



## statement of qualifications

---

## Our Background

Good City Company is a local government and land use consultant firm based in San Carlos, California, the “City of Good Living”. Originally founded in 1972 as Neal Martin & Associates, the company was re-established in 2019 as Good City Company (Good City). The company is California Corporation owned and operated by Lisa Costa Sanders and Aaron Akin, AICP.

Good City has a long track record of serving public and private sector clients. Our Northern California based history uniquely positions the company to provide technical services that are tailored to our local area. Good City services include:

- **Community Development Department Staffing:** In-house Planning, Building, Engineering, Housing, Code Enforcement, and front counter staffing. Staffing can be provided on both a short and long-term basis.
- **Specialized Community Development Department Services:** Site planning, project management (of long-planning range planning processes and development applications), staff report writing, design review, building permit review, Planning Commission facilitation, Code Enforcement Division Strategy documents, and other specialized project assistance.
- **Policy Planning:** Creation and process facilitation of policy planning initiatives such as General Plans, Specific Plans, Master Plans, Downtown/Transit Corridor Plans, and Zoning Codes.
- **Policy Implementation:** Implementation and tracking of Long-Range Planning documents, such as General Plans, Housing Elements, Downtown Plan and Specific Plans.
- **Permit Streamlining & Development Review:** Review and make recommendations related to optimizing the project review processes, in order to work well for both the City and applicant, and in compliance with State legislation.
- **State Law Compliance (E.G. SB 35):** Completion of required annual reports, “audits” of the zoning code to ensure SB35 compliance and broader updates and information related to State level housing law and how it affects local entities.
- **“Special Project” Assistance:** Lead and manage special projects for Manager’s Offices, Public Works’ Department, transportation agencies, regional agencies, and other public sector entities.
- **Interim Executive Level Assignments:** Provision of interim department head services, particularly related to Community Development Departments and Manager’s Offices.

- **Transportation Demand Management:** Transportation-related strategy, policy planning, and monitoring services.
- **California Environmental Quality Act (CEQA):** Complete initial reviews, categorical exemptions, negative declarations and monitor projects consistent with the requirements of environmental law.
- **Town Hall Meeting Facilitation:** Facilitate community meetings or open houses - whether they related to a specific policy planning topic or broader community topics.

**EXAMPLES: LOCAL GOVERNMENT STAFFING, CURRENT PLANNING & POLICY PLANNING**

Good City has extensive experience in successfully guiding the development process in Northern California. Working with jurisdictions and private clients, Good City has provided the professional direction to assure that projects are completed successfully in a streamlined fashion with careful attention to both local and State requirements.

**In-House Planning Consulting Services:**

- Atherton
- Hillsborough
- Millbrae
- Milpitas
- Redwood City
- San Carlos
- San Bruno
- San Mateo
- County of San Mateo

**Housing Element:**

- Town of Atherton

**General Plan Revisions and Zoning Code Updates:**

- City of San Carlos
- Town of Atherton

**Community Involvement**

**City of San Carlos:**

- Specific Plans for the east and west sides of San Carlos
- Downtown Visioning project
- Railroad Land Use studies

**Community Involvement**

**Atherton:**

- Housing Element Update
- Zoning Code Update
- Library EIR
- Civic Center EIR

## EXPERIENCE

Good City has been involved with the following initiatives:

### Within the City of San Carlos:

- General Plan (and Climate Action Plan) Comprehensive Update
- Zoning Ordinance Comprehensive Update
- 2010 and 2014 Housing Element Updates
- Multi-tiered entitlement processing for large mixed-use projects, residential projects, and commercial projects
- Residential annexations
- Architectural Review for new single-family homes
- Subdivision Plan review and processing
- Conditional Use Permits for new businesses
- Tree removal applications
- Massage Permit Applications
- Sign Permit Applications
- City Council report preparation and presentation
- Planning Commission Review Preparation (Staff Reports, Minutes, Packet assembly and distribution)
- Economic Development assistance
- Property acquisition for economic development
- City-owned property management including lease negotiation
- Housing Program administration
- Manage consultants preparation of EIRs

### Within the Town of Atherton:

- Zoning Ordinance Comprehensive Update
- 2010 and 2014 Housing Element Updates
- General counter Assistance
- Zoning Code amendments
- Process Subdivision and Lot Line Adjustment applications
- Residential review (for large complex estates)
- Planning Commission staff support
- City Council staff support
- Annexations
- Heritage Tree Removals
- Environmental Review
- Zoning Clearance reviews (business licenses)
- Staff support for the Environmental Programs Committee
- Stormwater inspection (NPDES C.3)
- Preparation of annual NPDES reporting and trash plan

Within the City of Redwood City:

- Current planning services including responding to public inquiries, responding to questions at the counter and reviewing planning applications.
- Review plans for compliance with zoning code and general plan
- Preparation of staff report and presentation to Planning Commission and City Council
- Complex large project processing including; large office campus projects complexes, residential developments, large and small in-fill single-family subdivisions and school use permit

For the City of Milpitas:

- Planning project management services for a large complex new multi-family development. Manage the CEQA consultant and entitlement process including preparation of staff reports, resolutions, ordinance, conditions of approval, and presentation to the Planning Commission and City Council.

