



COMMUNITY DEVELOPMENT DEPARTMENT

Council Meeting Date: July 31, 2007
Staff Report #: 07-136

Agenda Item #: F4

REGULAR BUSINESS: Consideration of the Fiscal Impact Analysis (FIA) Procedure for a Proposal for a Mixed-Use Office, Research and Development (R&D), Hotel, and Health Club Project at 101 to 155 Constitution Drive and 100 to 190 Independence Drive.

RECOMMENDATION

Staff recommends that the City Council approve a procedure for a City-controlled independent peer review of a Fiscal Impact Analysis (FIA) prepared by a consultant contracting with the applicant for a mixed-use development incorporating office, research and development (R&D), hotel, and health club elements. The proposed development would be located on two sites at 101 to 155 Constitution Drive and 100 to 190 Independence Drive.

BACKGROUND

On June 19 and July 17, 2007, the City Council held scoping sessions for the Environmental Impact Report (EIR) associated with a proposal for a mixed-use development on two sites along Independence and Constitution Drives. These sessions served as an opportunity for the Council and members of the public to comment on proposed environmental analysis, as well as the project description and project review process.

At the July 17 meeting, Council Members and members of the public raised questions and concerns regarding the proposed FIA procedure, and requested that staff return with more specifics. The current staff recommendation for the FIA procedure is discussed in more detail in the Analysis section, along with a potential alternative. In addition, Council Members asked to review General Plan goals, policies, and implementation programs related to fiscal analysis.

ANALYSIS

General Plan Goals, Policies, and Implementation Programs Relating to Fiscal Analysis

The proposal would create a new General Plan land use designation, Mixed-Use Commercial Business Park, which is proposed to be part of the Industrial land use designations. With regard to fiscal impacts, the Industrial land use category has the following goal and policy:

Industrial Goal I-F – To promote the retention, development and expansion of industrial uses which provide significant revenue to the City, are well designed, and have low environmental and traffic impacts.

Industrial Policy I-F-7 – All new industrial development shall be evaluated for its fiscal impact on the City.

In addition, the specific uses as proposed in this development fall more generally under the Commercial land use category, which has a similar goal and policy:

Commercial Goal I-E – To promote the development and retention of commercial uses which provide significant revenue to the City and/or goods or services needed by the community and which have low environmental and traffic impacts.

Commercial Policy I-E-1 – All proposed commercial development shall be evaluated for its fiscal impact on the City as well as its potential to provide goods and services needed by the community.

These goals and policies have an associated implementation program:

Implementation Program I-4 – The City shall analyze the fiscal impacts of proposed development to determine the financial feasibility of providing needed services.

Responsibility: City Council, Planning Commission, Planning Division

Time Frame: On-going

In general, Implementation Program I-4 has been addressed for development projects within the context of the California Environmental Quality Act (CEQA), which requires analysis of the potential of a project to result in adverse impacts with regard to the potential provision of new or physically altered governmental facilities that provide a range of public services. The Initial Study for the proposed mixed-use development states that the project could have a significant impact within this category, and the Environmental Impact Report (EIR) will address these potential impacts.

For larger development proposals, the City has requested that applicants prepare a FIA for public review. For two specific projects (the proposed mixed-use development as

well as an approved hotel-office development at 2825 Sand Hill Road) that offer the potential to generate a significant amount of Transit Occupancy Tax (TOT) revenues, City staff has requested that the applicants' FIA also be made subject to an independent peer review. This process is discussed in more detail below with regard to the proposed mixed-use development.

Option One – City-Controlled Independent Peer Review of Fiscal Impact Analysis Prepared by a Consultant Contracting with the Applicant

As noted in the June 19 staff report, staff has proposed the following procedure for review of fiscal impacts:

1. Applicant prepares draft FIA for review.
2. Staff distributes the draft FIA to an unaffiliated economic analysis firm for independent peer review services. These services are paid for by the applicant, but all work on the independent peer review is directed and overseen by staff.
3. The applicant has the opportunity to respond to the peer review, either by incorporating changes into the FIA or by adding a supplemental response to the comments.
4. The final FIA and the independent peer review are presented to the Council and the public and help inform the Council's final decisions regarding the proposal.

This process would be identical to the one followed for the hotel and office development at 2825 Sand Hill Road, which was approved by the City Council in 2006.

