixed-use designations and implementing the requirements of the 2021-2029 Housing Element. This phase involved a detailed GIS analysis to align the Zoning Map with General Plan land uses, as well as the creation of graphic renderings to illustrate new Objective Design Standards for mixed-use projects.

Currently, the team is advancing Phase B, which expands the scope to a full modernization of the remaining Zoning Code sections. This effort includes updating administrative procedures, defining allowable uses, and refining development standards for all residential and commercial zones. A key component of this second phase is the development of updated multifamily design standards to ensure future housing developments meet the community's aesthetic and quality expectations.

**Contract Amount:** \$300,000  
**Final Costs:** On Budget  
**Time to Completion:** Part A (Mixed-Use Zoning) 1 year; Part B Ongoing  
**Status:** Part A Complete; Part B Ongoing



### Ciudad de Westminster 2021-2029 Actualización del Elemento de Vivienda

La ciudad de Westminster está en proceso de actualizar el Elemento de Vivienda 2021-2029. Esta hoja informativa está destinada a responder las preguntas más frecuentes, brindar información sobre el proceso de actualización y hacerles saber cómo participar.

**¿Qué es un Elemento de Vivienda?**  
 El Elemento de Vivienda es una sección del Plan General de la Ciudad que analiza las necesidades y condiciones de vivienda dentro de Westminster. Es un documento de política que identifica metas, políticas y programas que la ciudad usa para dirigir y guiar acciones relacionadas con las viviendas.

**¿Por qué la ciudad está actualizando su Elemento de Vivienda?**  
 Se requiere que cada ciudad y condado de California tenga un Elemento de Vivienda y lo actualice al menos cada 8 años. La actualización del Elemento de Vivienda le brinda a la ciudad una imagen clara de los problemas relacionados con la vivienda, tales como: oferta y demanda de vivienda, los tipos de vivienda disponibles dentro de la ciudad, asequibilidad de la vivienda y subtipos. Una vez que se actualice el Elemento de Vivienda, debe ser aprobado por el Departamento de Vivienda y Desarrollo.

Algunas características clave del Actualización del Elemento de Vivienda incluyen:

- Calcular mejor cómo la población y la vivienda
- Evaluar cómo se relacionan las limitaciones de vivienda y los recursos disponibles
- Evaluar los programas y políticas existentes
- Identificar programas e incentivos relacionados para vivienda
- Desarrollar políticas y programas para apoyar el desarrollo de vivienda

## DOWNTOWN FONTANA DEVELOPMENT GUIDEBOOK

Downtown Fontana Development Guide & Core Revitalization De Novo Planning Group led the revitalization of the Fontana Downtown Core, culminating in the Downtown Fontana Development Guide. This user-friendly handbook is designed to catalyze economic investment by bridging the gap between City goals and market realities. Implemented through a new General Plan land use category and six Form-Based Code districts, the Guide establishes a flexible framework that allows development to respond agilely to shifting lifestyle preferences.

To ensure the Core's success, the project facilitates higher residential densities and mixed-use projects through updated standards and streamlined administrative processes. Key incentives include support for by-right project approvals to reduce risk, development impact fee structures, and top-tier environmental clearance. This environmental strategy allows future projects to "tier off" the primary document, saving time and costs by focusing analysis solely on project-specific impacts.

**Contract Amount:** \$650,000

**Final Costs:** \$650,000

**Time to Completion:** 3 years

**Status:** Complete



### A Livable Public Realm

California's best downtowns provide a beautiful, comfortable, pedestrian-oriented public realm that serves as an outdoor room where it's comfortable to be a pedestrian and cyclist. Tree-lined streets seamlessly connect the Downtown Core, neighborhoods, and major corridors of the area.



### Downtown as a Destination

The Downtown Core is a lively mixed-use district and cultural hub intended to be shared by everyone. This area is a local and regional destination for retail, employment, culture, and housing, that builds upon Fontana's historic character.



### Vibrant Corridors

Reinvigorating Fontana's corridors with a mix of commercial amenities, job-generating businesses and a range of housing types serves to reinforce the Downtown Core. More amenities within walking or cycling distance of existing neighborhoods encourage new housing and employment near planned transit stops.

## LA VERNE GENERAL PLAN UPDATE, HOUSING IMPLEMENTATION CODE UPDATES, AND EIR

De Novo Planning Group partnered with the City of La Verne to complete its General Plan Update, Housing Element, and Environmental Impact Report, all of which were adopted in 2024. Following the successful adoption of these long-range plans, the City retained De Novo to spearhead the implementation phase through a focused Zoning Code Update. This comprehensive update was crafted to translate the General Plan's goals into enforceable regulations, ensuring full compliance with evolving State housing laws while integrating specific local preferences to maintain community character.

The planning framework strategically balances new growth with preservation. With the Gold Line Station set to open in 2026 just outside Old Town, the City and local institutions envision a vibrant shopping, dining, and living experience in the historic core. The updated regulations support this vision by guiding development near the station and University of La Verne, while simultaneously protecting the quality and quiet character of established neighborhoods in North La Verne.

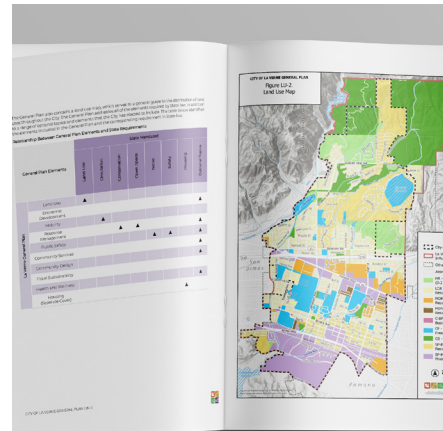
These planning efforts were underpinned by a robust engagement process designed to capture the community's vision. De Novo led a 15-member General Plan Advisory Committee through ten meetings focused on diverse topics such as economic development, community health, and mobility. This direct stakeholder collaboration was supplemented by a broad outreach campaign featuring visioning workshops, newsletters, social media advertisements, and surveys, ensuring a transparent and inclusive process from visioning through implementation.

**Contract Amount:** \$900,000

**Final Costs:** \$900,000

**Time to Completion:** 7 years

**Status:** Complete



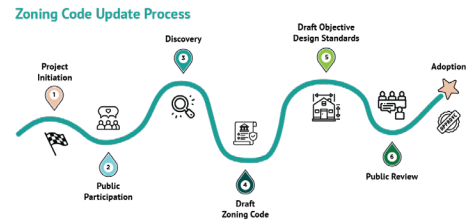
## LAGUNA BEACH COMPREHENSIVE CODE UPDATE

De Novo is preparing a comprehensive update to the City of Laguna Beach's Zoning Code, including new parking standards and objective design standards for single-family, multi-family and mixed-use residential development. De Novo is also preparing associated amendments to the City's General Plan and Local Coastal Program. The purpose of the comprehensive update to the Zoning Code is to allow for a more usable and approachable code, simplify project review, implement the Housing Element and conform with recent State laws, while preserving Laguna Beach's unique character. Our approach to the update includes:

- » Streamlining and simplifying the Code including updating administrative procedures, adding a definitions chapter that will include new uses, and including images and graphics to illustrate concepts.
- » Implementing the 2021-2029 Housing Element by amending the Density Bonus ordinance, providing more flexible development standards for affordable housing and removing housing constraints.
- » Develop Objective Design Standards for single-family, multi-family, and mixed-use residential developments.
- » Address legal requirements and incorporate best practices, which includes updating the City's commercial parking standards.

The project provides opportunities for community involvement in order to ensure that the Zoning Code Update considers and reflects the community's priorities and provides a variety of means of community input.

**Contract Amount:** \$750,000  
**Final Costs:** On Budget  
**Time to Completion:** On Schedule  
**Status:** Ongoing

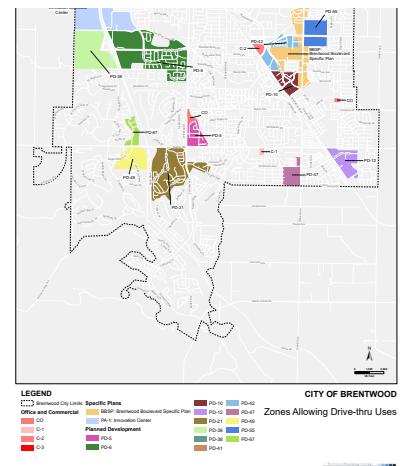


## BRENTWOOD CODE UPDATE AND OBJECTIVE DESIGN STANDARDS

De Novo Planning Group is conducting a series of targeted Zoning Code updates for the City of Brentwood in Contra Costa County. Brentwood is a growing community in northern California that has an agricultural history but has steadily been urbanizing. The Zoning Code updates are intended to: 1) ensure consistency with State law by amending the code to address recent legislation related to planning and zoning; 2) implement the policies of the 6th Cycle Housing Element; and 3) address other desired changes unique to Brentwood.

In tandem with the Focused Zoning Code Update, De Novo is leading a team preparing comprehensive objective design standards (ODS) for Brentwood. As with many cities in California, Brentwood is developing objective design standards for residential development in the community to provide measurable and quantifiable requirements to streamline the development application review process for new home construction. The ODS will apply to all residential and mixed-use construction in the city. Preparation of the ODS involved an extensive analysis of typical housing styles and typologies in Brentwood, community workshops, and study sessions with decision-makers.

**Contract Amount:** \$400,000  
**Final Costs:** On Budget  
**Time to Completion:** On Schedule  
**Status:** Ongoing



## LOMITA GENERAL PLAN UPDATE, DEVELOPMENT CODE UPDATE, ODS, REZONE PROGRAM, AND EIR

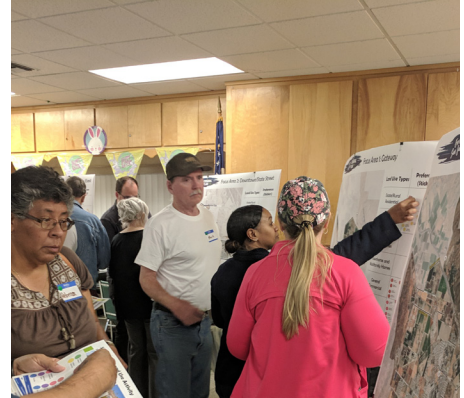
De Novo led a consultant team on a major project for the City of Lomita to prepare a comprehensive update to the General Plan, corresponding EIR, Zoning Code and Zoning Map update, and objective design standards for multifamily and mixed-use developments. Innovative engagement techniques and creative communication methods were keys to the success of the project. Generating excitement at the first outreach event, the General Plan Update engaged a wide range of community members and key stakeholders through traditional in-person and online outreach strategies. De Novo prepared a brief 3- minute video celebrating the history of Lomita and describing how the City is preparing for its future by updating its General Plan. The team also facilitated a GPAC that met to discuss important issues in Lomita. Based on information gathered from the broad community, the team was able to craft a new land use plan that expands the range of housing and mixed-use development opportunities along the city's major corridors. De Novo is implementing the General Plan through an update to the Zoning Code, including Housing Element implementation. Key Considerations included corridor revitalization, economic development, housing growth, downtown revitalization, use of technology, and implementation actions.

