

County of Trinity

REQUEST FOR PROPOSALS Professional Services

REVISED August 19, 2020

COUNTY OF TRINITY COMPREHENSIVE GENERAL PLAN UPDATE, ENVIRONMENTAL IMPACT REPORT AND ZONING AMENDMENTS

ISSUING OFFICE: County of Trinity
Planning Department
P.O. Box 2819
Weaverville, CA 96093

RFP Issued	July 29, 2020
PRE-PROPOSAL MEETING:.....	August 26, 2020
All questions must be received by 5:00 p.m.....	August 31, 2020
Proposal Due by 4:00 p.m.....	September 4, 2020
Evaluation Period Concludes	September 11, 2020
Interviews	3rd week of Sept.
Award Contract	September 25, 2020
Notice to Proceed Issued	October 2020

PUBLIC NOTICE
REQUEST FOR PROPOSALS
PROFESSIONAL SERVICES

COUNTY OF TRINITY
**COMPREHENSIVE GENERAL PLAN UPDATE,
ENVIRONMENTAL IMPACT REPORT AND ZONING AMENDMENTS**

The County of Trinity, through its Planning Department, invites qualified consulting firms to submit proposals for Professional Services to prepare a comprehensive update to the County of Trinity General Plan and to conduct an environmental analysis and produce an Environmental Impact Report, background and technical documents, and all deliverables to prepare the draft General Plan. The County anticipates the General Plan update will be completed over a three-year period to facilitate public outreach and work within budgetary constraints.

It is also anticipated that the workload for the initial three years will be rather extensive and firms that are able to dedicate several staff to the County of Trinity will add value to their proposal.

No proposer shall discriminate in employment practices on the basis of race, color, national origin, ancestry, disability, gender, or religion.

No qualified handicapped person shall, on the basis of handicap, be excluded from participating in, be denied the benefits of, or otherwise be subjected to discrimination in any matter leading to the award of contract.

All proposals will be compared on the basis of understanding the scope of work to be performed, methods and procedures to be used, management, personnel and experience, and consultation and coordination with the County of Trinity.

All prospective proposers are encouraged to attend a pre-proposal meeting to be held the week of August 24, 2020 at the County of Trinity, Board of Supervisors Chambers, 351 Main Street, Weaverville, CA. Exact date and time will be released at a later date.

If your firm is interested and qualified, please submit three (3) hard copies and one (1) electronic copy of your Proposal on Friday, September 4, 2020, by 4:00 p.m. to:

County of Trinity
Planning Department
Attn: Kim Hunter, Planning Director
P.O Box 2819/61 Airport Road
Weaverville, CA 96093

Proposal shall be clearly labeled "PROPOSAL for Professional Services – County of Trinity Comprehensive General Plan Update, Environmental Impact Report and Zoning Amendments." Please provide your Cost Proposal in a separate sealed envelope. If your entity will be submitting a Cost Proposal for both the General Plan/EIR work and the General Planning Assistance, please include both Cost Proposals in the same envelope, but identify each separately.

Any changes, additions, or deletions to this Request for Proposal will be in the form of written addenda issued by the County. Addenda will be posted on the Planning Division's General Plan Update webpage, along with the RFP. Prospective proposers must check the website for addenda or other relevant new information during the response period. The County is not responsible for the failure of any prospective proposer to receive such addenda. All addenda so issued shall become a part of this Request for Proposal. In addition, any questions submitted (due by August 31st) shall be posted with answers on the website as well.

Table of Contents

Introduction2

Project Location and Background.....2

Project Objectives3

II. SCOPE OF WORK GENERAL PLAN UPDATES5

Phase 1: Project Initiation.....5

Phase 2: Existing Conditions Background Report6

Phase 3: Community Participation and Visioning.....7

Phase 4: Evaluating Alternatives.....8

Phase 5: Preparing the General Plan.....9

Phase 6: Environmental Review 11

Phase 7: Public Review, Final Documents, and Adoption 13

III. GENERAL CONDITIONS..... 14

IV. PROPOSAL CONTENT AND ORGANIZATION 17

V. PROPOSAL EVALUATION and CONSULTANT SELECTION20

ATTACHMENT:

- A SAMPLE County of Trinity Professional Services Agreement**

REQUEST FOR PROPOSALS

Comprehensive General Plan Update, Environmental Impact Report, and Zoning Amendments

Introduction

The County of Trinity Planning Department (Planning) is seeking proposals from qualified Consultant(s) with expertise in drafting general plans to assist the Planning staff in the preparation of a comprehensive update to the Trinity County General Plan. In addition, the qualified Consultant(s) shall prepare the environmental analysis of the completed general plan draft and zoning amendments by producing an Environmental Impact Report (EIR) in accordance with the California Environmental Quality Act (CEQA). The Consultant shall have a proven ability to assess a County's current conditions and demonstrate knowledge of current State and Federal regulations as it applies to the completion of general plan updates, zoning amendments and CEQA compliance.

The focus of this project is to respond to changes in the community and in circumstances that affect the future direction of the County through the comprehensive update to the existing General Plan. The Consultant shall conduct field studies and research as necessary, modify and add text focusing on policies and programs relevant to issues of existing Planning staff concerns, modify and add diagrams and maps, ensure that each element conforms to state law, and extend the General Plan's horizon to year 2045. The updated General Plan will be based upon the results of a comprehensive visioning process and public engagement program to ensure that all facets of the community participate and are fully represented in shaping Trinity County's future.

The County proposes to utilize Consultants resources to manage and contribute to the update. It is anticipated that one firm with ample staffing, or a team of qualified firms, will be selected to support the County in the update of General Plan, including creating a detailed work plan for the update, conducting specialized technical analysis and preparing studies, prepare current land use inventory, assist Planning staff to conduct public outreach, and preparing the EIR and coordinating EIR review by the public and interested agencies.

The County also proposes that the Consultant will provide some additional planning support for staff on specific projects relating to affordable housing development and other various project on an as-needed basis.

Amendments to the Zoning Code must be made to ensure compliance with the updated general plan and State planning and zoning law. The scope of this effort may include targeted zoning ordinances amendments or a comprehensive update of the Trinity County Zoning Ordinance.