In the case of the proposed mixed-use development, the applicant submitted an earlier, similar proposal in 2004, and a substantial amount of work was completed on its review before the project was put on hold at the applicant's request in 2006. With regard to the fiscal review component of this earlier proposal, the applicant completed stages one and two of the process listed above. The scope of work for the original FIA, performed by Brion & Associates, is included as Attachment A. The Council should note that where this document cites the involvement of City staff in the process, this work was advisory in nature and entailed providing feedback with regard to assumptions and methodologies. For the selection of the independent peer review consultant, staff chose Conley Consulting Group, a firm that had earlier performed work for the City's Redevelopment Agency as a result of an RFP (Request for Proposal) process conducted in 2004. Specifically, Conley Consulting Group prepared the City's 2004-05 through 2008-09 Redevelopment Implementation Plan and fiscal reviews associated with the Hamilton Avenue Park and Housing Project, thereby gaining expertise in the City. This firm's statement of qualifications is included as Attachment D (addendums with selected job experience and principal/staff resumes are available for review at City offices). The completed independent peer review was distributed to the applicant after the proposal was put on hold.

The applicant submitted a revised application for the overall development proposal in early 2007. Given the extent of the changes to the proposal, staff determined that a

revised FIA would be required. The applicant has submitted a supplemental memo (Attachment B), describing items that have been added to, or modified from, the original scope. Currently, the applicant has completed a working draft of the revised FIA. For the independent peer review services of the revised FIA, staff again tentatively selected Conley Consulting Group. The scope of work for the proposed peer review services is included as Attachment C. The City has a draft contract with the independent peer review consultant and has collected the peer review fee from the applicant, although the Interim City Manager has postponed the final signing of this contract until the Council has had an opportunity to review this matter.

Staff believes that the peer review procedure would include significant opportunities for independent input and critiques. The applicant's economic analysis consultant has previously conferred with staff on aspects of their proposed methodology, and the independent peer review would provide a thorough review of the draft FIA, with regard to both its assumptions and conclusions. The independent peer review and the final FIA will both be distributed to the Council and members of the public, and will help inform the broader discussions about the proposal. Staff believes that the recommended procedure would provide the City Council and members of the public with the fiscal information necessary to make an educated decision on the merits of the development proposal itself.

If the Council approves of the general structure of this approach, but has concerns with the selection of the specific peer review consultant and/or the proposed peer review scope, the Council may direct that the selection procedure and/or scope be revised before commencement of any peer review. The Council should note that if a revised proposal requires less than \$25,000 in fees, the contract could be signed by the City Manager, unless the Council specifically directs that any such contracts be reviewed and approved by the Council.

Option Two – City-Controlled Fiscal Impact Analysis Prepared by a Consultant Contracting with the City

As an alternative to the staff recommendation, the Council may wish to consider direction to commence work on a City-controlled FIA, to be prepared by a consultant directed and overseen by staff. If this is the recommended alternative, the Council should provide direction as to how this FIA would differ from the scope of the FIA as listed in Attachment A.

In addition, the Council should provide direction with regard to the consultant selection procedure, in particular whether it should be conducted through an RFP process. If an RFP is preferred, the general procedure is for staff to review the proposals and recommend a consultant to the Council. If the Council would prefer an alternative such as a review of the proposals by a Council Subcommittee, the Council should provide that direction to staff. As noted earlier, contracts of less than \$25,000 may be signed by the City Manager, but in this case, the selection of the consultant would be brought before Council regardless of the amount of the contract.

If the Council selects this option, staff would recommend that the independent peer review of the existing FIA still be conducted, as this information would help provide context for the subsequent City-controlled FIA process. In this scenario, the applicant would still be required to pay for all consultant services.

IMPACT ON CITY RESOURCES

The applicant is required to pay planning permit fees, based on the Master Fee Schedule, to fully cover the cost of staff time spent on the review of the project. The applicant is also required to bear the cost of the associated environmental review and fiscal impact analysis.

POLICY ISSUES

The proposed project will ultimately require the Council to consider a policy decision whether to change the General Plan land use designation and the zoning classification for the property. The fiscal analysis will provide information that will ultimately inform the Council's decision. However, the selection of a particular FIA procedure may be made on a case-by-case basis.

ENVIRONMENTAL REVIEW

The selection of an FIA procedure is not considered a project under the California Environmental Quality Act (CEQA). An Environmental Impact Report (EIR) is being prepared for the development proposal itself.