**Contract Amount:** \$1,500,000

**Final Costs:** On Budget

**Time to Completion:** 18 months

**Status:** Primarily complete, some minor follow-up work ongoing



## BELLFLOWER SIGN CODE UPDATE

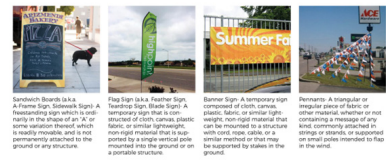
De Novo Planning Group prepared a comprehensive update and re-write of the City of Bellflower's Sign Code. This included a series of public outreach events, meetings with Planning Commission, conducting stakeholder interviews and community surveys. De Novo presented options for digital billboards and signage, as well as extensive legal research regarding best practices and regional comparisons for sign codes. The final sign code included numerous graphic elements such as diagrams, photos, and tables to make it easy to understand and implement. Our work on the sign code included reading through all of Bellflower's municipal code to address sign-related language in all other sections of the code and consolidate it into one section.

**Contract Amount:** \$40,000

**Final Costs:** \$35,000

**Time to Completion:** 18 months

**Status:** Complete



**Sandwich Boards (S.B.)** A Frame Sign (Sandwich Sign) A freestanding sign which is small, light, and made of two panels or some variation thereof which is readily movable and is not permanently attached to the ground or any structure.

**Flag Sign (S.B.)** A Freestanding Sign (Freestanding Sign) A freestanding sign that is constructed of cloth, canvas, plastic, fabric, or similar lightweight material that is supported by a single vertical pole mounted into the ground or on a portable structure.

**Banner Sign** A temporary sign composed of cloth, canvas, plastic, fabric, or similar lightweight, non-rigid material that can be mounted to a structure with cord, rope, cable, or a similar method or that may be supported by poles in the ground.

**Banner Sign** A triangular or irregular piece of fabric or other material, whether or not containing a message of any kind, commonly attached to a structure or attached to poles or stands, or supported on small poles attached to flag in the wind.

## SAN MARCOS HOUSING IMPLEMENTATION CODE UPDATES

De Novo prepared a comprehensive update to the City of San Marcos General Plan and corresponding EIR. As part of that effort, De Novo prepared a focused update to the City's Zoning Ordinance. The focused Zoning Ordinance Update implemented the City's recently adopted 2021-2029 Housing Element, and included multiple updates to bring the Zoning Ordinance into compliance with State law. It included updates to allowed uses, development standards, and definitions.

**Contract Amount:** \$50,000

**Final Costs:** \$50,000

**Time to Completion:** 8 months

**Status:** Complete

## LAWDALE GENERAL PLAN, ZONING CODE, HOUSING ELEMENT UPDATE, SPECIFIC PLAN & EIR

De Novo Planning Group partnered with the City of Lawndale to prepare a comprehensive update to its General Plan, Zoning Ordinance, and Hawthorne Boulevard Specific Plan, accompanied by a programmatic Environmental Impact Report. This multi-year process established a cohesive vision for the South Bay community, reflecting local values on critical topics such as land use, environmental justice, economic development, and public health.

While the General Plan provides high-level policy guidance, the simultaneous updates to the Zoning Ordinance and Specific Plan serve as the primary implementation tools. The Hawthorne Boulevard Specific Plan specifically targets the City’s central transportation and economic corridor—along with Artesia and Redondo Beach Boulevards—to revitalize it as a community focal point. These regulatory updates, supported by a Climate Action Plan, clarify development expectations and advance the City’s strategy for a more resilient and sustainable future.

## INDIAN WELLS GENERAL PLAN UPDATE, DEVELOPMENT CODE AMENDMENT, AND EIR

De Novo Planning Group led the City of Indian Wells’ comprehensive General Plan Update, Focused Development Code Update, and Environmental Impact Report (EIR), providing the City with a forward-thinking roadmap for managing growth and preserving community character. As the lead consultant, De Novo guided the project from initial visioning through policy development, technical analysis, environmental review, and adoption. This project reflects Indian Wells’ unique identity as a small, well-established, and primarily residential desert resort community, balancing the need for preservation with opportunities for strategic, high-quality development.

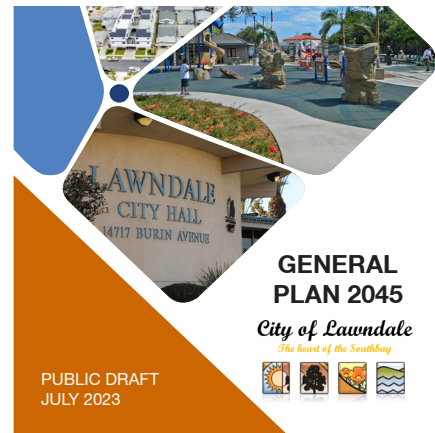
The De Novo team began the process with a thorough review of existing conditions, land use trends, and community priorities. Key topics addressed in the General Plan included land use, mobility, housing, community design, economic development, sustainability, and public safety. Special emphasis was placed on preserving Indian Wells’ resort-oriented character, scenic desert environment, and high standard of living, while ensuring compliance with state mandates such as the General Plan Guidelines, Housing Element law, and environmental justice requirements. Public outreach was central to the success of this project. The De Novo team designed and implemented a tailored engagement strategy that included workshops, community surveys, stakeholder interviews, and focused meetings with elected officials and City staff.

**Contract Amount:** \$990,000

**Final Costs:** \$900,000

**Time to Completion:** 5 years

**Status:** Complete



**Contract Amount:** \$700,000

**Final Costs:** \$700,000

**Time to Completion:** 4 years

**Status:** Complete



### City of Indian Wells 2021-2029 Housing Element Update

The City of Indian Wells is in the process of preparing the 2021-2029 Housing Element. This fact sheet is intended to answer commonly asked questions, provide information about the update process, and let you know how to get involved.

**What is a Housing Element?**  
The Housing Element is a section of the City’s General Plan that looks at housing needs and conditions within Indian Wells. It is a policy document that identifies goals, policies, and programs that the City uses to direct and guide actions related to housing.

**Why is the City updating its Housing Element?**  
Each city and county in California is required to have a Housing Element and update it at least every eight years. Updating the Housing Element gives the City a clear picture of housing-related issues such as: housing supply and demand; the types of housing available within the City; housing affordability; and homelessness. Once the Housing Element is updated, it must be approved by the California Department of Housing and Community Development (DHCD). Updating the Housing Element will ensure that the City meets State requirements, and makes Indian Wells eligible for State grants and other funding resources. It will also give our elected and appointed officials clear guidance on housing issues facing Indian Wells.

Some key features of the Housing Element include:

- Demographic and housing characteristics
- An assessment of fair housing
- An evaluation of housing constraints and existing resources
- An analysis of potential sites appropriate for new housing
- An evaluation of existing policies and programs
- Development of policies and programs to support housing production

The Housing Element is a policy document that identifies goals, policies, and programs that the City uses to direct and guide actions related to housing.

GENERAL PLAN 2040  
INDIAN WELLS  
CALIFORNIA

www.IndianWellsGeneralPlan.org      GeneralPlanUpdate@IndianWells.com

## PALOS VERDES ESTATES OBJECTIVE DESIGN STANDARDS

De Novo Planning Group teamed with John Kaliski Architects (JKA) to prepare both interim and comprehensive objective design standards (ODS) for the City of Palos Verdes Estates (PVE). The city is a unique and affluent community on the Palos Verdes Peninsula overlooking the Pacific Ocean. Historically, PVE has set a high architectural design standard for homes and commercial buildings constructed in the city with prevailing architectural styles, particularly Spanish Revival, characterizing the community.

Implementation of the ODS was time sensitive as it was a requirement of the City's 6th Cycle Housing Element. De Novo prepared a set of interim objective design standards to be in place while the comprehensive ODS were more thoroughly developed with input from the community. The comprehensive ODS were based on a robust and meaningful analysis and public engagement process consisting of a study of the architectural history and styles of PVE, discussions with the Palos Verdes Homes Association and associated Art Jury, study sessions with the Planning Commission and City Council, and ultimately public hearings to adopt the comprehensive ODS.

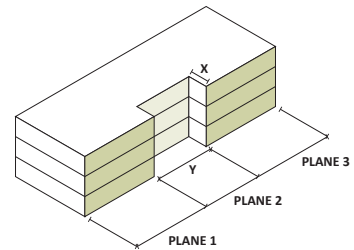
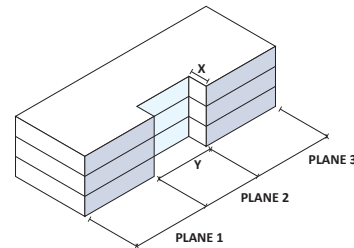
The City's objective design standards provide measurable and quantifiable design requirements for multifamily and mixed-use development in Palos Verdes Estates.

**Contract Amount:** \$150,000

**Final Costs:** \$150,000

**Time to Completion:** 12 months

**Status:** Complete



## PALM DESERT OBJECTIVE DESIGN STANDARDS

The City of Palm Desert has traditionally relied on a combination of design guidelines and discretionary design review to shape buildings project by project, including single-family, multifamily and mixed-use projects. However, with new State legislation this type of review has been replaced by requirements that allow cities to only enforce objective design standards (ODS) for residential projects. JKA was retained by Palm Desert to develop new ODS and challenged by the City to develop design standards that reflect the City's desert setting and character. The resulting ODS, both written and illustrated, were first and foremost written to generate alignment of new projects with Palm Desert's unique topography. The new ODS emphasize the use of desert flora, landscape buffers and open space between commercial and residential projects, the production of shade by both landscape and built-form components, and the required use of a more limited material and color palette inspired by the natural setting. The final work product also includes a design standards checklist which outlines all design requirements and options. The checklist enhances the consistency and efficiency of staff design review, allowing for faster project approvals.