The Consultant's work plan will address project budget parameters, including cost limitation mechanisms, creative approaches that use existing County resources, and suggestions of which tasks will benefit from County staff involvement and to what degree. Consultants are expected to propose cost effective methods that will deliver an update product that satisfies the County's project goals. The County anticipates the General Plan Update and EIR to be completed and ready for adoption within approximately three years from execution of the Consultant contract. Planning support will be ongoing during the contract period and zoning amendments will adhere to the same timeline as the general plan update.

Project Location and Background

The County of Trinity is a rural County in Northern California. The County is geographically isolated by a national forest and mountainous terrain. It is one of the least populated counties in the state with a population of 13,635 spread throughout small communities that make up the County's demographics. The County of Trinity contains 26 unincorporated communities, but no incorporated cities. It encompasses 2,051,988 acres, approximately 76 percent which is under federal ownership consisting of tribal lands, the Shasta-Trinity, Six Rivers, and Mendocino National Forests and four wilderness areas.

The County of Trinity is a regional County located approximately 205 miles north of Sacramento and 170 miles south of the Oregon border. Trinity County is bound on the West by Humboldt County, Shasta County to the east, Siskiyou County to the north and Mendocino and Tehama Counties to the South.

The County’s prominent transportation routes are State Route 299, State Route 3 and State Route 36, all are state highways under the jurisdiction of Caltrans. These are the main east-west and north-south corridors within the County and conduct a high volume of local and regional vehicle and truck traffic.

Trinity County owns and operates a county wide airport system consisting of five public use general aviation airports located throughout the County: Lonnie Pool Field in Weaverville; James E. Swett Field in Trinity Center; Hayfork Airport; Hyampom Airport and Ruth Airport. The County is a participant in the Regional Transportation Plan (RTP) and the Trinity River Restoration Plan (TRRP). The Consultant will coordinate the update effort with these and other regional planning efforts to ensure that transportation and planning is properly integrated into the updated General Plan.

The County of Trinity’s existing General Plan consists of six elements: Land Use, Circulation, Housing, Safety, Noise, Open Space & Conservation. The elements in the County’s General Plan have been incrementally updated with the exception of the Open Space & Conservation Element which has not been updated since 1973. The Housing Element was updated and certified by the California Department of Housing and Community Development in April 2020.

ELEMENT	ADOPTED
Land Use	1988
Circulation	2002
Housing	2020
Safety	2014
Noise	2003
Open Space & Conservation	1973

A comprehensive update for the General Plan is overdue to satisfy State compliance with statutory requirements, internal consistency, and inclusion of the recently established cannabis program. A new visioning document is needed to define the County’s goals for the next 20 to 25 years. The County of Trinity needs to rely upon the General Plan to ensure that growth of the County, infrastructure and services occur in a deliberate, guided, and intentional manner to ensure the County is prepared for the next generation of development and growth.

Project Objectives

In general, the objective of the Trinity County General Plan Update effort is to develop a comprehensive and internally consistent General Plan with Goals, Policies, and Objectives that are consistent with the major policy directions of the County of Trinity, and which provide guidance to the County for the next 25 years. As part of the comprehensive update, the County will engage the community and stakeholders for their input, as well as work with the Consultants to analyze current and future trends, including advancements in technology, changes in consumer and workplace behaviors, and other local and regional trends that impact local land use and the

economy. This analysis will help the County develop policies and recommendations that will best meet the future needs of the community. The final draft of the General Plan shall be comprehensive, internally consistent, and conform to state law requirements.

The completed General Plan shall address following:

Vision and Guiding Principles

The new General Plan will include a vision for the future of Trinity County created by the community. The Community’s Vision will be presented to the County decision makers at the beginning of the process for their review and confirmation of the direction for the new General Plan. The General Plan shall incorporate a set of Guiding Principles, each with key strategies for achieving the community’s vision.

Authenticity

The new General Plan will identify, evaluate and highlight the physical, social, and cultural identities and community assets of Trinity County’s communities and provide policies to enable these to stay true to its spirit, culture and heritage.

Sustainability

The new General Plan should integrate sustainability policies throughout and provide a path to improving outcomes on a range of environmental, economic and social measures. This would be accomplished by analyzing the sustainability of community infrastructure systems and identifying potential sustainable infrastructure projects and improvements that touch on multiple elements of the Plan such as recreation, conservation, health and economy, as well as sustainability.

Community Enhancement Strategies

This General Plan update allows for consideration of specific needs experienced by existing communities and an opportunity to identify potential General Plan enhancement strategies and implementation measures.

Commercial Cannabis

The County of Trinity has had a commercial Cannabis program in place since 2016. The new Plan should address the aspects of the emerging commercial Cannabis industry in the County and provide policies to achieve the community’s vision.

Equity and Social Justice

The new Plan should address structural inequities in policy and working to ensure that the vision and goals it delivers, benefit those who have the greatest need.

Healthy Communities

The new Plan should make improved health outcomes a key objective against which policies are measured. In addition to physical health outcomes, a broad definition of health may also consider well-being, happiness and kindness. The Plan should explore the initiatives in each element to ensure that Trinity County is a community that supports healthy and active living from youth through old age.

Climate Adaptation and Resiliency

The new Plan must include climate change adaptation and mitigation policies and strategies, in compliance with State law and to increase the resiliency of the County and its most vulnerable communities through an integrated “in all policies” approach.

Fiscal and Economic Development

The County of Trinity is committed to responsibly fostering economic development. Through economic and fiscal analyses of existing and projected conditions, the draft General Plan shall enhance economic development activities, business retention and expansion, and shall optimize the mix, amount, types, and location of land uses with the goal of achieving the highest possible quality of life and best future fiscal and economic health for the County. Identifying underutilized commercial and industrial land will be key in this analysis.

Implementation

The County is committed to creating a Plan that is immediately ready for implementation. The Plan must include short, medium and long-term steps for County leadership and departments to implements its policies and objectives. Each of these should be paired with measurable, tangible indicators against which progress can be assessed.

II. SCOPE OF WORK GENERAL PLAN UPDATES

The following is a tentative scope for the General Plan Update, Environmental Impact analysis and report and planning assistance services. The County expects the responding firms to provide a scope of work that will minimize the use of County staff, be cost effective, and produce an exceptional end product.