Thomas Rogers
Associate Planner
Report Author

Justin Murphy
Acting Community Development Director

PUBLIC NOTICE

Public notification was achieved by posting the agenda, at least 72 hours prior to the meeting, with this agenda item being listed.

ATTACHMENTS

- A. Fiscal Impact Analysis Scope, Prepared by Brion & Associates
- B. Fiscal Impact Analysis Memo, Prepared by Applicant
- C. Fiscal Impact Analysis Peer Review Scope, Prepared by Conley Consulting Group
- D. Statement of Qualifications, Conley Consulting Group [*addendums with selected job experience and principal/staff resumes are available for review at City offices*]



Fiscal Impact Analysis Bohannon Properties, Menlo Park: Proposed Scope of Services

The following represents our proposed scope of services for two project sites owned by the Bohannon Organization in the Bohannon East area of the M-2 District in Menlo Park. These project sites are referred to as Constitution Drive and Independence Drive. The scope is to provide a fiscal impact analysis of these two proposed projects, based on a new model and methodology that will be developed by Brion & Associates working closely with City staff and the Bohannon Planning team.

For this project, the Client is the Bohannon Organization, which would contract and fund the Study. The Planning Team refers to the firms of Community Design + Architecture, EnviroTrans Solutions, Inc. and Steefel Levitt & Weiss. City Staff generally refers to a working group comprised of the City Manager, Planning Director, and Project Planner assigned to the Bohannon Properties project. Other City staff will be involved in **Task 3** as described below.

The model will be used to analyze the Bohannon Properties development proposals. It will not be developed to analyze other projects in the City or citywide General Plan update. The model will be retained as proprietary property of Brion & Associates. This analysis and the work involved in developing the model with City staff will, however, help inform the subsequent analysis the City will undertake for other development areas.

It should be noted that defining the project for purposes of this analysis is different than defining the project for the purposes of developing the final development application for the project or the final Development Agreement. This analysis is meant to inform that process and the final development proposal may evolve. Whether or not this model and analysis is updated at the time of final application will be worked out as part of the study and work effort.

This study and fiscal model will be prepared jointly in a collaborative process. Each entity will have equal opportunity to comment, review and edit the material produced. When disagreements occur we will use the consensus approach and meet (or use conference calls) to resolve issues.

The proposed process for this study involves three main tasks, each of which will have its own work product or a technical memorandum with supporting appendices. Each work task will need to be approved by all the parties before moving onto the next task.

As with all of our proposals we are open to discussing any changes or edits you may have so as to better meet your needs.

Task 1: Project Initiation and Description

This task includes developing a detailed project description (for fiscal modeling purposes) for the Bohannon Properties, meeting with the Planning Team, and City staff. The purpose of this task is to develop key model assumptions and present the proposed analysis structure to City staff, the Client and Planning Team, for their approval. In fiscal impact analysis it is important that both the project developer (the Client) and City staff are comfortable with the analysis approach and assumptions. This is a key task in the overall process and study.

The proposed project includes the development of office, retail/restaurant, hotel, and other uses such as a gym or other ancillary retail. The analysis will be conducted on an annual basis over a 20-year period; results will be presented in constant dollars.

Brion & Associates will meet with the Client, the Planning Team, and City staff to gather and decide on the following detailed project information including:

- Acreage by land use;
- Estimated non-residential development by land use (in units/sqft or # of rooms);
- Amount of proposed public amenities (if any);
- Estimated project market values by land use;
- Estimated project absorption – i.e., development schedule by year; and
- Any other pertinent information concerning the project.

Brion & Associates will then meet with City staff to gather the following information from staff; this information includes:

- Current adopted City annual operating budget (in hardcopy and election form if possible);
- Current City demographics used in City planning documents, e.g., current population and employment;
- Estimate of current road miles publicly maintained;
- Current park and open space acreage maintained by City;
- Any other service standards or requirements of new residential or mixed use projects; and
- A list of City departmental contacts for the study.¹

At the meeting we will discuss the proposed structure of the fiscal impact analysis to ensure that the City agrees with the approach used, and that the analysis will address

¹ These contacts should include someone familiar with departmental budgets and costs from the City and include the Manager' Office, Finance Department, Police and Fire, Parks and Recreation, Planning, Community Services, and Library/Education, if appropriate.

their concerns and issues. If needed, modifications will be made to this scope of work to reflect the input of the Client and City staff.

After the initiation meeting, Brion & Associates will prepare a technical memorandum documenting the project description for approval by the Client, Planning Team, and distribution to City departmental staff.