**Contract Amount:** \$150,000

**Final Costs:** \$150,000

**Time to Completion:** 12 months

**Status:** Complete



**APPLICABLE REFERENCES FOR THE PAST 5 YEARS**

<b>AGENCY</b>	<b>SAN JACINTO</b>
Contact Name	Travis Randal, Assistant City Manager
Address	595 S. San Jacinto Ave, San Jacinto, CA 92583
Email Address	trandel@sanjacintoca.gov
Telephone Number	951-654-7337 x 400
Associated Project(s)	General Plan Update, Development Code Update, Housing Element Update, EIR
<b>AGENCY</b>	<b>WESTMINSTER</b>
Contact Name	Alice Tieu, Associate Planner
Address	8200 Westminster Blvd, Westminster, CA 92683
Email Address	atieu@westminster-ca.gov
Telephone Number	714-548-3485
Associated Project(s)	Housing Element Update, Comprehensive Zoning Code Update, Mixed-Use Implementation, CEQA, On-Call Planning Services
<b>AGENCY</b>	<b>FONTANA</b>
Contact Name	Patty Nevins, Director of Planning
Address	8353 Sierra Avenue, Fontana, CA 92335
Email Address	pnevins@fontanaca.gov
Telephone Number	900-350-7625
Associated Project(s)	Downtown Fontana Development Guidebook
<b>AGENCY</b>	<b>LA VERNE</b>
Contact Name	Candice Bowcock, Principal Planner
Address	3660 D Street   La Verne, CA 91750
Email Address	cbowcock@cityoflaverne.org
Telephone Number	909-596-8706
Associated Project(s)	General Plan Update, Municipal Code Update, Housing Element Update, CEQA
<b>AGENCY</b>	<b>LOMITA</b>
Contact Name	Adrian Fernandez, Community and Economic Development Director
Address	24300 Narbonne Ave, Lomita, CA 90717
Email Address	a.fernandez@lomitacity.com
Telephone Number	310-325-7110 x 122
Associated Project(s)	General Plan Update, Rezone Program, Development Code Update, Objective Design Standards, CEQA

<b>AGENCY</b>	<b>CITY OF LAKE FOREST</b>
Contact Name	Gayle Ackerman, Director of Development Services
Address	100 Civic Center Dr., Lake Forest, CA 92630
Email Address	gackerman@lakeforestca.gov
Telephone Number	949-461-3463
Associated Project(s)	General Plan Update, Mixed-Use Zoning, EIR, On-Call CEQA Services, Housing Element Update, Safety Element Update, Sustainability Program
<b>AGENCY</b>	<b>LAWNDALE</b>
Contact Name	Peter Kann, Community Development Director
Address	14717 Burin Avenue, Lawndale, CA 90260
Email Address	pkann@lawndalecity.org
Telephone Number	310-973-3231
Associated Project(s)	General Plan Update, Hawthorne Blvd Specific Plan, Development Code Update, Housing Element Update, CEQA
<b>AGENCY</b>	<b>BELLFLOWER</b>
Contact Name	Elizabeth C. Oba, Director of Planning and Building Services
Address	16600 Civic Center Drive, Bellflower, CA 90706
Email Address	eoba@bellflower.ca.gov
Telephone Number	562-804-1424 ext. 2276
Associated Project(s)	Sign Code Update, Hollywood Sports Park Specific Plan, Environmental Justice Element, Arts District Overlay, Housing Element Amendment
<b>AGENCY</b>	<b>PALOS VERDES ESTATES</b>
Contact Name	Sheryl Brady, Community Development Director
Address	340 Palos Verdes Drive West, Palos Verdes Estates, CA 90274
Email Address	sbrady@pvestates.org
Telephone Number	310-750-9807
Associated Project(s)	Objective Design Standards
<b>AGENCY</b>	<b>BRENTWOOD</b>
Contact Name	Jennifer Hagen, Senior Planner
Address	150 City Park Way, Brentwood, CA 94513
Email Address	jhagen@brentwoodca.gov
Telephone Number	925-516-5135
Associated Project(s)	Development Code Update, Objective Design Standards
<b>AGENCY</b>	<b>SAN MARCOS</b>
Contact Name	Beth Herzog, Administrative Services Manager
Address	1 Civic Center Drive, San Marcos CA 92069
Email Address	bherzog@san-marcos.net
Telephone Number	760-744-1050 x 3280
Associated Project(s)	General Plan Update, Housing Element Update, Housing Element Implementation Development Code Update, CEQA

## 4. WORK PLAN AND METHODOLOGY

### PROJECT UNDERSTANDING

We understand the project to include the following key objectives:

# 1

#### **IMPLEMENTATION OF GENERAL PLAN 2040 AND HOUSING ELEMENT**

The primary focus of the update is to implement the goals, policies, and programs found within the City's recently adopted General Plan 2040 and 6th Cycle Housing Element. This includes updating land use designations and ensuring the code reflects the City's forward-looking vision and updated land use policy framework.

# 2

#### **COMPLIANCE WITH STATE AND FEDERAL REGULATIONS**

The project aims to ensure all Zoning Code and Municipal Code sections are compliant with current State and Federal laws. This includes adhering to recent legislative mandates regarding housing provisions (such as SB 9 and SB 35), density bonuses, accessory dwelling units (ADUs), and environmental compliance under the California Environmental Quality Act (CEQA).

# 3

#### **FACILITATION OF HOUSING PRODUCTION**

A significant objective is to propose tools that remove barriers to housing production, particularly within the workforce housing sector. The City seeks to incentivize infill and adaptive reuse of commercial sites through mixed-use opportunities and alternative compliance options to accommodate increased housing production.

# 4

#### **MODERNIZATION AND USABILITY OF THE CODE**

The City desires a code that is clear, concise, and easy to read, utilizing current technology where possible. This involves general code clean-up to remove antiquated processes, outdated requirements, and broken references to ensure internal consistency.

# 5

#### **STREAMLINING OF REVIEW PROCESSES**

The update intends to create a streamlined review process that simplifies requirements and consolidates permits where appropriate. This includes evaluating which applications are appropriate for staff-level review rather than public hearings to maintain transparency while increasing efficiency and flexibility.

# 6

#### **ESTABLISHMENT OF OBJECTIVE DESIGN STANDARDS**

The City aims to implement objective design standards that are well-organized and comply with state minimum standards for by-right and streamlined approvals. These standards must remain consistent with the Community Development Element and respect the context of existing neighborhoods.

## SCOPE OF WORK

We have prepared the following Work Plan in response to the City's Request for Proposals, our understanding of local concerns and work on the City of Indian Wells General Plan 2040, and our experience working on development code projects throughout California. While we believe this scope of work addresses the City's needs, should the City have any requests or modifications, we would be happy to tailor the scope accordingly. All work products will be delivered in an electronic format; where hard copies of products are provided, they are specifically identified in the associated task deliverable. Below is a summary of our proposed scope of work.

### PHASE 1: PROJECT INITIATION & MANAGEMENT

Goal: Leverage our recent General Plan success to immediately launch the Code Update without the "learning curve" required by a new firm.

#### Task 1.1: Kickoff Meeting

De Novo will meet with City staff in-person to confirm project goals, communication protocols, and data needs. Given our role in the General Plan 2040, we will bypass general background learning and focus immediately on the "Existing Code Issues Matrix" (RFP Attachment B) and specific implementation strategies. In addition to meeting with Planning staff, we also request that Finance and Building representatives participate to aid in our review of Title 3 (Revenue and Finance) and Title 15 (Buildings and Construction).

**Deliverables: Kick-off meeting agenda, data needs list, summary notes, inventory of relevant documents, draft and final date specific schedule and project action plan.**

#### Task 1.2: Project Management

Project management activities will include coordination between the De Novo management team and City staff, and will involve bi-weekly team virtual conference calls, and monthly progress reports, including the status of each task and deliverables.

**Deliverables: Monthly progress reports, and other written correspondence as required.**

### PHASE 2: COMMUNITY ENGAGEMENT

Goal: Execute a high-touch engagement strategy that reflects the "Indian Wells Way," ensuring residents and stakeholders feel heard and respected.

#### Task 2.1: Engagement Plan and Branding

We will refine the Public Participation Plan to ensure diverse community involvement. This includes developing a project brand/logo consistent with the City's distinct character to be used on all deliverables, notifications, and the project webpage.

**Deliverables: Public Participation Plan, project logo, document template, and branding design sheet.**

#### Task 2.2: Digital and Direct Outreach

De Novo will conduct digital and direct outreach to ensure maximum awareness and participation in the program. This includes:

- » Project Webpage: De Novo will develop content for a dedicated City webpage to centralize updates and drafts.
- » Direct Mailer: To ensure maximum transparency, we will design and coordinate the mailing of a postcard to every residential and business address inviting them to the process; this effort was completed for the Mobility Workshop of the General Plan with great success.
- » Social Media: We will provide "turn-key" content for City staff to post on NextDoor and Facebook.

This combination of activities is important to facilitate in order to reach the broad spectrum of Indian Wells residents, many of which reside in the community seasonally.

**Deliverables: Project website content, full color double-sided direct mailer, including printing and shipping, regular social media content development and delivery throughout the project**

### Task 2.3: Workshops and Stakeholder Interviews

De Novo will facilitate workshops and interviews with stakeholders and staff throughout the work program. These specific activities will include:

- » Community Workshops: We will facilitate three (3) interactive in-person workshops to educate residents on how the new Code protects their quality of life while meeting State mandates.
- » Stakeholder Interviews: We will conduct up to four (4) small-group virtual interview sessions with architects, developers, and local business leaders to identify technical friction points in the current code.
- » Staff Roundtable: We will hold an in-person technical roundtable with City staff, including representatives from planning, finance, and building, to identify day-to-day implementation challenges including those noted in the "Existing Code Issues Matrix".

**Deliverables: Facilitation of three community workshops, outreach materials, and summary of outreach, facilitation of four stakeholder interviews, summary of interviews, facilitation of staff roundtable, agenda and summary of discussion**

### Task 2.4: Study Sessions

We will facilitate up to four (4) in-person study sessions with the Planning Commission and City Council to receive policy direction at key milestones.

**Deliverables: Facilitation of four (4) study sessions with City Council and/or Planning Commission**



## PHASE 3: ASSESSMENT

Goal: Create a detailed roadmap for the update by analyzing the existing Code against the City's "Issues Matrix," General Plan 2040, and State Law.

### Task 3.1: Technical Review & Issues Summary

De Novo will review the Municipal Code against the General Plan 2040 Land Use Element and Housing Element. As the authors of these documents, we can efficiently identify inconsistencies. We will also analyze the Code against recent State legislation (e.g., SB 9, ADU laws, Density Bonus) and the RFP "Existing Code Issues Matrix", including a review of Title 3 (Revenue and Finance) and Title 15 (Buildings and Construction). We will prepare a summary report that addresses:

- » Modernization: Identification of antiquated uses, definitions, and procedural requirements that no longer serve the City's needs.
- » Streamlining: Opportunities to consolidate development standards into user-friendly tables and simplify permit requirements.
- » Internal Consistency: Removal of contradictory language and broken cross-references, and clarification of incomplete information such as the Golf Course Overlay ambiguity regarding pickleball courts.
- » Best Practices: Integration of graphics and illustrations to clarify complex concepts, based on a review of peer jurisdictions.

**Deliverables: Code Issues Summary**

### Task 3.2: Process Streamlining Review

We will audit the development review process (Chapter 21.06/Administration) to identify opportunities to streamline approvals, such as moving minor applications to administrative review, thereby reducing costs for applicants and workload for staff.