We encourage a scope that demonstrates creative ideas and cutting-edge rural development concepts. The Consultant’s work plan will include creative approaches that use existing County resources including which tasks will benefit from County staff involvement and to what degree. With budget constraints, Consultants are expected to propose cost effective methods that will deliver an updated product that satisfies the County’s project goals. Planning staff is in the process of drafting a settings report to identify social, demographic and economic conditions and trends within the County to be used as background information for the General Plan. Additionally, Planning staff are prepared to produce the current land use inventory, manage and schedule advisory groups, and provide significant contributions to all outreach efforts.

**Phase 1: Project Initiation
(County and Consultant)**

1. Project Kick-Off Meeting and County Tour

The Consultant will meet with County staff to accomplish the following:

- a. Review and discuss overall format and organization of the General Plan update products
- b. Establish the roles and responsibilities of County staff and the Consultant in preparing the General Plan, EIR, and involvement in public outreach efforts
- c. Determine a schedule for work products and a method by which comments should be compiled
- d. Determine/confirm the planning area and community boundaries
- e. Identify all available GIS mapping data with assistance from the County
- f. Refine the project schedule
- g. Discuss potential engagement with the Board of Supervisor representative
- h. Establish monthly status reporting and project status meeting protocols
- i. Determine consultation and coordination of the GP update with appropriate governmental agencies

As part of this task, County staff would like to lead a one to two-day tour of the County to highlight areas of interest or places that are experiencing change or are expected to experience change and other geographic-based issues.

2. Develop Final Work Program

Following the kick-off meeting, the Consultant will work with County staff to confirm the final overall work program and refined schedule for the project. This will include refining the scope of work, preparing a detailed project schedule, finalizing staff and Consultant roles and responsibilities regarding each task, and developing a management structure that will ensure project deadlines are met and the update is completed on time and within budget.

The work program shall propose a schedule of Joint Planning Commission and Board of Supervisors public meetings where the community and decision makers will have an opportunity to review and comment on key milestones in the update process, such as the draft General Plan Vision, the Alternatives Concept Report, draft goals, policies, and implementation programs, etc.

3. Project Coordination

The County will hold periodic face-to-face meetings and check-in calls as needed with Consultants to ensure good communication on upcoming tasks and to confirm the project deliverables are on schedule and within budget. The Consultant shall work as an extension of County staff and shall meet in person with staff members as needed to gather technical input and track progress of work.

- a. The County will form Technical Advisory Groups (TAG) consisting of 3 to 5 members from County departments, the Planning Commission and qualified individuals from agencies and the public as may be appointed by the Planning Director, led by the Planning Department. The TAG will provide technical input and review of administrative draft documents throughout the General Plan update. The Consultant and County staff will facilitate TAG meetings at key phases in the update process, including the Background Report; Issues, Assets, Opportunities, and Vision; Alternatives; General Plan preparation; and Draft EIR.

4. Evaluate Existing General Plan and Zoning Ordinance

Planning staff anticipate the majority of the general plan elements will need significant, comprehensive revision. Along with evaluation of Goals, Policies and Objectives, the intensity / density of the land use categories, and the categories themselves are due for reconsideration.

The Consultants and staff will conduct an evaluation of the existing general plan and zoning ordinance strengths and weaknesses and the efficiency and effectiveness of its policies and implementation programs. County staff will detail the experience working with the existing general plan and zoning ordinance and prioritize a list of major policy issues.

5. Existing Conditions Information Needs

This task involves the Consultants review of the exiting conditions data produced by County staff and the information collected from County Departments to assess the usefulness of the information to the update effort. The Consultant shall then identify the additional research, data collection and growth and economic trend analysis tasks necessary to complete the Existing Conditions Background Report, General Plan update and associated EIR.

Phase 2: Existing Conditions Background Report

(County and Consultant)

1. Administrative Draft Existing Conditions Background Report

From the information provided by County staff, the Consultant shall produce an Administrative Draft Existing Conditions Background Report which, besides serving as the Existing Setting section for the General Plan and EIR, shall identify future opportunities and constraints, and where appropriate, lay the groundwork for policy development on the full range of environmental, land use and public service issues. The report shall also evaluate the County's regional context. The sections of the report will include: land use, population, employment and housing, circulation and transportation, biological resources, cultural resources, economics, infrastructure, public services, noise, air quality, climate action planning, safety and hazards, geology, hydrology and water quality, and social justice.

2. Final Background Report

The Consultant and Planning staff will facilitate TAG review of the Administrative Draft Background Report. While TAG members will be free to review the entire Report, they will be principally responsible for reviewing sections of the Report for which they provided data to assure that the information is complete and accurate. Based on TAG comments, the Consultant will prepare a Screen check Draft Background Report for staff to review and provide revisions. Following that review, the Consultant will prepare the Final Background Report.

Phase 3: Community Participation and Visioning

(County and Consultant)

The update will include a wide-reaching, inclusive, and informative outreach campaign that empowers community members. The messaging and format of this outreach campaign will be informed by input from the TAG. The role of the consulting team will be to organize, lead and facilitate community participation programs, and to assist and advise staff, as well as monitor the direction and outcome of the public review process. The Consultant shall prepare colored exhibits (e.g., opportunities and constraints map, circulation plan, and summary map(s) which address vacant lands, open space, parks, public facilities and infrastructure, topographic features, noise footprints, seismic and flood hazard areas and other appropriate illustrations of the General Plan).

1. Community Workshops: Assets, Issues, and Opportunities

The Consultant and Planning staff will facilitate community workshops. The workshops will give the community members an opportunity to discuss their needs, ideas, and vision for the future of Trinity County. The Consultant and Planning staff will then conduct a series of interactive exercises. The workshops should provide participants with an opportunity to give input on what they feel are the County's most important assets and opportunities for the future and what critical issues and topics should be addressed in the General Plan update. The consulting team will be responsible for preparing the materials for the workshop/visioning sessions, including production of any relevant maps, charts, display material or handouts in English and Spanish. The workshops will include an overview of the project and a description of why the general plan update is important.

2. Community Survey

The community survey will be a critical tool to understanding the community's wants, needs, and concerns regarding all aspects of the County of Trinity. The survey will be conducted online, through the mail, and open house meetings. Information regarding the availability of the survey will also be announced at Board meetings and Planning Commission meetings, on the County Web site, and in the local newspaper.

3. Branding, Publicity and Digital Presence

The update effort shall be easily recognizable through constant design templates and graphic standards for all update materials. The cornerstone will be a logo developed by the Consultant.