Product: Technical Memorandum with Project Description and Other Fiscal Model Assumptions related to project.

Task 2: Develop City Revenue and Cost Assumptions

For this task, Brion & Associates will review the City's Annual Budget to develop key revenue and cost assumptions for the fiscal impact model. These include estimating current per capita or employee revenues such as franchise tax revenues and other one-time revenues. Current City costs such as police and fire services will be estimated based on the number of sworn officers and firefighters per capita or daytime population, and the average cost per officer or firefighter based on the current City budget. For service costs such as planning and general government, we will develop adjusted per capita costs based on the presumption that some City costs are fixed while others are variable and sensitive to growth. Property tax revenues will be based on the market values for the project, real projected appreciation, and the City's tax allocation factor for the project site. Any other unique project revenues and costs will be flushed out during this task.

For this task, we will conduct a focused review the City's detailed sales tax data to assist in the development of sales tax assumptions for office and other uses. This work will require us to use and have access to the City's proprietary data. Brion & Associates will sign a confidentiality agreement as needed with the City to have access to this data.² We will develop sales tax revenue assumptions for each land use analyzed in the fiscal model.

We will also base the TOT revenue projections based on the City's current TOT tax rate and average room rates developed by working closing with the Planning Team, City staff and other hotel consultants assisting the Bohannon Organization.

Brion & Associates will meet with the City contacts identified in Task 1 to discuss the impacts of development on their departmental budgets and to help isolate those costs impacted by growth and those which are not. We will review each department's detailed budget and activities. How the proposed project may impact each department's budget will also be discussed.

² Typically, this agreements states that this data will not be presented publicly for any individual firm or any group of firms by type or industries with less than 3 businesses, which is consistent with SBE reporting practices.

A proposed list of key fiscal assumptions will be sent to each City department contact, and the Client and the Planning Team for review and approval. Any questions and proposed changes will be discussed collectively so as all parties reach agreement concerning the model assumptions. To the extent that agreements cannot be reached with departmental staff, we will request that the City Manager work with us and the Client to resolve any outstanding issues concerning the fiscal analysis methodology and assumptions.

Product: Technical Memorandum on fiscal approach and assumptions

Task 3: Conduct Fiscal Impact Analysis

For this task, Brion & Associates will adapt its proprietary annual (i.e., 20 year) fiscal impact model for the Bohannon Properties, which includes office, hotel and retail development (as defined in Task 1). The model will be in an Excel spreadsheet format. The information developed in Tasks 1 and 2 will be integrated into the model. Detailed calculations for each City revenue and expenditure item will be prepared and summarized into a series of summary tables at various intervals and groupings. For instance, a five-year summary table will show each revenue and expenditure and the net fiscal balance. The analysis will be presented in constant 2000 dollars. Property tax revenues will be estimated in nominal dollars and converted into constant dollars, after accounting for inflation, real market appreciation, and the restrictions of Proposition 13 and other State revenue restrictions.

The net fiscal impact of the project will be reported on an annual and cumulative basis, although it should be noted that the cumulative figure is for general information only.

Once the draft fiscal analysis has been reviewed and discussed with all parties, it may be necessary to prepare several sensitivity analyses of key model assumptions. Brion & Associates will perform up to three (3) such model runs, based on discussions with the working group (Client, Planning Team, and City Staff).

Product: Technical Memorandum with Draft Fiscal Impact Analysis Results and Spreadsheet Model Printout

Task 4: Report Preparation and Meeting Attendance

The analysis and model results prepared in the above three tasks will be documented in a concise report that includes the following chapters: 1) Executive Summary; 2) Introduction and Background; 3) Project Description; 4) Fiscal Model Methodology and Assumptions; 5) Fiscal Impact Analysis and Conclusions. Technical appendices will include a printout of the fiscal impact model and detailed description of the assumptions and approaches used for each revenue and expenditure by department and other pertinent background information used in the analysis.

Draft work and interim products will be circulated via email, and Word, and PDF files. The budget for this task includes the provision of a camera-ready and five (5) copies of a draft report and final report based on Client and City staff comments. A camera-ready copy of the report can be made available to City staff for mailings to public decision makers, if needed. It is assumed that the Client and City staff will agree on any final edits to the draft report.