**Deliverables: Process Issues Summary**

#### Zoning Code Update Process



## PHASE 4: DRAFTING THE COMPREHENSIVE UPDATE

Goal: Draft a modern, user-friendly, and legally compliant Municipal Code and Zoning Map that implements the City's vision and preserve's Indian Wells' aesthetic legacy through objective design standards.

### Task 4.1: Administrative Draft Code and Map

De Novo will prepare the comprehensive Administrative Draft Code Updates and Map. This draft will reflect the direction provided in the Phase 3 Outline and will include the following key components:

- » User-Friendly Formatting: Improvement of the organization of permit requirements, utilizing tables for permitted uses and development standards in residential and commercial districts.
- » Definitions & Uses: Revision of definitions to reflect modern land uses and removal of defunct or duplicative uses.
- » Housing Implementation: Updates to the Density Bonus Ordinance and Emergency Shelter Zoning Ordinance to align with State law.
- » Telecom & Overlays: Specific updates to the Antenna Ordinance and Telecommunications Overlay Zone to streamline approvals, and clarification of the purpose and regulations of all other overlay zones (e.g., Golf Course Overlay).
- » Objective Standards: Development of objective design standards (ODS) for multifamily and mixed-use projects with a residential component for compliance with SB 35/330 and to protect viewsheds, privacy, and resort aesthetics.
- » Graphics: Inclusion of diagrams and graphics to illustrate setbacks, heights, and other development standards.

**Deliverables: Administrative Draft Code Sections (in Word/PDF for staff review), Administrative Draft Zoning Map**

### Task 4.2: Screencheck Draft and Public Review Draft Code and Map

Following the City staff's review of the Administrative Drafts, De Novo will prepare a Screencheck Draft that incorporates all staff comments. Once the Screencheck Draft is approved by the City, we will produce the Public Review Draft Code and Map.

- » Distribution: These documents will be formatted for public distribution, including posting on the project website.
- » Presentation: De Novo will present the Public Review Drafts at a community workshop and/or study sessions with the Planning Commission and City Council to explain the intent, structure, and key changes to decision-makers and the public.

**Deliverables: Screencheck Draft Code & Map, Public Review Draft Code & Map, GIS Shapefiles of the Zoning Map in the City's preferred format, Web-ready files prepared for integration into the City's eCode system**

**4.1. BUILDING HEIGHT**

4.1.1. **Building height measurement along public streets.** The maximum building height of a residential or mixed-use building located within 200 feet of the curb of a public street shall be established by a vertical measurement from the average elevation of the street curb adjacent to the property to the highest point of the structure, provided that a roof shall be measured to the highest point of the roof.

4.1.2. **Building height measurement adjoining an residential zoned property.** For multifamily buildings to be built on an existing or mixed-use structure within 250 feet of a residential property line shall be established by a vertical measurement from the elevation of the finished grade along the property line of the residential zoned property to the finished grade along the property line of the project site, whichever is lower in elevation to the highest point of the roof of the structure.

4.1.3. **Maximum height allowing a single-family zoned property.** When a multifamily or mixed-use building is adjacent to a lot that abuts an existing single-family lot, the height of the building shall be measured from the finished grade along the property line of the single-family zoned property to the highest point of the roof of the structure.

4.1.4. **Maximum building height at public-street facing frontages.** In addition to the maximum building height established by 4.1.1, the maximum height of a building abutting a public street frontage shall be determined by the distance from the street-facing vehicle line per the table below.

Distance from Street Facing Vehicle Line	Maximum Building Height
0 feet to 10 feet	24 feet / 2 stories per floor
10 feet to 20 feet	28 feet / 3 stories per floor

**4.2. BUILDING LENGTH**

4.2.1. **Building wall maximum length.** For both one-story and multi-story buildings, the maximum length of a building wall shall not exceed 45 feet in length.

4.2.2. **Building breaks, open to the sky.** Buildings breaks are required, a minimum 30 feet open to the sky exposure shall be provided between existing structures. These open-to-the-sky building breaks shall include, but not be limited to, public art and sculpture, balconies, pergolas, patios, and/or other active and/or passive, landscaped open spaces.

26 Chapter 4: Building Architecture ODS

CITY OF PALM BEACH MULTIFAMILY AND MIXED-USE OBJECTIVE DESIGN STANDARDS 37

## PHASE 5: ADOPTION & IMPLEMENTATION

Goal: Successful adoption and seamless handover to City staff.

### Task 5.1: Public Hearings

De Novo will present the Code and Map in-person at up to two (2) public hearings (Planning Commission and City Council). We will prepare all staff reports, resolutions, and presentation materials.

- » **Deliverables: Facilitation of two public hearings**

### Task 5.2: Final Documents and Codification

We will prepare the Final Code and Map in PDF and Word. We will format all final deliverables to match the specific hierarchy and formatting requirements of the City's eCode vendor (e.g., Municode/CivicPlus) to ensure a seamless and error-free codification process. We will also provide final GIS shapefiles of the Zoning Map.

- » **Deliverables: Final Code in PDF and Microsoft Word, including coordination for integration into eCode, Final Map and GIS files**

### Task 5.3: Training & Implementation

De Novo will provide a "User Guide" and conduct a virtual training session for City staff to ensure a smooth transition to the new regulations.

- » **Deliverables: Implementation list and training material, virtual training for City staff**

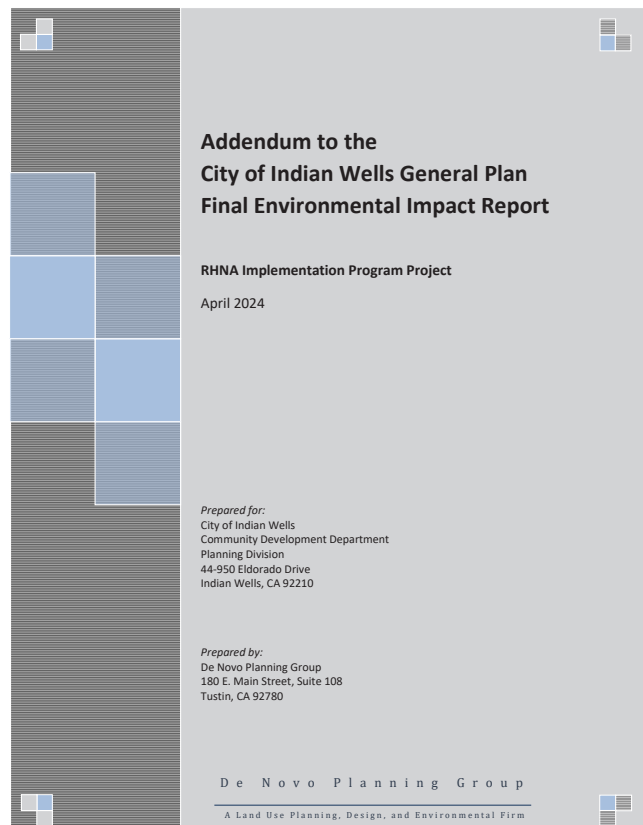
## PHASE 6: ENVIRONMENTAL REVIEW

Goal: Efficient environmental clearance leveraging prior investments.

### Task 6.1: Addendum to General Plan EIR

Because the Code Update is implementing the recently adopted General Plan 2040, De Novo anticipates that an Addendum to the General Plan 2040 Final EIR (FEIR) will be the appropriate CEQA pathway. As the firm that worked on the General Plan Update, we possess the data and models necessary to prepare this Addendum efficiently, saving the City the cost and time associated with a new Initial Study or Negative Declaration.

- » **Deliverables: Draft and Final Addendum**



Task	Year 1												Year 2									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
PHASE 1: PROJECT INITIATION & MANAGEMENT																						
1.1: Kickoff Meeting																						
1.2: Project Management																						
PHASE 2: COMMUNITY ENGAGEMENT																						
2.1: Engagement Plan and Branding																						
2.2: Digital and Direct Outreach																						
2.3: Workshops (3) and Stakeholder Interviews				1	IN	RT					2								3			
2.4: Study Sessions			1					2					3				4					
PHASE 3: ASSESSMENT																						
3.1: Technical Review & Issues Summary																						
3.2: Process Streamlining Review																						
PHASE 4: DRAFTING THE COMPREHENSIVE UPDATE																						
4.1: Administrative Draft Code and Map																						
4.2: Screencheck Draft and Public Review Draft Code and Map																						
PHASE 5: ADOPTION & IMPLEMENTATION																						
5.1: Public Hearings																						
5.2: Final Documents and Codification																						
5.3: Training & Implementation																						
PHASE 6: ENVIRONMENTAL REVIEW																						
6.1 Addendum																						