In order to reach a broad audience, announcements, flyers, posters, and digital marketing materials will be coordinated in advanced of all outreach events, surveys, and release of the draft General Plan. To encourage community engagement, the Consultant shall design and implement a digital presence for the Update effort to be linked to the County’s website. The webpage will provide information regarding the Plan on the County website, including dates of outreach meetings, draft documents, and feedback opportunities.

4. Draft Community Vision and Guiding Principles

The Consultant and Planning will use the information gained in the open houses prepare the Draft Community Vision that represents the ideal future for the County of Trinity, and a set of Guiding Principles that support the Vision and represent the community’s core values.

**Phase 4: Evaluating Alternatives
(County and Consultant)**

The majority of land within the County is undeveloped. Future growth may be accommodated through infill and redevelopment of underutilized land and/or annexations. The alternatives phase of the General Plan update will develop and explore different options for how the County of Trinity could grow in the future and how the general plan could address major policy issues.

The alternatives process will provide an opportunity to facilitate discussions with community members, stakeholders, and decision-makers about land use alternatives, annexation and policy options. This will provide the community with an opportunity to discuss pros and cons of different options, decide the best way to achieve the vision, and build consensus for a preferred land use strategies. This phase would provide the framework for future growth and development and establish the basis for the updated goals, policies, and implementation programs contained in the general plan which will result in efficient growth while minimizing costs to the County and taxpayers.

1. Land Use Alternative Concepts and Policy Option Topics

The Consultant and staff will develop an existing trends scenario and alternative Land Use concepts. The Consultant will prepare at least one land use alternative that focus future growth and development to the existing undeveloped and/or underutilized areas within the County. In addition to land use concepts, the Consultants and County staff will identify policy option topics to address key programmatic issues and opportunities. The Consultants and staff will review existing land use designations and develop a set of updated land use designations on which to base the land use alternative concepts. The land use designations will include allowed uses and standards of population density and building intensity, as well as guidelines for urban form. The designations will be illustrated with graphics and images to show the intended development outcome. The Consultants will provide technical analysis to estimate a balanced land supply for the different components of market demand through the planning horizon year.

2. Evaluate Growth Alternatives and Identify Policy Options

Using the Alternatives Concepts, the Consultant and staff will develop population and employment projections based on buildout of each alternative. The Consultant will evaluate the land use alternatives in terms of impacts on an identified set of topics, such as existing/programmed public facilities or

networks, the natural environment, the economy, GHG emission reduction, and County finances. The Consultant will address the fiscal implications of each alternative in five-year increments within the 20-year planning horizon. The Consultants and staff will develop policy options to address identified key assets, issues, and opportunities.

3. Traffic Model Forecasts

Using the County Traffic Model, the Consultants will perform circulation forecasts for the land use alternatives. The Consultant will also perform future year buildout traffic operations analyses for each alternative, review future year Vehicle Miles Traveled VMT forecast results for reasonableness relative to existing conditions, and identify future deficiencies in the County. As part of this analysis, the Consultant shall analyze the possible application of transportation system management strategies for their potential success in reducing existing traffic congestion and vehicle miles traveled.

4. Fiscal impact Analysis

The Consultants will perform a fiscal analysis and report based on the land use alternatives. Identifying underutilized commercial and industrial land will be key in this analysis. Through economic and fiscal analyses of existing and projected conditions, the draft General Plan shall optimize the mix, amount, types, and location of land uses.

5. Alternatives Report

The Consultants will compile the land use alternatives evaluation and policy options and key issues into an Administrative Draft Alternatives Report for TAG review. Following the review, the Consultant will revise the Alternatives Report to reflect changes directed by staff and produce and publish the Alternatives Report.

6. Preferred Alternative

Based on direction from the Planning Commission and the Board of Supervisors, the Consultants and staff will prepare a Preferred Alternative land use diagram and description, as well as a set of preferred policy options to address identified assets, issues, and opportunities.

**Phase 5: Preparing the General Plan
(Consultant)**

1. General Plan Goals, Policies and Objectives Development

The General Plan update will be a comprehensive rewrite to accommodate current growth projections, address current community issues, and meet new statutory requirements. The focus of this task will be the development of new goals, policies and objectives for each of the elements, which will include new focus areas, e.g., complete streets, climate adaptation and resilience, social justice, etc., based on the established Community Vision and Guiding Principles and the preferred alternative land use diagram and description. Potential environmental impacts should be considered in the development and evaluation of the draft goals, policies and objectives. Plan policies that serve as mitigation measures will be identified, so the need for additional mitigation should be limited.

The County of Trinity’s existing General Plan consists of seven elements: Land Use, Circulation, Housing, Safety, Noise, Resource Management Element (combination of Conservation and Open Space topics), and the Economic Development Element. The Consultant will confer with Planning staff on this format of the elements, and recommend whether existing elements should be combined, split, or if additional elements should be prepared as part of the update. While the Housing Element was updated in 2020,

County staff understand that amendments may be necessary to ensure consistency with the other elements of the updated Plan.

Implementation Strategies. The Consultants and staff shall prepare comprehensive implementation strategy that includes specific, feasible actions the County will undertake to implement each of the goals, policies and objectives. The implementation strategy would focus on creating a proactive action plan that engages all County departments in the efficient and cost-effective implementation of the General Plan. When complete, the implementation strategy will assist the County in developing future budget and work programs for infrastructure and services to high priority projects identified in the new General Plan.

Zoning Code and Map consistency recommendations. The Consultants shall prepare recommendations for Zoning Code and Map amendments necessary to implement the Plan and ensure consistency with the Plan goals, policies and programs. The recommendations should be provided as a summary matrix of issues that require attention, a list of next steps and potential zoning map amendments. Consultants should deliver a recommendations report matrix.

2. Land Use, Circulation Diagrams and Other Diagrams

The Consultant and County staff will collaborate to prepare the land use, circulation, and other key diagrams as part of the Administrative Draft General Plan. The Consultant team will coordinate with County staff and will provide digital copies of the maps to the County in GIS format. The Consultants should make maximum use of GIS and other mapping and graphic techniques to provide clear, understandable presentation of data and information throughout the General Plan process and in the creation of the new General Plan. All intermediate and final maps and GIS data, graphics, and page layout files will be prepared using industry standard file formats. The Planning maps and GIS data shall be a turnkey finished product and presented in a form compatible with the County's computer systems. These GIS format plans shall be provided to and become property of the County for ongoing use in the County GIS systems.