For the City of Millbrae:

- Project management services for the Millbrae Station Area Specific Plan and EIR.
- Current planning project management and counter assistance. Review plans for compliance with the zoning code and general plan, prepare staff reports and respond to public inquiries.

Within the City of San Bruno:

- Complex large project processing including; large condominium complexes, residential developments, large and small in-fill single-family subdivisions, and home development, and commercial shopping mall renovation
- Preparation of staff reports and recommendations on planning projects to the Planning Commission and City Council
- Preparation of staff reports on public services/engineering projects to the City Council
- Management of sustainability projects
- Management of grant programs
- Assistant Project Management for the San Bruno Grade Separation project
- Manage and provide direction to staff on planning projects

For the Town of Hillsborough:

- Process entitlements for Private School Master Plan
- Architectural Review committee staff reports for single-family home developments
- Counter assistance

*Lisa Costa Sanders*  
*Principal*

Ms. Costa Sanders has been with the firm since 1992. Her experience and specialties include interdepartmental project management, current, and long-range planning, solid waste and recycling management, budget preparation, and economic development and housing program implementation. She also has extensive experience in design review, California Environmental Quality Act (CEQA), Subdivision Map Act and worked on permit streamlining and permit tracking systems. Ms. Costa Sanders manages staff and processes large complex development projects.

Serving as Principal Planner for the City of San Carlos, Ms. Costa Sanders provides staff assistance for larger complex Planning and Economic Development projects. She was the Project Planner for the Wheeler Plaza Development and Landmark Hotel Development. She also assisted with property acquisition for economic development, managed city-owned properties including lease negotiations and managed the City's affordable housing programs. Ms. Costa Sanders also assists with General Plan and Zoning Code updates and amendments.

Ms. Costa Sanders also served as the Acting Assistant City Manager for the City of San Carlos. In that capacity, she prepared the Mayor's State of the City presentation, managed the City's annual Strategic Plan update, reviewed all City Council staff reports and attended several regional meetings on behalf of the City Manager's office.

As Town Planner for the Town of Atherton, Ms. Costa Sanders manages all current and long-range planning and presents projects to the Planning Commission and City Council. Ms. Costa Sanders also prepares ordinance amendments, General Plan updates and amendments, works on annexations and subdivisions.

As Contract Principal Planner for the City of Redwood City, Ms. Costa Sanders managed larger complex development applications including the Harbor View Place development, Rocketship Charter School, multi-family development at 150 El Camino Real, mixed-use development at 557 E. Bayshore and 610 Walnut Street, Sandpiper School expansion and the City's new water tank project.

Previously as the Acting Planning Manager for the City of San Bruno, she was the project planner for the Tanforan Remodel Project, Crossing 350-unit housing development, Pacific Bay Vistas, 308-unit multi-family development, Merimont 70 new home development, Skycrest 24 new home development, and Cedar Mills 14 new home development. She also assisted the Public Services Director with preparing reports to the City Council, managing sustainability projects, managing grant programs and served as the Assistant Project Manager for the San Bruno Grade Separation project.

**Education:**

- B.S., City and Regional Planning, California Polytechnic State University  
San Luis Obispo

**Memberships:**

- American Planning Association

*Aaron Aknin, AICP, Principal*

Aaron Aknin, AICP, is a Principal and Co-Owner of Good City Company. He has nearly two decades of Bay Area municipal experience, including serving in an executive capacity for several different Peninsula cities. He is a member of the American Institute of Certified Planners (AICP) and the American Planning Association. Aaron has frequently spoken at regional events, as well as served on panels at national conferences on topics related to development, downtown planning, transportation, parking, affordable housing, and related issues.

Most recently, Aaron was the Assistant City Manager and Community Development Director with the City of Redwood City. In this capacity, he oversaw a 70+ member department, which included the Planning, Housing, Engineering, Transportation, Front Counter Services, and Code Enforcement divisions. As the Assistant City Manager, he led other key Citywide Initiatives and also served as Interim City Manager in 2015.

Aaron was in Redwood City during a time of unprecedented growth and community involvement (2014-2019). During his half-decade with the City, the City reviewed and processed over 4,000 new housing units, as well as several million square feet of office space. Aaron oversaw the implementation of the Redwood City Downtown Precise Plan, including several key amendments to the plan. Aaron helped shape a first of its kind community benefits program (“Partnership Redwood City”), adoption of several key affordable housing initiatives including an inclusionary housing ordinance, an Airbnb affordable housing tax, and renter protections, as well as the adoption the Citywide Transportation Plan. Aaron was also deeply involved in economic development issues and served on the Redwood City Community Improvement Association (RCIA) Board. Aaron continues to serve on the RCIA Board and was recently appointed to the Redwood City/San Mateo County Chamber of Commerce Board of Directors. Finally, one of Aaron’s key focuses in Redwood City was improving the process, both for residents participating in policymaking and development review, as well as applicants, business owners and developers who chose to invest in the City.