# 6. PROPOSED COST FILE

De Novo Planning Group

## Indian Wells - Comprehensive Zoning and Municipal Code Update

TASK/ACTIVITY	Principal		Principal Planner		Senior Planner		Associate Planner		Assistant Planner/ GIS		De Novo Subtotals		Design	Direct Costs	ACTIVITY
	Hours	\$185	Hours	\$150	Hours	\$125	Hours	\$115	Hours	\$95	TOTALS		JKA	Printing/ Mailing/ Translation	TOTALS
											Hours	Fee			Fee
<b>PHASE 1: PROJECT INITIATION &amp; MANAGEMENT</b>															
1.1: Kickoff Meeting	6	\$1,110	6	\$900	16	\$2,000	8	\$920	4	\$380	40	\$5,310	\$4,480		\$9,790
1.2: Project Management	24	\$4,440	12	\$1,800	18	\$2,250	0	\$0	0	\$0	54	\$8,490	\$15,400		\$23,890
<b>TASK 1 SUBTOTAL</b>	<b>30</b>	<b>\$5,550</b>	<b>18</b>	<b>\$2,700</b>	<b>34</b>	<b>\$4,250</b>	<b>8</b>	<b>\$920</b>	<b>4</b>	<b>\$380</b>	<b>94</b>	<b>\$13,800</b>	<b>\$19,880</b>	<b>\$0</b>	<b>\$33,680</b>
<b>PHASE 2: COMMUNITY ENGAGEMENT</b>															
2.1: Engagement Plan and Branding	8	\$1,480	0	\$0	6	\$750	20	\$2,300	0	\$0	34	\$4,530			\$4,530
2.2: Digital and Direct Outreach	12	\$2,220	8	\$1,200	40	\$5,000	52	\$5,980	32	\$3,040	144	\$17,440		\$3,500	\$20,940
2.3: Workshops and Stakeholder Interviews	48	\$8,880	16	\$2,400	40	\$5,000	68	\$7,820	50	\$4,750	222	\$28,850	\$4,750	\$1,500	\$35,100
2.4: Study Sessions	16	\$2,960	0	\$0	16	\$2,000	20	\$2,300	0	\$0	52	\$7,260	\$6,020		\$13,280
<b>TASK 2 SUBTOTAL</b>	<b>84</b>	<b>\$15,540</b>	<b>24</b>	<b>\$3,600</b>	<b>102</b>	<b>\$12,750</b>	<b>160</b>	<b>\$18,400</b>	<b>82</b>	<b>\$7,790</b>	<b>452</b>	<b>\$58,080</b>	<b>\$10,770</b>	<b>\$5,000</b>	<b>\$73,850</b>
<b>PHASE 3: ASSESSMENT</b>															
3.1: Technical Review & Issues Summary	12	\$2,220	24	\$3,600	40	\$5,000	82	\$9,430	44	\$4,180	202	\$24,430	\$9,360		\$33,790
3.2: Process Streamlining Review	4	\$740	0	\$0	12	\$1,500	30	\$3,450	0	\$0	46	\$5,690	\$3,620		\$9,310
<b>TASK 3 SUBTOTAL</b>	<b>16</b>	<b>\$2,960</b>	<b>24</b>	<b>\$3,600</b>	<b>52</b>	<b>\$6,500</b>	<b>112</b>	<b>\$12,880</b>	<b>44</b>	<b>\$4,180</b>	<b>248</b>	<b>\$30,120</b>	<b>\$12,980</b>	<b>\$0</b>	<b>\$43,100</b>
<b>PHASE 4: DRAFTING THE COMPREHENSIVE UPDATE</b>															
4.1: Administrative Draft Code and Map	60	\$11,100	40	\$6,000	200	\$25,000	160	\$18,400	200	\$19,000	660	\$79,500	\$20,290		\$99,790
4.2: Screencheck Draft and Public Review Draft Code and Map	14	\$2,590	16	\$2,400	40	\$5,000	60	\$6,900	110	\$10,450	240	\$27,340	\$12,803		\$40,143
<b>TASK 4 SUBTOTAL</b>	<b>74</b>	<b>\$13,690</b>	<b>56</b>	<b>\$8,400</b>	<b>240</b>	<b>\$30,000</b>	<b>220</b>	<b>\$25,300</b>	<b>310</b>	<b>\$29,450</b>	<b>900</b>	<b>\$106,840</b>	<b>\$33,093</b>	<b>\$0</b>	<b>\$139,933</b>
<b>PHASE 5: ADOPTION &amp; IMPLEMENTATION</b>															
5.1: Public Hearings	18	\$3,330	6	\$900	30	\$3,750	15	\$1,725	0	\$0	69	\$9,705	\$6,020		\$15,725
5.2: Final Documents and Codification	8	\$1,480	12	\$1,800	16	\$2,000	40	\$4,600	24	\$2,280	100	\$12,160	\$5,487		\$17,647
5.3: Training & Implementation	12	\$2,220	4	\$600	18	\$2,250	40	\$4,600	12	\$1,140	86	\$10,810			\$10,810
<b>TASK 5 SUBTOTAL</b>	<b>38</b>	<b>\$7,030</b>	<b>22</b>	<b>\$3,300</b>	<b>64</b>	<b>\$8,000</b>	<b>95</b>	<b>\$10,925</b>	<b>36</b>	<b>\$3,420</b>	<b>255</b>	<b>\$32,675</b>	<b>\$11,507</b>	<b>\$0</b>	<b>\$44,182</b>
<b>PHASE 6: ENVIRONMENTAL REVIEW</b>															
6.1 Addendum	4	\$740	8	\$1,200	36	\$4,500	40	\$4,600	20	\$1,900	108	\$12,940			\$12,940
<b>TASK 6 SUBTOTAL</b>	<b>4</b>	<b>\$740</b>	<b>8</b>	<b>\$1,200</b>	<b>36</b>	<b>\$4,500</b>	<b>40</b>	<b>\$4,600</b>	<b>20</b>	<b>\$1,900</b>	<b>108</b>	<b>\$12,940</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,940</b>
<b>Subtotals</b>	<b>246</b>	<b>\$ 45,510</b>	<b>152</b>	<b>\$ 22,800</b>	<b>528</b>	<b>\$ 66,000</b>	<b>635</b>	<b>\$ 73,025</b>	<b>496</b>	<b>\$ 47,120</b>	<b>2,057</b>	<b>\$ 254,455</b>	<b>\$ 88,230</b>	<b>\$ 5,000</b>	<b>\$ 347,685</b>
<b>TOTAL FEE (NOT TO EXCEED)</b>															<b>\$347,685</b>
Contingency 15%															\$52,153
<b>TOTAL FEE (NOT TO EXCEED) INCLUDING CONTINGENCY</b>															<b>\$399,838</b>



**APPENDIX B: REQUIRED  
FORMS**

# QUALIFICATIONS SUBMITTAL CHECKLIST

## 1. Acknowledge Insurance Requirements

Bidder acknowledges the review of, and agreement to comply with the City's insurance requirements.

Amanda Tropiano Digitally signed by Amanda Tropiano  
Date: 2025.11.20 13:35:44 -08'00'

---

Authorized Signature

## 2. Acknowledge Workers' Compensation Insurance Requirements

Bidder acknowledges the review of, and agreement to comply with the statutory Workers' Compensation insurance requirements.

Amanda Tropiano Digitally signed by Amanda Tropiano  
Date: 2025.11.20 13:35:52 -08'00'

---

Authorized Signature

## 3. Acknowledge City Business License Requirement

Bidder agrees to comply with the City's business license requirement.

Amanda Tropiano Digitally signed by Amanda Tropiano  
Date: 2025.11.20 13:36:00 -08'00'

---

Authorized Signature

## VENDOR INFORMATION FORM

Legal Contractual Name: De Novo Planning Group

Mailing Address: 180 E Main Street, Suite 108, Tustin, CA 92780

Contact Person & Title: Amanda Tropiano, Principal

E-mail Address: atropiano@denovoplanning.com

Phone: 714-453-7711

Your Firm is: (check one)

Corporation

Limited Liability Partnership

Partnership

Sole Proprietorship

Individual

Joint Venture

If corporation, incorporated under laws of the State of: California

Names of Individuals with Authorization to sign contracts (Corporations and Partnership require at least two signatures):

Ben Ritchie, CEO

Steve McMurtry, CFO

Federal Tax Identification Number: 26-2962235

City of Indian Wells Business License Number: BL-5643 (Renewal Pending)

(Indian Wells business license will be required of the successful Proposer)

**NON-COLLUSION DECLARATION**

The undersigned declares:

I am the Principal of De Novo Planning Group, the party making the foregoing Bid.

The Bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The Bid is genuine and not collusive or sham. The Bidder has not directly or indirectly induced or solicited any other Bidder to put in a false or sham bid. The Bidder has not directly or indirectly colluded, conspired, connived, or agreed with any Bidder or anyone else to put in a sham bid, or to refrain from bidding. The Bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Bid Price of the Bidder or any other Bidder, or to fix any overhead, profit, or cost element of the Bid Price, or of that of any other Bidder. All statements contained in the Bid are true. The Bidder has not, directly or indirectly, submitted his or her Bid Price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a Bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the Bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on November 20, 2025 [date], at Tustin [city], California [state].

Name of Bidder De Novo Planning Group

Signature Amanda Tropiano Digitally signed by Amanda Tropiano  
Date: 2025.11.20 13:40:21 -08'00'

Name Amanda Tropiano

Title Principal

# APPENDIX A: RESUMES



# Amanda Tropiano

## PRINCIPAL

Amanda Tropiano is responsible for leading the firm's Southern California practice. Amanda has successfully managed a wide variety of land use and environmental planning projects for public and private sector clients, including numerous General Plans, specific plans, corridor plans, strategic plans, sustainability programs, visioning projects, transit-oriented development plans, zoning documents, outreach programs, and CEQA projects. Amanda is also an IAP2 trained public outreach practitioner and has completed project management training with PSMJ. Amanda consistently brings to the table her passion, creativity, and strategic thinking to make sure every project exceeds her client's expectations. Amanda brings a unique project management style to her clients, where she relies on collaboration, communication, and creativity to identify and proactively address potential opportunities and challenges. She is a skilled public speaker and enjoys working with members of the public, stakeholders, and elected and appointed officials throughout the planning process.

## EDUCATION

**MA, Urban and Regional Planning,**  
University of California, Irvine

**BA, Urban Studies and Planning,**  
University of California, San Diego

**BA, Political Science: Comparative  
Politics,**  
University of California, San Diego

**Study Abroad Program,**  
University of Sussex

## ORGANIZATIONS

Urban Land Institute

International Association for Public  
Participation (IAP2)

American Planning Association

## RELEVANT PROJECT EXPERIENCE

**General Plan Update, Housing  
Element, and EIR,**  
City of Indian Wells

**Comprehensive Development Code  
Update,**  
City of Laguna Beach

**General Plan Update, Development  
Code Update, and EIR,**  
City of San Jacinto

**General Plan Update, Rezoning, ODS,  
and EIR,**  
City of Lomita

**General Plan Update, Hawthorne Blvd  
Specific Plan Update, Development  
Code Update, and EIR,**  
City of Lawndale

**Objective Design Standards,**  
City of Palos Verdes Estates

**Housing Element, Rezoning Program,  
ODS, and CEQA Compliance,**  
City of Laguna Hills

**Housing Element Update,  
Comprehensive Zoning Code, Mixed-  
Use Implementation Program,**  
City of Westminster

**Focus General Plan Update, Brea  
Core Specific Plan, and EIR,**  
City of Brea

**General Plan Update and EIR,**  
City of Lake Forest

**General Plan Update and EIR,**  
City of Laguna Niguel

**General Plan Update and EIR,**  
County of Orange

**General Plan Update and EIR,**  
City of La Verne

**General Plan Update, Zoning Update,  
and EIR,**  
City of San Marcos

**Focus General Plan Update and EIR,**  
City of Glendale

**Housing Element Updates,**  
Cities of Avalon, Hawthorne, Indian  
Wells, Glendale, La Verne, Lake Forest,  
Lawndale, Laguna Hills, Laguna Niguel,  
San Jacinto, San Marcos, Stanton,  
Temecula

**Environmental Justice Element,**  
City of Goleta

**Springs Specific Plan and EIR,**  
Sonoma County

**Irvine Neighborhood Plan,**  
City of Irvine

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm



# Ashley Brodkin

## SENIOR PLANNER

Ashley Brodkin brings a range of planning experience for public and private sector clients, including specific plans, general plans, land-use planning, policy development, outreach, zoning ordinance updates and CEQA projects. She is responsible for the preparation and management of environmental documents, as well as a wide variety of planning projects. Ashley has prepared and managed a variety of CEQA and NEPA documents for capital improvements, new developments, redevelopment and urban infill, warehouse/logistics, and public policy document projects, and a variety of planning projects including General Plans, Housing Elements, Specific Plans, Development Ordinance Updates, and entitlements.

With experience as both a private consultant and in public service, as well as experience in both policy and environmental planning, Ashley provides a holistic approach to projects and proactively problem solves.