Land Use Diagram. The Consultant and County staff will develop land use designations and prepare a Draft Land Use Diagram. The Consultant will review existing Countywide land use designations and specific plan designations and determine a concise set of land use designations that fit the needs of all areas of the County. The designations and Diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, recreation, agriculture, natural resources, and open space. The land use designations will broadly define the purpose of each land use category as well as allowed uses. Land use designations will also include standards of population density and building intensity.

Circulation Diagram. Based on the distribution of land uses on the Land Use Diagram, the Consultant will develop and prepare a Draft Circulation Diagram. The Consultant will review existing levels of service (LOS) and roadway classifications and work with staff to develop a concise set of roadway classifications that fit the needs of the County and that address new State regulations related to multi-modal transportation. The classifications and diagram will indicate the distribution, location, and standards for County roadways. The classifications would also expand upon the functional classifications to consider street context and non-auto travel modes for complete streets development. Roadway standards will also be developed to use Vehicle Miles Traveled (VMT) in addition to LOS standards.

3. Draft General Plan

Based on joint direction, the Consultant and Planning staff will prepare the Draft General Plan for publication and environmental review. The Consultant shall ensure the Draft General Plan shall conform to all State, County and other legal requirements and to the most current General Plan Guidelines prepared by the State Office of Planning and Research. Each draft Element shall contain text, diagrams and documentation material sufficient to demonstrate its scope and intent and shall be internally consistent with the balance of the General Plan. A Table of Contents shall be provided for the whole of the document and for each element that includes a comprehensive list of tables, figures, maps, etc. Technical appendices must be provided with clear references to supporting documentation, evidences for conclusions, policies or synopsis of data. All data sources utilized to prepare the Plan text and graphics shall be documented, referenced and made available to the County in a usable electronic format.

Draft General Plan, Products Expected:

- Draft General Plan Elements - 15 copies
- Large-scale exhibits for workshops and public hearings
- Copies of all digital files (intermediate(s) and final(s)) used to create General Plan document
- All materials shall be provided in both MS Word and PDF format
- Conformance with Current State Legislation

There have been several significant new state laws affecting General Plan topics since the individual Elements were last comprehensively updated. The draft of the General Plan shall be comprehensive, internally consistent, and conform to the most recent state law requirements.

4. General Plan Consultation and Referrals

The Consultant and Planning staff will consult with appropriate Federal, State, regional, and local agencies, including Native American Tribes. The consultation provisions are located throughout the State Government Code and have varying requirements for when draft and final documents must be submitted for review and how long agencies have to review and provide comments.

**Phase 6: Environmental Review
(Consultant)**

The Consultant will prepare an Environmental Impact Report (EIR) for the County of Trinity General Plan update pursuant the California Environmental Quality Act (CEQA). The purpose of the EIR will be to provide a comprehensive evaluation of impacts to the environment that would result from implementation of the goals, policies, and programs of the General Plan. This task will be conducted in parallel with the development of the draft General Plan to the maximum amount feasible. The EIR shall encompass the geographic area to include current County limits, and the proposed Planning Area and Sphere of Influence.

1. Notice of Preparation

A Notice of Preparation (NOP) of an Initial Study and Draft Environmental Impact Report will be prepared and circulated to the State Clearinghouse; Responsible Agencies; Trustee Agencies; other interested and affected State, County and local government agencies; local Native American tribal representatives; and other groups and individuals that may have interest in the General Plan EIR. The Consultant will work with Planning staff to develop a distribution list for the NOP and subsequent notices and documents concerning milestones in the EIR process. The NOP will consist of a one-page form letter with a brief description of the scope of the project, the name and address of a County staff contact to submit

comments to, and a map of the County's planning area. County Planning staff will produce, mail, and track all notices.

The NOP will be released as early as possible in the work program to establish a date for the existing environmental conditions relatively coincident with completion of the Background Report.

2. Scoping Meeting

The Consultant and Planning staff will organize public scoping meeting(s) to solicit public comments concerning environmental impact topics of concern and suggested approaches to avoid or reduce impacts of the Draft General Plan. The Consultants and County staff will lead the scoping meeting by giving an overview of the EIR purpose and process and giving directions on the kinds of comments that are appropriate for the meeting. The Consultant will graphically record the meeting minutes, noting the environmental concerns raised during the meeting. The NOP shall announce and serve as the notice for the scoping meeting.

3. Draft EIR

The Consultants will prepare a comprehensive EIR containing all information required by Sections 15120 through 15132 of the CEQA Guidelines.

For each of the impact topics, the approach will be to characterize the existing physical conditions and pertinent regulatory framework, then quantify or qualitatively describe the future conditions resulting from implementation of the proposed General Plan elements. Impact significance will be assessed with respect to the thresholds defined in Appendix G of the CEQA Guidelines using methodologies that are appropriate for a long-range planning program.

Programmatic analysis requires a reasonable assessment of future potential changes to the physical environment due to the policies of the General Plan. The analysis may not be based on build out of the planning area if build out is not anticipated to occur within the planning horizon. The analysis should hinge on the fact that the General Plan, in and of itself, does not result in the growth of population, household, employment, or traffic. The analysis should be based on the ability of the General Plan update to accommodate anticipated growth while avoiding impacts to the environment. Incorporation of mitigation measures should be minimized by ensuring policies adopted in the element updates serve as programmatic measures to minimize or eliminate environmental impacts.

To streamline the EIR preparation process and thus reduce costs, the Consultant should plan to use the background information and mapping compiled for each of the updated General Plan elements. As noted above, this information is expected to be sufficient to fulfill the contents required for the General Plan, as prescribed in California Government Code Sections 65302, and to fully characterize the environmental setting for each impact topic. This will allow an assessment of impacts to be made relative to the baseline conditions assumptions in the General Plan.

The Consultant should assume two rounds of staff comments of the Administrative Draft EIR will be necessary to establish the Draft EIR. Following receipt of the first set of staff comments concerning the adequacy of the Administrative Draft EIR, the Consultant will discuss and clarify specific comments as needed and prepare appropriate revisions to the document to address those concerns. The Consultant will submit a Final Administrative EIR for final review to identify any remaining minor revisions necessary to complete the Draft EIR sufficiently to commence the public review process. The Consultant will make final minor revisions, as necessary.