Prior to coming to Redwood City, Aaron was with the City of Palo Alto in 2012-2014. He served as both the Assistant and Interim Director of Planning and Community Environment. In this capacity, he led the Planning and Transportation Divisions within the City. Key projects included the formation of the first Downtown Residential Permit Program (RPP), leading the downtown development cap process, providing direction related to the Comprehensive Plan (General Plan), being the Planning Commission liaison, and overseeing several Stanford related developments. During his time in Palo Alto, Aaron focused much of his efforts on transparency by increasing the amount of available (and understandable) public information and building a connection within the community.

Aaron “grew up” as a local government professional within the City of San Bruno. He began his career in San Bruno in 2002 as an Assistant Planner, and left in 2012, after spending the last 5

years as the Community Development Director. As Community Development Director, he was in charge of the Planning, Building, and the Code Enforcement divisions in the City. During his time in San Bruno, the Shops at Tanforan Mall was renovated for the first time in generations, and over 1,500 residential units were constructed citywide. This included over 1,000 units at “The Crossing” (former Navy Base) which included 315 affordable units. During Aaron’s tenure as Director, the first General Plan in 25 years was adopted, and the draft Transit Corridor Plan was released. Most importantly, Aaron served as the Plan Section Chief during the PG&E Pipeline Explosion and worked closely with property owners during the immediate aftermath and in the months and years following the disaster.

Aaron grew up in the Peninsula, spent much of his adult life in San Francisco, and moved back to San Carlos in 2012. He lives there with his wife Cindy, and two kids.

**Education:**

- B.A., Urban Studies, San Francisco State University
- M.A., Public Policy, Cal State Northridge

**Memberships:**

- American Institute of Certified Planners
- American Planning Association
- International City/County Manager Association

*Stephanie Davis*  
*Planner*

Stephanie Davis has extensive project management experience. Her planning portfolio includes project management of high-level, multi-faceted commercial, multi-family, industrial, mixed use and single-family residential development applications, wireless telecommunications, residential annexations, due diligence site analysis and long-range planning studies. Ms. Davis has extensive experience with the California Environmental Quality Act (CEQA) from exemptions, Negative and Mitigated Declarations up to Environmental Impact Report that includes preparation, compliance, implementation and coordination and management of outside environmental consultants. She served as lead staff planner in the comprehensive preparation of General Plan, Climate Action Plan and Zoning Ordinance updates that involved extensive community outreach, active research and plan preparation efforts in the development of policy direction, as well as coordination and management of third-party consultants. Ms. Davis' breadth of experience also carries over into the field of housing; with direct work including the administration and implementation of housing programs, including affordable housing and first-time home buyer loan programs, Housing Element preparation and a comprehensive update of an inclusionary housing Ordinance. She is experienced in the writing and production of comprehensive reports, planning studies and presentation of materials to decision-making boards, commissions and community members.

Ms. Davis currently serves as Senior Planner at the Town of Atherton and for the City of San Carlos. As a Senior Planner, she has actively provided supervisory guidance and technical assistance to staff, served as the staff liaison to Planning Commissions and other appointed community committees and commissions, prepared process manuals and protocols for both internal staff and the public, and directly assisted in the preparation of annual Department work programs and fee study analysis. For private clients, she has prepared due diligence site analysis' and technical assistance in both the preparation of materials, and navigation of, development process through other jurisdictions. She is skilled in Geographical Information Systems (GIS), electronic mapping, and quantitative analysis.

**Education:**

- B.S., Geography/Land Use, Oregon State University, OR

**Memberships:**

- American Institute of Certified Planners
- American Planning Association

*Nestor Delgado*  
*Assistant Planner*

Nestor Delgado is currently working with the Town of Atherton as an Assistant Planner. His duties include: public counter coverage and correspondence, preparing staff reports, conducting plan checks, reviewing the design of complex single-family home estates, and public hearing presentations.

Mr. Delgado also completes the NPDES compliance reports and conducts the wet weather stormwater inspections at active construction sites. He also works as the Sustainability Coordinator for the Town of Atherton, implementing the Town's Climate Action Plan and working with the Town's Environmental Programs Committee.

Mr. Delgado previously worked as a Transportation Planning Technician for the Santa Cruz Regional Transportation Commission and a Transportation Planning Intern for the City of Eugene, Oregon.

**Education:**

- Masters of Community and Regional Planning, University of Oregon, Eugene, OR
- BA, Geography, Pennsylvania State University, University Park, PA

*Neal J. Martin, AICP  
Consultant (Planning Director)*

Mr. Martin has over 35 years of experience in the planning profession. His experience and expertise cover a wide variety of services ranging from large annexation projects to permit streamlining. He has managed General Plan and Advanced Planning studies for dozens of cities and counties, and provided planning counsel to more than 30 jurisdictions, with extensive experience in the San Francisco Peninsula area.

Mr. Martin has served as Consulting Planning Director to the Cities of South San Francisco, Belmont, Foster City, San Carlos and Atherton.

**Education:**

- Graduate Studies in Urban Planning. University of California, Berkeley, CA
- B.S., Civil Engineering, University of Illinois

**Memberships:**

- American Planning Association
- American Institute of Certified Planners