It is envisioned that the following meetings will be required to conduct this study:

1. Project Initiation with Client, and other consultants, and City staff, such as City Manager and Project Planner; this effort may require up to two meetings;
2. A series of interviews with each major City department to discuss service costs and standards and review project descriptions; these meetings can be scheduled in an all day or two half-day sessions in Menlo Park.
3. Meeting with Client and City Staff to review preliminary fiscal impact model results;³

City Council Study Session and Public Hearings: These would be organized at the request of City staff and the Council, as needed.⁴ All meetings are assumed to be held in Menlo Park.

Product: Concise Report with detailed technical appendices

Staffing

Ms. Joanne Brion will be the prime consultant and author of the fiscal impact analysis/report and will develop the fiscal impact model. Ms. Brion would make any public presentations, if required. Ms. Brion will be assisted by Edward Richkind and Michelle Nilsson, both subconsultants to Brion & Associates. Mr. Richkind will provide technical modeling support and Ms. Nilsson provides research and word processing/proofreading support.

³ Results would be shared with Client before meeting with City staff.

⁴ It is not clear at this point if a study session or public hearings will be required and as such, the budget excludes these meetings. If required, these meetings would be on a Time and Materials basis, including preparation time.

MEMORANDUM

35794-00001

TO: Thomas Rogers, City of Menlo Park
CC: Jen Renk, Joanne Brion
FROM: Joseph Ferrucci
RE: Bohannon Fiscal Impact Analysis
DATE: July 25, 2007

On Monday, we forwarded you Brion & Associates' original scope of work for the Bohannon Fiscal Impact Analysis ("FIA"). Per your request, in Joanne Brion's absence this week, this memorandum provides you with additional background on how the FIA has evolved.

The Bohannon Organization originally retained Brion & Associates to prepare an FIA when it was considering an earlier version of the project. Brion & Associates worked with City staff to review and discuss the assumptions, approach, and methodology for the initial version of the FIA in 2004. Staff provided various data for the FIA and reviewed the FIA, offering detailed comments and edits. As a result of the 2004 review, Table A-12 in Appendix A, which documents the source of each assumption used in this analysis and referenced by table number and subject, was added to the report. In 2004, City staff from the Planning Department, the Finance Department, and the City Manager's Office participated in the preparation of this report; they indicated that the methodology used in the FIA seemed appropriate and the assumptions appeared reasonable.

Since 2004, Brion & Associates has continued to work with City staff and the Bohannon development team to update and revise the assumptions and methodology used in this report. In 2005, the City hired Conley Consulting Group to conduct a peer review of the 2005 version of the FIA. The 2007 draft of the FIA incorporates comments and suggested changes based on that review. The Bohannon Organization also recently hired PKF Consulting to conduct an independent hotel market study of the proposed project. The PKF hotel market study provides the basis of hotel assumptions used in the FIA analysis and confirms that Marriott's estimates of revenue and rates are appropriate and reasonable. Also, for the 2007 FIA, Brion & Associates prepared a Fitness Club Market Analysis which evaluates the market demand for a new fitness center and spa in Menlo Park.

Feel free to contact me with any questions or concerns. Also, Joanne Brion should be returning to her office next week, in case you have questions for her.



Conley Consulting Group

JUNE 15, 2007

Ms. Arlinda Heineck
Director of Community Development
City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025-3483

Re: Peer Review, Fiscal Evaluation

Dear Ms. Heineck:

Conley Consulting Group (CCG) is pleased to submit this proposal to provide peer review services with regard to a developer-generated fiscal review analysis for proposed development of two sites on Independence Drive and Constitution Drive.

In 2006, CCG submitted a peer review of the fiscal impact report prepared for the owner of the same site. Since that time, the project plans have been substantially modified, and a new fiscal impact assessment has been prepared by the same consultant that performed the previous study. I also understand that the fiscal impact consultant was aware of the previous CCG peer review and has responded to the issues raised in that previous effort.

This proposal is for a review of the current fiscal impact assessment for the revised project. CCG is pleased to have the opportunity to be of assistance to Menlo Park in this important project once more.

A. Scope of Work

Task 1. Project Initiation

Review relevant documentation provided by City Staff, including the new development plans and fiscal impact assessment document for the revised plans.

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Task 2. Review Revenue and Cost Assumptions

CCG will review the underlying assumptions driving the revenue and fiscal cost generation portions of the current Brion study for reasonableness, identifying areas of risk and concern to the City. Our findings will be summarized in tabular and narrative form.