4. Draft EIR Public Comment Period

The Consultants will produce and circulate the Draft EIR for the mandatory 45-day public review period with the Notice of Availability (NOA). The NOA will identify the project and explain the public review process. Particularly, the NOA will identify what types of comments are helpful and require responses pursuant to CEQA and the appropriate format. Staff will be responsible for publication in the local newspaper. County Planning staff will produce, mail, and track all notices. Staff will provide public agencies with a notice and an electronic copy of the Draft EIR. Other parties will receive a notice and a link to a downloadable version of the Draft EIR.

5. Response to Comments

Following the end of the 45-day public review and comment period on the Draft EIR, the Consultant will prepare written responses to all written comments submitted to the County concerning the adequacy of the information and analysis presented in the Draft EIR. The Consultant will include all correspondence and highlight and number all comments that are specific to the adequacy of the Draft EIR to correspond to the appropriate response to each comment, for each author. If a substantial number of comments express the same concern(s), the Consultant will prepare a “master response” to that (those) comment(s). They will identify comments that do not require responses and include a summary from the CEQA Guidelines explaining why no response is provided. The Consultant will respond to one round of staff comments on the draft responses.

6. Statement of Facts and Findings

To expedite the final phase of the project approval process, the Consultant will prepare Findings required under Section 15091 and, if necessary, a Statement of Overriding Considerations (SOC) pursuant to Section 15093 of the State CEQA Guidelines. They will submit the draft Findings and SOC for one round of review by staff and the Planning Commission and make one set of revisions to each. The Consultant should assume minor revisions to the project and/or mitigation measures will occur and that the Facts and Findings will need to be revised accordingly.

7. Final EIR

The Consultants may make minor revisions to EIR text and exhibits, if warranted, to correct errors and/or provide clarifications or additional information. Minor changes would not include any significant new information such as the identification of an additional significant impact or a new mitigation measure that requires a substantial alteration to the proposed project. The Consultant will present these minor revisions in an “Errata” section to be incorporated into the Final EIR. They will include responses to comments in the Final EIR. Hard copies of the Final EIR will be provided for decision-making bodies while the appendices will be made available as an electronic copy.

The Consultant shall provide the Final EIR in Microsoft Word, and in digital PDF file formats suitable for (1) posting on the County of Trinity website, and (2) for printing at any commercial reprographics service provider, and (3) distribution on common flash drive media (Consultant will supply 5 flash drives containing the Plan.)

8. Notice of Determination

The Consultants will draft the Notice of Determination (NOD) for distribution upon adoption of the EIR by the Board of Supervisors.

**Phase 7: Public Review, Final Documents, and Adoption
(County and Consultant)**

1. Planning Commission Hearings

County Planning staff will facilitate two to three public hearings with the Planning Commission to review the Draft General Plan and Draft EIR. The Planning Commission will consider all public comments and after the hearings, make recommendations to the Board of Supervisors regarding the Draft General Plan and Draft EIR. The Consultant will attend these public hearings.

2. Board of Supervisors Hearings

County Planning staff will facilitate two to three public hearings with the Board of Supervisors to review the Draft General Plan and Draft EIR. At these meetings the Board of Supervisors will consider the Planning Commission’s recommendations and all public comments. After the hearings, the Board of Supervisors will direct Planning staff to incorporate its recommendations and prepare the Final General Plan and Final EIR. The Consultant will attend these public hearings.

3. Final General Plan Documents

Based on direction from the Board of Supervisors, the Planning staff will revise the General Plan and Final EIR and prepare the final General Plan documents.

Final Documents, Products Expected:

- Adopted General Plan in hardcopy paper format - 20 copies
- Adopted General Plan in Microsoft Word, and in digital PDF file formats suitable for (1) posting on the County of Trinity website, (2) for printing at any commercial reprographics service provider, and (3) distribution on common flash drive media (Consultant will supply 5 flash drives containing the Plan.)
- Color Land Use Element Exhibits (sizes and scales to be determined), but largest paper size to allow output at any commercial reprographics service provider- 20 copies
- Final EIR in Microsoft Word, and in digital PDF file formats suitable for (1) posting on the County of Trinity website, (2) for printing at any commercial reprographics service provider

III. GENERAL SCOPE OF WORK- ZONING ORDINANCE REVIEW AND UPDATE

The following is a tentative scope for the Zoning Ordinance Review and Update. The County expects the responding firms to provide a proposal response that will minimize the use of County staff, be cost effective and produce an exceptional product. The Zoning Code will need to be updated as to ensure conformance with goals and objectives of the Comprehensive General Plan, statutes and federal legislation. While periodic updates to the Zoning Cede have been made, a holistic update is required. The final work product will be developed in conjunction with the Planning Commission and Planning staff, but the scope of work should include the following:

- Current Zoning Ordinance Diagnosis. A thorough evaluation of, and recommendations for, modifications to the existing Zoning Code, including, but not limited to: Zoning Districts; allowed uses; land use controls; incorporation of relevant statutory and federal regulatory mandates, local plans and planning and zoning practices, trends and innovations.
- Effective coordination with staff, the Planning Commission, County staff and the Board of Supervisors (when needed).
- Update Zoning Code Ordinance and Presentation. The Consultant shall provide all aspects of work required to prepare an updated zoning ordinance that is accurate, complete, and meets all requirements of planning, zoning and land use law. The Consultant will prepare drafts of the zoning ordinance, including graphics and a digitized and updated zoning map, for review by Planning staff and the Planning

Commission, culminating in a final version to be acted upon. The revision should support the updated General Plan, new economic trends, future community needs, and utilizing innovative zoning approaches when appropriate. The revision would include, but not be limited to:

- a. The Consultant is being asked to review the current Zoning Code for possible legal issues, inconsistent standards, and recommend amendments to the Code. A summary is to be provided to the County for review and confirmation of the items that warrant immediate attention. Of those requiring immediate attention, the Consultant will work with the Planning Department staff to provide appropriate amendment language.
- b. Complete the revision of the Zoning Code to support the Comprehensive Plan. The revision shall include, but not be limited to:
 - o Administrative aspects of the zoning ordinance, including purpose, intent, duties of individual committees and commissions and enforcement procedures
 - o Permitted uses and uses allowed by a conditional use permit in all zoning districts
 - o Appropriate revision of review procedures for proposed developments
 - o Appropriate revisions of development standards and standards of approval for site plans, conditional use permits, variances and municipal code amendments, etc.
 - o Revisions and/or addition of graphics and tables
 - o Appropriate revisions of basic rules and regulations, such as setbacks, and separation distances; density, lot area and coverage; landscaping, screening and buffering requirements signage, parking and loading space allocation and driveway dimensions, etc.
 - o Incorporation of zoning and planning trends and innovations
 - o Establishment or revision of rules and regulations for various uses considered uses permitted by conditional use permits
- Public Participation. The Consultant will develop a public participation process and schedule to ensure community involvement in the Zoning Code Update process. The Consultant shall prepare public outreach/comment notices, required forms and summary discussion notes
- Public Hearings. The Consultant should plan on attending at least six (6) public hearings or forums before the Planning Commission and Board of Supervisors, as needed.
- Environmental. Upon approval of the conceptual draft of the Zoning Ordinance, environmental review in compliance with state and federal laws will be conducted. The Consultant will be responsible for completing the proper level of review

IV. GENERAL CONDITIONS

Limitations

This Request for Proposals (RFP) does not commit the County to award a contract, to pay any costs incurred in the preparation of the proposal in response to this request, or to procure or contract for services or supplies. The County expressly reserves the right to reject any and all proposals or to waive any irregularity or information in any proposal or in the RFP procedure and to be the sole judge of the responsibility of any proposer and of the suitability of the materials and/or services to be rendered. The County reserves the right to withdraw this RFP at any time without prior notice. Further, the County reserves the right to modify the RFP schedule described above.

Award

The County may ask RFP finalists to present oral presentations regarding their firms and any special expertise in the necessary areas. All finalists may be required to participate in negotiations and submit such price, technical, or other revisions of their proposals as may result from negotiations. The County also reserves the right to award the contract without discussion or interviews, based upon the initial proposals. Selection will be based upon demonstrated competence and professional qualifications necessary for the satisfactory performance of the services required. Following the initial qualifications-based selection, the price proposal provided will be the basis for negotiations to ensure the County receives a fair and reasonable price.

Inquiries and Responses

All questions pertaining to this RFP shall be submitted in writing to the County's Project Manager, Suzi Kochems, skochems@trinitycounty.org. The deadline for submitting questions is **5:00 pm on Friday, August 31, 2020**. The question and its response will be forwarded via email to all potential proposers and/or posted on the RFP webpage.

Bidders are specifically directed not to contact any other County personnel for meetings, conferences, or technical discussions related to this Request for Proposals. Failure to adhere to this policy may be grounds for rejection of proposal.

The County of Trinity will not be responsible for oral interpretations given by any County employee, representative, or others. Bidders are cautioned that any statements made that materially change any portion of the proposal documents shall not be relied upon unless subsequently ratified by a formal written amendment to the proposal document. The issuance of a written addendum is the only official method whereby interpretation, clarification, or additional information can be given. Any changes, additions, or deletions to this Request for Proposal will be in the form of written addenda issued by the County. Addenda will be posted on the Planning Division's General Plan Update webpage along with RFP. Prospective proposers must check the website for addenda or other relevant new information during the response period. The County is not responsible for the failure of any prospective proposer to receive such addenda. All addenda so issued shall become a part of this Request for Proposal.

Pre-contractual Expense

Pre-contractual expenses are defined as expenses incurred by proposers and selected contractor in:

1. Preparing proposals in response to this RFP;
2. Submitting proposals to County;
3. Negotiations with County on any matter related to proposals; and
4. Other expenses incurred by a contractor or proposer prior to the date of award of any agreement.

In any event, the County shall not be liable for any pre-contractual expenses incurred by any proposer or selected contractor. Proposers shall not include any such expenses as part of the price proposed in response to this RFP. The County shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

Proprietary Information

The proposals received shall become the property of the County of Trinity and are subject to public disclosure. Proposers are to indicate any restrictions on the use of data contained in their responses. Those parts of a proposal which are defined by the bidder as business or trade secrets, as that term is defined in California

Government Code, Section 6254.7, and are reasonably marked as "Trade Secrets", "Confidential" or "Proprietary" shall only be disclosed to the public if such disclosure is required or permitted under the California Public Records Act or otherwise by law. Proposers who indiscriminately and without justification identify most or all, of their proposal as exempt from disclosure may be deemed non-responsive.

Dispute Resolution

The RFP protest and dispute resolution process shall be in accordance with 49 CFR 18.36(b)(12).

Contract Requirements

The selected Consultant must enter into a Professional Services Agreement with the County for provisions related to compensation, conflict of interest, indemnification, insurance, etc. The scope, budget and schedule to complete the study will be incorporated into the professional services agreement. See RFP Attachment A – Sample County of Trinity Professional Services Agreement.

The Consultant has total responsibility for the accuracy and completeness of all data, plans, and estimates prepared for this project, and shall check all such material accordingly. While the County may review for quality, completeness and conformity, the responsibility for accuracy and completeness of such items remains solely that of the Consultant.

Insurance Requirements

The Consultant shall obtain, at its own cost, insurance coverage meeting the County’s requirements. See RFP Attachment A – County of Trinity Insurance Requirements within the Sample County of Trinity Professional Services Agreement.

Method of Payment

For all services rendered as described in the Scope of Work (including all labor, equipment, materials, and expenses) the Consultant shall be compensated on a “time and material, not-to-exceed basis” by task for work completed. Each invoice submitted for payment shall contain a brief description of the work billed on that invoice, total billed to date, total paid to date and amount remaining.

V. PROPOSAL CONTENT AND ORGANIZATION

The Proposal, consisting of three (3) hard copies and one (1) electronic copy must be received by mail, recognized carrier, or hand delivered no later than **4:00 p.m. on Friday, September 4, 2020**. Late Proposals will not be considered and will be returned, unopened.

Proposal shall be addressed to:

County of Trinity
Planning Department
P.O. Box 2819
Weaverville, CA 96093

Proposal shall be clearly labeled:

(Proposer’s Name)
PROPOSAL for Professional Services – County of Trinity Comprehensive General Plan Update,
Environmental Impact Report and Zoning Amendments

Cost Proposal(s) shall be submitted in a SEPARATE SEALED ENVELOPE.

All proposals received prior to the date and time specified above for receipt may be withdrawn or modified by written request of the proposer. To be considered, the modification must be received in writing, and in the same number of copies as the original proposal, prior to the date and time specified for receipt of proposals.