### EDUCATION

**BA, English Literature,**  
University of Washington, Seattle,  
Washington

**Master of Urban and Regional  
Planning,**  
Cal Poly Pomona, Pomona, California

### ORGANIZATIONS

Association of Environmental  
Professionals

### RELEVANT PROJECT EXPERIENCE

**General Plan Update and EIR,**  
County of Orange

**General Plan Update and EIR,**  
City of La Verne

**General Plan Update, Zoning Update,  
and EIR**  
City of San Jacinto

**General Plan Update, Hawthorne Blvd  
Specific Plan Update, Zoning Update  
and EIR**  
City of Lawndale

**General Plan Update and EIR,**  
City of Laguna Niguel

**Comprehensive Zoning Code Update**  
City of Laguna Beach

**Comprehensive Zoning Code Update**  
Glenn County

**Downtown Core EIR**  
City of Fontana

**General Plan Land Use and Zoning  
Amendments EIR**  
City of Gardena

**Ceanothus Drive Program EIR**  
City of Laguna Beach

**749 Marlin Dr Road Extension IS/ND**  
City of Laguna Beach

**2354 San Clemente St Project IS/MND**  
City of Laguna Beach

**820 Gainsborough Dr Project IS/MND**  
City of Laguna Beach

**1901 Via Burton §15183 Exemption**  
City of Fullerton

**General Plan Land Use and Zoning  
Amendments EIR**  
City of Gardena

**Pilot Travel Center Project EIR**  
City of Perris

**9001-9019 Long Beach Blvd  
Residential Project IS/MND/EA**  
City of South Gate

**2501 Rosecrans Project CERT**  
City of Gardena

**Applied Medical Expansion IS/MND**  
City of Lake Forest

**Circulation Element Update IS/ND**  
City of Bell Gardens

**Shepherd North Project EIR**  
City of Clovis

**Housing Element Update (6<sup>th</sup> Cycle)  
IS/ND**  
City of Hawthorne

**Sustainability Implementation  
Program**  
City of Lake Forest

**Housing Element Update (6<sup>th</sup> Cycle)**  
Cities of Glendale, Avalon, Indian Wells,  
Rancho Santa Margarita, Stanton,  
Westminster, Lake Forest, and  
Temecula

**Housing Ordinances Zoning Update**  
City of San Marcos

**Accessory Dwelling Unit Ordinance**  
City of Ventura

**De Novo Planning Group**

A Land Use Planning, Design, and Environmental Firm



# Starla Barker, AICP

## PRINCIPAL PLANNER



Starla Barker, AICP, is a principal planner with De Novo Planning Group whose primary responsibilities are the management and preparation of environmental documents (Initial Studies, Negative Declaration, Environmental Impact Reports, and Environmental Assessments), as well as other planning documents including General Plans and Specific Plans. With over 20 years of professional planning experience Starla has successfully managed a wide range of projects with particular emphasis in General Plans, urban infill, downtown, and redevelopment projects. Utilizing her experience in community planning, Starla is regularly involved in land use and policy planning, including the development and implementation of community outreach programs, and frequently manages and prepares environmental clearance documents for citywide policy planning and redevelopment projects. Through her extensive experience in both policy and environmental planning, Starla is keenly aware of the interaction between the two and consistently takes a proactive and comprehensive approach to understanding planning and environmental issues and developing solutions.

### EDUCATION

**Masters, Urban and Regional Planning**, California State Polytechnic University, Pomona

**BA, Business Economics**, University of California, Riverside

### ORGANIZATIONS

American Planning Association

### LICENSES/CERTIFICATIONS

American institute of Certified Planners, 2009, No. 024079

### RELEVANT PROJECT EXPERIENCE

**General Plan Update and Rezoning EIR**, City of Lomita

**Housing Element, Rezoning Program, and ODS CEQA Compliance**, City of Laguna Hills

**Housing and Safety Element Update CEQA Compliance**, City of Rancho Santa Margarita

**Land Use Element, Zoning Code, and Zoning Map Amendment CEQA Compliance**, City of Rancho Santa Margarita

**General Plan and Zoning Update EIR**, City of San Jacinto

**Downtown Core EIR**, City of Fontana

**General Plan Land Use and Zoning Amendments EIR**, City of Gardena

**General Plan Update EIR**, City of La Verne

**General Plan Update EIR**, City of Lawndale

**The Commons at Aliso Viejo IS/MND**, City of Aliso Viejo

**2500 North Hollywood Way Hotel EIR**, City of Burbank

**The Harper Mixed Use Project EIR**, City of West Hollywood

**385 Nyes Place IS/MND**, City of Laguna Beach

**Marlin Drive IS/ND**, City of Laguna Beach

**2354 San Clemente IS/MND**, City of Laguna Beach

**820 Gainsborough IS/MND**, City of Laguna Beach

**Hotel Development Standards GPA & Zone Change IS/MND**, City of Gardena

**1500 Raymond Ave Industrial IS/MND**, City of Fullerton

**1901 Via Burton Industrial CEQA**, City of Fullerton

**General Plan Transportation & Mobility Element Update ND**, City of Bell Gardens

**Applied Medical Expansion IS/MND**, City of Lake Forest

**Lock & Leave Self Storage IS/MND**, City of Lake Forest

**Melia Evergreen Residential IS/MND**, City of Gardena

**Olson Townhomes IS/MND**, City of Gardena

**2550 Orange Industrial IS/MND**, City of Signal Hill

**Paradise Chevrolet IS/MND**, City of Temecula

**Bedford Court IS/MND**, City of Temecula

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

# Perry A. Banner

## PRINCIPAL PLANNER



Perry Banner brings a combined 20 years of experience in local government and private practice planning to the firm with work in both the United States and Canada. Perry possesses a diverse range of skills, including project management, land use analysis, and policy development. His capabilities also include economic development and real estate development.

Perry has successfully managed a wide variety of urban planning projects, including general plans, community plans, specific plans, transit-oriented development plans, zoning documents, and public outreach programs. His passion lies in helping communities, neighborhoods, and their residents visualize the future and giving them the tools to make well-informed decisions. He believes in questioning conventional wisdom and always looking at problems from multiple angles and viewpoints to find effective and innovative solutions to develop plans that create results. Perry also supports private sector clients in navigating public agency approval processes.

### EDUCATION

#### **BA, Economics**

University of Western Ontario, London, Canada

#### **Diploma, Urban and Regional Planning Technology**

Fanshawe College, London, Canada

#### **Ross Minority Program in Real Estate**

University of Southern California, Los Angeles

### ORGANIZATIONS

American Planning Association

Congress for New Urbanism

### RELEVANT PROJECT EXPERIENCE

#### **General Plan Update, Zoning Code Update and EIR**

City of Lomita

#### **General Plan Update and EIR**

City of San Marcos

#### **General Plan Update and EIR**

City of San Jacinto

#### **General Plan Update and EIR**

City of Lawndale

#### **General Plan Update and EIR**

City of Rolling Hills Estates\*

#### **Community Plans Continuum Project**

County of San Bernardino\*

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Stanton

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Hawthorne

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Westminster

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Sausalito

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Sonoma

#### **Housing Element Update (6<sup>th</sup> Cycle)**

City of Martinez

#### **Local Hazard Mitigation Plan, Safety Element Update and EJ Element**

City of Glendora

#### **Local Hazard Mitigation Plan and Safety Element Update**

City of Lawndale\*

#### **Meredith International Centre Specific Plan Amendment**

Craig Development Corp/City of Ontario\*

#### **Pueblo Viejo Implementation Strategy Plan and Design Guidelines**

City of Coachella\*

#### **One Metro West Specific Plan and EIR (Peer Review)**

City of Costa Mesa\*

#### **Small Lot Subdivision Ordinance**

City of Orange

#### **TOD Overlay – Marine Avenue Green Line Station**

Cities of Lawndale, Hawthorne and Redondo Beach\*

#### **Commercial Cannabis Program**

City of Pasadena\*

#### **Short-term Rental Program**

City of Pasadena\*

#### **SOMO Village Development Project**

City of Rohnert Park

#### **Pilot Travel Center (Palmdale)**

Pilot Company

#### **141<sup>st</sup> and Normandie Townhomes Project IS/MND**

The Olson Company

\* Project was completed by Mr. Banner while he was employed at another agency or planning firm.

**De Novo Planning Group**

A Land Use Planning, Design, and Environmental Firm

# Megan Thorne, AICP, LEED AP BD+C

## SENIOR PLANNER + DESIGNER



Megan Thorne is a senior planner and project manager with De Novo Planning Group. With over 15 years of professional planning experience, Megan has worked on a wide variety of planning projects for public and private sector clients, including numerous specific plans, general plans, corridor plans, site plans, design guidelines, strategic plans, sustainability programs, visioning projects, transit-oriented development plans, zoning documents, outreach programs, and 3D visualizations. Megan possesses the ability to think creatively and envision change while keeping projects grounded with achievable benchmarks and implementable policy goals. She excels at communicating complex information and policy ideas in a compelling and simple manner. As a designer, Megan has differentiated herself with her hand-drawing abilities as well as her technical skills. Her technical expertise includes 3D modeling, graphic design, and web design. She continues to pioneer ways new technology can improve old processes from community outreach approaches to the web-publication of planning documents.

### EDUCATION

#### **MCP, City Planning, Urban Design Concentration**

University of Pennsylvania, Philadelphia

#### **BS, Urban, Rural, and Environmental Planning,**

Brigham Young University, Provo

#### **Research,**

Cambridge University (UK), Pembroke College

### ORGANIZATIONS

Urban Land Institute

AICP Certified, American Planning Association

AICP Certification # 35377

U.S. Green Building Council

LEED AP BD+C,

Credential Id # 10433552-AP-BD+C

### RELEVANT PROJECT EXPERIENCE

**Burbank Media District Specific Plan**  
City of Burbank\*

**Rialto Specific Plan Update**  
City of Rialto\*

**River Walk Specific Plan**  
Stanislaus County

**Downtown Bellflower Transit-Oriented Development Specific Plan**  
City of Bellflower\*

**West Carson Transit-Oriented Development Specific Plan**  
City of West Carson\*

**Morena Corridor Specific Plan**  
City of San Diego\*

**Long Beach Southeast Area (SEASP) Specific Plan**  
City of Long Beach\*

**Stanton Plaza Specific Plan Amendment and EIR Addendum**  
City of Stanton\*

**Airport Gateway Specific Plan**  
Inland Valley Development Agency\*

**Harmony Specific Plan**  
Lewis Companies, City of Highland\*

**De Anza Revitalization Plan**  
City of San Diego\*

**Fontana Downtown Design Guidelines**  
City of Fontana

**Irvine Neighborhood Plan**  
City of Irvine

**General Plan Update and EIR**  
City of San Jacinto

**General Plan Update and EIR**  
City of La Verne

**General Plan Update and EIR**  
City of Lake Forest

**General Plan Update and EIR**  
City of Westminster\*

**General Plan Update and EIR**  
City of San Marcos

**South El Monte Zoning Code Update**  
City of South El Monte\*

**Hemet Zoning Code Update**  
City of Hemet\*

**ADU Ordinance and Guidebook**  
City of Lone

**City of Bellflower Sign Code Update**  
City of Bellflower

**Temecula CAP Baseline Study**  
City of Temecula\*

**OCCOG Geospatial Solutions**  
Orange County Council of Governments\*

**Housing Policy Leadership Academy**  
Southern California Association of Governments\*

**Livermore Downtown Visioning & Site Planning**  
City of Livermore\*

\* Project was completed by Ms. Thorne while she was employed at another planning firm

**De Novo Planning Group**

A Land Use Planning, Design, and Environmental Firm

# Erik Anderson, AICP

## ASSOCIATE PLANNER



Erik has worked on a diverse range of projects for public and private sector clients, with a focus on land-use planning, policy development, and environmental and sustainability planning. Erik provides project support in the preparation of CEQA documentation and long-range planning documents, including General Plans, Zoning updates, and Local Hazard Mitigation Plans. His background experience includes grassroots lobbying with a non-profit environmental organization and work in the legal field. Erik is passionate about serving communities and creating innovative work through place-based development strategies.