Until award of the contract, the proposals shall be held in confidence and shall not be available for public review. The scope of work will be presented to the Board of Supervisor's for approval of Consultant selection. Upon award of a contract to the successful proposer, all proposals shall be public records. No proposal shall be returned after the date and time set for opening thereof. Following execution of the contract between the County and the Consultant, a project kick-off meeting will be held to finalize the project scope and begin the project.

Proposal Content and Organization

The organization of the proposal should follow the general outline below. Each proposal should consist of a **Technical Proposal** (items 1-6 below) and a **Cost Proposal(s)** (item 7) in separate sealed envelope.

Technical Proposal:

1. Transmittal Letter

The transmittal letter should include the name, title, address, phone number, and original signature of an individual with authority to negotiate on behalf of and to contractually bind the Consultant(s) firm, and who may be contacted during the period of proposal evaluation. Only one transmittal letter need be prepared to accompany all copies of the technical and cost proposals. Proposal transmittal letter shall also state the Consultant's ability to comply with the contract provisions as outlined in the County's sample professional services agreement and insurance requirements, or indicate which provisions will require amendments during contract negotiations

2. Introduction

In this section, the proposer should demonstrate an adequate understanding of the role and relationships of the County and an awareness of issues specific to expectations outlined in the RFP.

The Introduction shall include:

- a. A brief description of the Consultant(s) firm, including the year the firm was established, type of organization of firm (partnership, corporation, etc.), and any variation in size over the last five years, along with a statement of the firm's qualifications for performing the subject consulting services; and
- b. A brief description of the firm's experience with similar projects.

3. Technical Approach

Technical Approach shall include:

- a. A thorough explanation of the Consultant's proposed course of action. References should be made to the RFP requirements and the Consultant's plans for meeting those requirements; and
- b. An itemized description of the proposed project schedule and the end products to be produced.

4. Project Management

The proposer must prepare an explanation of the project management system and practices to be used to assure that the proposed services are completed timely and that the quality of the products will meet the County's requirements.

5. Consultant Staff

The proposal must describe the qualifications and experience of each professional who will participate in the project, including a resume for each member of the project team. A project manager must be designated, and an organizational chart showing the manager and all project staff proposed who will provide services must be included.

6. Consultant Qualifications and References

The proposal must include a list of references for similar clients. References should include client contact names, addresses, phone numbers, description of the type of work performed, approximate dates on which the work was completed, and professional staff who performed the work. If a subcontractor is proposed, two to three similar qualifications and references should be provided for the subcontractor. Subcontracts must also meet all requirements requested of the selected Consultant and be approved by the County. The proposal must also include discussion of the Consultant's affirmative action policy, use of DBE's in the performance of this work, and disclosure of any actual, apparent, or potential conflicts of interest.

7. Preparation of a draft work plan identifying and describing in detail: tasks, meetings, products, Development Services staff commitment needed, key personnel involvement, length of time to complete tasks, and budget.

8. A project schedule shall indicate the logical breakdown of project tasks and completion deadlines. It should be designed to provide time for staff input. The Consultant should specify all scheduled meetings with staff. The schedule shall indicate all milestones, the critical path necessary for the project, and the anticipated completion timeframe upon notice to proceed. Time frames should be stated in terms of the number of calendar days required to complete the specified tasks using the County's Notice to Proceed as the start date. Timing for the preparation of the General Plan update and the EIR shall be overlapping.

Cost Proposal(s) – Submit in separate sealed envelope:

7. Cost Proposal(s)

The cost proposal(s) shall be submitted in a separately sealed envelope. This separately sealed envelope will not be opened until the Consultants' proposals have been ranked based on their qualifications.

The proposer shall prepare a detailed cost proposal for the work to be performed under the General Plan and EIR Scope of Work and/or the Zoning Amendments Scope of Work. Each cost proposal shall itemize the direct hourly rates, fringe benefit rate, indirect cost rate, travel, materials and supplies. The same cost proposal detail is required for sub-Consultants. Include a total "not-to-exceed" amount for this proposal.

Proposals should reflect time required to prepare for and attend, at a minimum:

- Monthly coordination meetings with Planning staff, with an appropriate mix of in-person meetings and conference calls
- 10 community meetings/events-general plan + 6 public hearings for zoning amendments
- 10 Board of Supervisors meetings + 3 Board meetings for zoning amendments
- 5 Planning Commission meetings + 3 Planning Commission meetings for zoning amendments

- 1 internal kick-off meeting with Planning staff, CAO and Board members
- 1 CEQA scoping meeting
- Attendance and presentation at technical advisory body meetings as required

VI. PROPOSAL EVALUATION and CONSULTANT SELECTION

Evaluation Criteria

Upon receipt of the proposals, a technical evaluation will be performed. Each of the major sections of the proposal will be reviewed and evaluated with criteria designed to help judge the quality of the proposal. Evaluation criteria will include such considerations as:

EVALUATION CRITERIA	Weight
Understanding project purpose and objectives	25%
Familiarity with the project area and the type of issues and problems associated with the project	25%
Approach to be followed and the tasks to be performed, including detailed steps, resources required, and proposed project schedule	20%
Experience in drafting General Plans, Community outreach and engagement, Environmental analysis and reporting, and California State laws	15%
Quality and Experience of Consultant Staff assigned to the effort	15%
TOTAL:	100%

Selection Committee

The proceedings of the Selection Committee are confidential, and members of the Selection Committee are not to be contacted by the proposers. The Selection Committee, comprised of a minimum of three individuals, will evaluate Proposals and other submitted documentation based on the criteria above. Firms may be invited to oral interviews before the Selection Committee.

If oral interviews are conducted, only the specifically identified project team members, led by the designated project manager, will be asked to appear. Finalists will be notified and informed of specific interview requirements and procedures.

Cost and Contract Negotiations

Once the selection process (written proposal review and oral interviews, if held) is complete, the top-ranking firm will be invited to enter into contract negotiations with the County. In addition, Consultants will be expected to accept the standard County contract language for professional services agreements. If negotiations are unsuccessful, discussions with the highest ranked firm will be terminated and the second highest ranked firm may be contacted for negotiations.

Final Selection

Final selection of the Consultant will be made by the Director of Planning, based on the Selection Committee’s evaluation of proposals, the results of the oral interview (if applicable), and terms of the contract language negotiated with the County. Authorization to enter into the contract shall be subject to the approval of the Trinity County Board of Supervisors.