### EDUCATION

#### **Master of City and Regional Planning,**

Cal Poly, San Luis Obispo

#### **BA, Political Science,**

University of California, Los Angeles

### ORGANIZATIONS

American Planning Association

Association of Environmental Professionals

Congress for the New Urbanism

### LICENSES/CERTIFICATIONS

American Institute of Certified Planners, 2023, No. 343661

### RELEVANT PROJECT EXPERIENCE

#### **General Plan Update, Zoning Update, and EIR**

City of Lomita

#### **General Plan Update and EIR**

City of Laguna Niguel

#### **General Plan Update, Zoning Update, and EIR**

City of San Jacinto

#### **General Plan Update, Hawthorne Blvd Specific Plan Update, and EIR**

City of Lawndale

#### **Zoning Update and Addendum to General Plan EIR**

City of Westminster

#### **General Plan Land Use and Zoning Amendments EIR**

City of Gardena

#### **Focused General Plan Update & EIR**

City of Glendale

#### **General Plan Update and EIR**

City of Red Bluff

#### **Downtown Core EIR**

City of Fontana

#### **Mountain House Incorporation IS/ND**

San Joaquin County

#### **SR-120 Interchange IS/MND**

City of Lathrop/Caltrans

#### **Circulation Element Update IS/ND**

City of Bell Gardens

#### **U-Haul Expansion IS/MND**

City of Gardena

#### **2354 San Clemente IS/MND**

City of Laguna Beach

#### **16800 Magnolia Addendum**

City of Fountain Valley

#### **1500 Raymond Ave Industrial IS/MND**

City of Fullerton

#### **1901 Via Burton Industrial CEQA**

City of Fullerton

#### **1941 White Avenue Mixed-Use CEQA Exemption**

City of La Verne

#### **Grevillea-Imperial Hotel CE**

City of Hawthorne

#### **1105 East Valley Boulevard CE**

City of San Gabriel

#### **2500 North Hollywood Way Hotel EIR**

City of Burbank

#### **The Harper Mixed Use Project EIR**

City of West Hollywood

#### **168000 Magnolia Addendum**

City of Fountain Valley

#### **Paradise Chevrolet IS/MND**

City of Temecula

#### **Local Hazard Mitigation Plan**

Cities of Laguna Hills, Rancho Santa Margarita, and Glendora

#### **Housing and Safety Element Update**

City of Rancho Santa Margarita

#### **Housing Element, Rezoning Program, and ODS CEQA Compliance**

City of Laguna Hills

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

# Mia Yuen

## ASSISTANT PLANNER



Mia earned a Master's Degree in Urban and Regional Planning from the University of California, Irvine. Prior to joining De Novo, Mia gained experience in the public sector at the City of Rancho Santa Margarita. At De Novo, Mia provides project support including preparation of zoning code updates and research and policy development for General Plans and Local Hazard Mitigation Plans. She also prepares environmental analysis in support of CEQA documentation for a variety of policy and development projects. Mia is passionate about community engagement, equity, and facilitating sustainable cities. Mia currently serves as the Marketing Chair for the APA Orange Section and has been involved with the APA since 2021.

### EDUCATION

**Master of Urban and Regional Planning,**

University of California, Irvine

**BA, Urban Studies,**

University of California, Irvine

### ORGANIZATIONS

American Planning Association

### AWARDS

2024 Emerging Planning Leader Award, American Planning Association - Orange Section

2024 MURP Community Builder Award, University of California, Irvine

### RELEVANT PROJECT EXPERIENCE

**Comprehensive Zoning Code Update**

City of Laguna Beach

**Subsequent EIR for General Plan Land Use, Zoning Code, and Zoning Map Amendment Project**

City of Westminster

**Safety Element and Local Hazard Mitigation Plan Update**

City of San Dimas

**Municipal Service Reviews and Sphere of Influence Updates for Multiple Cities**

Local Agency Formation Commission for the County of Los Angeles

**General Plan Update**

City of Temecula

**General Plan Update**

City of Mountain House

**General Plan Update, Development Code Update**

County of Glenn

**General Plan Update, Zoning Code Update**

City of La Verne

**General Plan Update and EIR**

City of Laguna Niguel

**General Plan Update and EIR**

City of Glendale

**General Plan Update**

County of Orange

**General Plan Update**

City of Brea

**1404 Royal Oaks IS/MND**

City of Duarte

**Grevillea-Imperial Hotel CE**

City of Hawthorne

**2500 N Hollywood Way EIR**

City of Burbank

**Vineyard One EIR**

City of Saratoga

**Seraphina Residential CEQA**

City of Temecula

**Local Hazard Mitigation Plan**

City of Laguna Hills

**Local Hazard Mitigation Plan**

City of Rancho Santa Margarita\*

**Comprehensive Zoning Code Update**

City of Eastvale\*

\* Ms. Yuen was involved with these projects while enrolled as a Graduate Student in Urban and Regional Planning at the University of California, Irvine

**De Novo Planning Group**

A Land Use Planning, Design, and Environmental Firm



# JOHN KALISKI, FAIA, NCARB

## MANAGING PRINCIPAL

JK A

John Kaliski is an architect, urban designer, and author who focuses his practice on the design of public and private sector housing projects and community-based design outcomes. After graduation from Yale Architecture School in 1982, he worked first as a designer at Skidmore, Owings and Merrill in Houston and Los Angeles. This was followed by five years as Principal Architect of the Community Redevelopment Agency of the City of Los Angeles. He began a private practice in 1993 as a principal of AIJK. In 1994, he was recognized by TIME as one of fifty leaders who will shape the twenty-first century. Four times a Fellow of The Mayor's Institute on City Design, he served as President in 2009 of the Los Angeles Chapter of the American Institute of Architects (AIA). His writings on cities and architecture have appeared in Design Book Review, the Harvard Graduate School of Design Magazine, ARCA, California Architect, Log and Cite, as well as the co-authored book, Everyday Urbanism, published in 1999 and 2009. He has taught history, theory, and studios at UCLA, USC, Cal Poly Pomona, SCI-Arc, The University of Houston, and The University of Michigan.

Since founding John Kaliski Architects in 2000, John's work has included design guidelines for the Hollywood Boulevard District, a vision plan for Los Angeles' Crenshaw community, the Ocean Park Boulevard Complete Green Street, design of affordable small lot subdivision townhomes for Enterprise Foundation, design of non-profit medical clinics for Mission City Community Network, the urban design of Metro's East San Fernando Valley Transit Corridor project, private homes, and over 1,000 units of multifamily housing including three transitional and permanent supportive housing projects. His design work and writings have been recognized with awards from the AIA and the American Planning Association.

On both urban design and architecture projects, John seeks to critically integrate client as well as public concerns and aspirations into practicable design outcomes. With three decades of experience working with and for clients and communities, John has developed the insight to bring together multiple viewpoints into constructible architecture and urban design that celebrates enduring community making.

### SELECTED PROJECT EXPERIENCE

#### **Temple City Mixed Use and High Density Residential Objective Design Standards, Temple City, CA. (2025-Ongoing)**

Principal / Preparing objective design standards for R-3, MU-L, and MU-M zones to align with legislation and maintain high-quality architecture that is sensitive and compatible with existing development, streetscape, architecture, and neighborhoods in Temple City.

#### **Calabasas Multi-Family and Mixed-Use Objective Design Standards, Calabasas, CA. (2025-Ongoing)**

Principal / Developing objective design standards to implement streamlined and ministerial review processes for qualifying projects, maintain the character of Calabasas, and establish an objective framework for projects to be evaluated.

#### **Palm Desert Downtown and Hillside Objective Design Standards, Palm Desert, California. (2024-Ongoing)**

Principal / Producing measurable and quantifiable design standards for multi-family and mixed-use developments that preserve views while enhancing the existing character of downtown Palm Desert.



### EDUCATION

Master of Architecture  
Bachelor of Arts, Architecture  
Yale University  
New Haven, Connecticut

### REGISTRATIONS

Professional Architect  
California #C17945

### PROFESSIONAL AFFILIATIONS

Fellow, American Institute of Architects,  
Los Angeles

Member, National Council of  
Architectural Registration Boards

Member, Southern California Association  
of Non-Profit Housing

Past Member, Windsor Village Historic  
Preservation Overlay District Advisory  
Board

### YEARS OF EXPERIENCE

43

### AWARDS

American Planning Association  
California, Urban Design Award of Merit  
for City of Signal Hill Civic Center Master  
Plan, 2025.

American Planning Association Los  
Angeles, Urban Design Award of Merit  
for City of Signal Hill Civic Center Master  
Plan, 2025.

## **JOHN KALISKI | SELECTED PROJECT EXPERIENCE (CONTINUED)**

### **Palos Verdes Estates Objective Design Standards, Palos Verdes, California. (2024–2025)**

Principal / Producing form-based multi-family and mixed-use design standards that reflect the existing architectural styles of Palos Verdes Estates.

### **Palm Desert Residential & Mixed-Use Objective Design Standards, Palm Desert, California. (2023–2024)**

Principal / Produced measurable and quantifiable design standards in Palm Desert that reflect the desert landscape through community engagement occurring throughout the project timeline.

### **El Segundo Multi-Family Housing Design Standards, El Segundo, California. (2023–2024)**

Principal / Analyzed built-form character of existing single family neighborhoods and prepared through an accelerated eight week schedule text amendments to the existing zoning code.

### **El Segundo SB 9 Unit Study and Design Recommendations, El Segundo, California. (2021)**

Principal / Analyzed built-form character of existing single family neighborhoods and prepare through an accelerated eight week schedule text amendments to the existing zoning code.

### **Downey Single-Family Residential Design Guidelines, Downey, California. (2018–2021)**

Principal / Based on community engagement and public workshop feedback, created new single-family zone text amendments and design guidelines to reduce building bulk and relate new construction and second floor additions to prevailing conditions in this 1950's suburban town.

### **Culver City Single-Family Residential Development Standards and Guidelines, Culver City, California. (2020)**

Principal / Recommendations for R1 development standards and development of design guidelines address single-family mass, bulk, and character to conserve single-family neighborhoods in Culver City.

### **Culver Crest Single-Family Neighborhood Hillside Development Standards, Culver City, California. (2017–2018)**

Principal / Single-family bulk, mass, and architectural character study, geotechnical review and recommendations, comparative hillside zoning analysis, community outreach, development standards, and educational design guidelines.

### **Burbank Single-Family Neighborhood Compatibility Review and Design Guidelines, Burbank, California. (2015–2016)**

Principal / Working as a subconsultant to Dyett and Bhatia, JKA updated R1 zoning code standards and introduced new design guidelines to address the “mansionization” of residences, as well as drafted a “Neighborhood Compatibility Review” process and developed a Design Guideline Checklist.

### **Beverly Hills Single-Family Mass and Bulk Study, Beverly Hills, California. (2013)**

Principal / Working as a subconsultant to Dyett and Bhatia, JKA reviewed existing conditions and developed recommendations for standards and guidelines that address excessive single-family mass and bulk to conserve the Central Area's residential garden charm.

### **Santa Monica Multi-Family and Mixed-Use Land Use Designation Design Guidelines, Santa Monica, California. (2011–2016)**

Principal / JKA was asked by the City of Santa Monica to develop design guidelines for multi-family and mixed-use corridor districts.

## **AWARDS**

American Planning Association Inland Empire, Urban Design Award of Merit for City of Palm Desert Multifamily and Mixed Use Objective Design Standards, 2025.

American Planning Association Los Angeles, Urban Design Award of Merit for City of Downey Single-Family Residential Design Guidelines, 2022 (with City of Downey).

American Institute of Architects Cincinnati, Certificate of Appreciation, February 2005.

Progressive Architecture Award, MTA Pedestrian Bridge, 2000 (with Morphosis).

American Planning Association Houston Section Highest Honor for Journalism, “The Main Idea: A Competition for Remaking Main Street”, 1999.

American Planning Association Houston Section Highest Honor for Strategic Planning, The Houston Framework, 1998.

Time Magazine's “50 For the Future: Roster of America's most promising leaders age 40 and under”, December 5, 1994.

National Endowment for the Arts Individual Project Grant, “An Urban Design Manual for Los Angeles Boulevard Corridors”, 1992.

Christopher Tunnard Memorial Scholarship, Yale University (presented for outstanding academic performance in planning), 1982.

## **SELECTED PUBLISHED WRITINGS**

“Your Next Front Yard” with Takako Tajima, Hancock Park Garden Club, 2017.

“Nine in '09 for Los Angeles Architecture and Urban Design” FORM Magazine: Pioneering Design, January/February 2009.

“Everyday Urban Design” Writing Urbanism: A Design Reader, edited by Douglas Kelbaugh and Kit McCullough, Routledge, 2008.

# AMEE BHATT, AICP, LEED AP

## DIRECTOR, URBAN DESIGN

JKA

Amee Bhatt has eight years of experience in architecture, urban design, and planning. At JKA, she manages all urban design projects. Since joining JKA in 2021, Amee has authored multifamily and mixed-use objective design standards that reflect the local desert landscapes in Palmdale and Palm Desert, comply with Senate Bill 9 and maintain the character of single-family neighborhoods in El Segundo, and preserve the existing architectural styles in Palos Verdes Estates. For the East San Gabriel Valley Area Plan, she worked on the Community Character and Design Element, which involved an analysis of residential, commercial and public realm patterns of 24 unincorporated communities and the creation of goals, policies, and actions to enhance the evolving landscape.

Amee has also generated building massing prototypes on sites in Los Angeles, Glendora, and Beverly Hills to test existing and proposed City zoning parameters and explore housing alternatives for economic feasibility studies. To develop the Signal Hill Civic Center Master Plan, Amee managed a multidisciplinary team and facilitated a series of community outreach events, including organizing a three-day design charrette with the project team, City staff, decision-makers, and stakeholders, to ensure that the preferred master plan concept reflected the needs and voices of the Signal Hill community.

In her previous roles, Amee made key contributions to complete streets plans, community plans, corridor plans, and specific plans in southern California as an Urban Designer, and as an Architectural Designer, she prepared construction drawings for the construction and renovation of commercial and industrial buildings in metro Detroit.

Amee places a special emphasis on the quality of the public realm and pedestrian experience and strives to create active, engaging, and sustainable places.

### SELECTED PROJECT EXPERIENCE

#### **Temple City Mixed Use and High Density Residential Objective Design Standards, Temple City, CA. (2025–Ongoing)**

Director of Urban Design / Preparing objective design standards for R-3, MU-L, and MU-M zones to align with legislation and maintain high-quality architecture that is sensitive and compatible with existing development, streetscape, architecture, and neighborhoods in Temple City.

#### **Calabasas Multi-Family and Mixed-Use Objective Design Standards, Calabasas, CA. (2025–Ongoing)**

Director of Urban Design / Developing objective design standards to implement streamlined and ministerial review processes for qualifying projects, maintain the character of Calabasas, and establish an objective framework for projects to be evaluated.

#### **Palm Desert Downtown and Hillside Objective Design Standards, Palm Desert, California. (2024–Ongoing)**

Director of Urban Design / Producing measurable and quantifiable design standards for multi-family and mixed-use developments that preserve views while enhancing the existing character of downtown Palm Desert.

#### **Palos Verdes Estates Objective Design Standards, Palos Verdes, California. (2024–2025)**

Director of Urban Design / Producing form-based multi-family and mixed-use design standards that reflect the existing architectural styles of Palos Verdes Estates.



### EDUCATION

Master of Architecture  
Bachelor of Science, Architecture  
University of Michigan  
Ann Arbor, Michigan

### REGISTRATIONS

American Institute of Certified Planners  
(AICP, #36723)

LEED AP Neighborhood Development

### PROFESSIONAL AFFILIATIONS

Member, American Planning Association

### YEARS OF EXPERIENCE

8

### AWARDS

American Planning Association  
California, Urban Design Award of Merit  
for City of Signal Hill Civic Center Master  
Plan, 2025.

American Planning Association Los  
Angeles, Urban Design Award of Merit  
for City of Signal Hill Civic Center Master  
Plan, 2025.

American Planning Association Inland  
Empire, Urban Design Award of Merit for  
City of Palm Desert Multifamily and  
Mixed Use Objective Design Standards,  
2025.

## **AMEE BHATT | SELECTED PROJECT EXPERIENCE (CONTINUED)**

### **Palm Desert Residential & Mixed-Use Objective Design Standards, Palm Desert, California. (2023–2024)**

Urban Design Senior Project Manager / Produced measurable and quantifiable design standards in Palm Desert that reflect the desert landscape through community engagement occurring throughout the project timeline.

### **Signal Hill Civic Center Master Plan, Signal Hill, California. (2023–2024)**

Urban Design Senior Project Manager / Developed alternatives for future enhancement to the City of Signal Hill's Civic Center. JKA held a 3 day workshop to design three alternatives in which the visions and goals for architecture and urban design were generated.

### **El Segundo Multi-Family Housing Design Standards, El Segundo, California. (2023–2024)**

Urban Design Senior Project Manager / Analyzed built-form character of existing single family neighborhoods and prepare through an accelerated eight week schedule text amendments to the existing zoning code.

### **East Palmdale Boulevard & 40th Street East Masterplan, Palmdale, California. (2023)**

Urban Design Project Manager / Provided a conceptual master plan for an approximately 32-acre corner site in Palmdale which included a mix of uses from commercial to residential.

### **Santa Ana Urban Design & Architectural Consulting Services, Santa Ana, California. (2021–2023)**

Urban Design Project Manager / Provided various on call architectural and urban design support including projects such as billboard design.

### **Metro Joint Development Housing Accelerator Strategic Planning, Los Angeles, California. (2022-2023)**

Urban Design Project Manager / Identified ten priority sites based on an established criteria of site attributes and readiness to understand what can be built along with the physical housing unit capacity.

### **Beverly Hills Unified School District Feasibility Study, Beverly Hills, California. (2022)**

Urban Design Project Manager / Conducted site analysis and context study by to come up with three design alternatives for multi-family housing that included different densities.

### **El Segundo SB 9 Unit Study and Design Recommendations, El Segundo, California. (2021)**

Urban Design Project Manager / Analyzed built-form character of existing single family neighborhoods and prepare through an accelerated eight week schedule text amendments to the existing zoning code.

### **Santa Barbara Economic Feasibility Study, Santa Barbara, California. (2021)**

Urban Design Project Manager / Developed 12 three dimensional diagrammatic prototypes to examine the impact to multi-unit production by shifting from a density-based zoning standard to a Floor Area Ratio (FAR) standard.

### **East San Gabriel Valley Area Plan, Los Angeles County, California. (2021–2022)**

Urban Design Project Manager / Observed the built form conditions of single family neighborhoods and put together policies that focused on building orientation, landscape enhancement, connectivity and enhanced gathering.

### **Palmdale Multi-Family and Mixed-Use Design Standards, Palmdale, California. (2021–2022)**

Urban Design Project Manager / Developed measurable criteria that residents, applicants and City Staff can utilize to facilitate a commonly understood and consistent design approval process that also address Palmdale's high desert setting.

### **Burbank Citywide Complete Streets Plan, City of Burbank, Burbank, California. (2019-2020) \***

Urban Designer / Preparation of the "Complete Our Streets Plan." With a strong focus on urban design and the City of Burbank's built form, the plan analyzes the entirety of Burbank's 280 centerline miles of streets and proposes improvements through prioritized projects.

### **South Colton Livable Corridor Plan, Southern California Association of Governments, Colton, California. (2019) \***

Urban Designer / Livable Corridor Plan that aims to strengthen grassroots tactical urbanist approaches and create guidelines and policies that will provide a regulatory framework for formalizing a do-it-yourself approach to neighborhood amenities and improvements.

### **Mira Mesa Community Plan Update, City of San Diego, San Diego, California. (2019-2021) \***

Urban Designer / Corridor planning and conceptual urban design studies for four focus areas within the community that test and illustrate new approaches to land use, development standards, and mobility improvements to revitalize the focus areas and retrofit suburban shopping malls with transit-supportive uses and development typologies.

\* Work completed at previous firm.

# De Novo Planning Group

---

A Land Use Planning, Design, and Environmental Firm