Task 3. Prepare Draft Report

CCG will prepare a brief technical memorandum summarizing our findings, and drawing conclusions on the overall reasonableness of the conclusions of the Brion report for the three alternatives. We will provide an opinion on the nature and extent of any probable areas of concerns in the current Brion report findings.

Task 4. Prepare Final Report

CCG will respond to comments on the draft report, and prepare a final report suitable for public distribution as a companion to the Brion report (e.g. it is not intended as a stand alone analysis).

B. Schedule and Fee

The services above can be completed within 3-5 weeks of contract authorization and the date of the kick-off meeting.

The fee for these services will be billed on a time and materials basis up to a maximum of \$5,000. It is quite possible that total services for this effort will be less than this maximum, since many of the findings and analysis of the previous peer review will apply to this effort. Extra services, including additional meetings or coordination with City officials, will be performed on a time and materials basis. Our current billing rates are attached.

Thank you for requesting this proposal. As always, we appreciate the opportunity to be of assistance to Menlo Park once more.

Very Truly Yours,

Conley Consulting Group

Denise E. Conley
Principal

Attachments: 2007 CCG Billing Rates

Statement of Qualifications

for

Real Estate Economics Advisory Services

FEBRUARY 2007





Conley Consulting Group
Statement of Qualifications

Firm Background



Conley Consulting Group

Conley Consulting Group (CCG) was formed in February 2001 to provide clients with advisory services in the areas of real estate economics, economic development, and development strategy. CCG provides clients with the benefits of twenty-five years of consulting experience in a small-firm environment that affords more personal attention to clients' individual concerns.

Prior to forming CCG, Denise Conley was principal in charge of consulting assignments for a large real estate consulting firm specializing in public-private partnerships, asset management, and economic development throughout the western United States.

Since 1979, Ms. Conley has served over 200 clients, many of whom have returned with multiple project assignments spanning many years. Since February 2001, CCG has grown to a staff of five and is now serving clients in California cities ranging from Mill Valley to Montebello. To date, CCG has supported over 60 clients in negotiating transactions with combined valuation in excess of \$2 billion.

The attached qualification materials describe the firm's experience in specific service areas.

CCG's services include:

- Developer Solicitation and Selection
- Developer Negotiations
- Documentation of Public-Private Transactions per Section 33433 of the Redevelopment Law
- Retail Strategy
- Redevelopment Implementation Plans
- Fiscal and Economic Impact Analysis
- Affordable Housing
- Economic Development Strategy
- Retail and Neighborhood Revitalization
- Market Analysis
- Valuation
- Asset Management
- Development Strategy
- Strategic Planning for the Built Environment
- Expert Witness

CCG is an Oakland-based minority- and woman-owned firm.

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Conley Consulting Group
Statement of Qualifications

Selected Client List



**Cities and
Redevelopment
Agencies**

Alameda
American Canyon *
Cathedral City
Clayton
Citrus Heights *
Compton
Daly City
Davis
East Palo Alto *
El Cerrito *
El Paso De Los Robles
Emeryville *
Eureka *
Fairfield
Flagstaff, AZ *
Fremont
Half Moon Bay
Hayward
Henderson, NV
Hesperia
Hercules
Hollister
Lincoln
Livermore
Marin City *
Menlo Park *
Mill Valley *
Milpitas *
Monterey
Montebello *
Morgan Hill *
Mountain View *
Napa
Oceanside
Oakland *
Pacifica
Pinole *
Portland, OR
Redwood City
Reno, NV
Richmond, CA *
Richmond, VA
Rodeo *
Rohnert Park *
Rolling Hills Estates
Sacramento *
San Fernando *

San Francisco *
San Jose
San Leandro *
San Mateo *
San Rafael *
San Ramon
Santa Clarita *
Santa Rosa
South San Francisco
Stockton *
Sunnyvale *
Vacaville *
Walnut Creek
Watsonville
West Sacramento

**Other Government
Agencies**

Alameda County *
Clackamas County, Oregon
Contra Costa County *
Sacramento County
San Bernardino County

Port of Oakland *
Port of San Francisco

The Presidio Trust *

Oakland Unified School District *
Peralta Community College
District
Richmond Unified School
District
Riverside Community College

Bay Area Rapid Transit District
(BART)
California Transportation
Commission (Caltrans)

Centre City Development
Corporation, San Diego
Portland Development
Commission
Sacramento Downtown
Department
Southeast Economic
Development Corporation of
San Diego

Capital Area Development
Authority
Oakland Base Reuse
Authority*
San Francisco Planning
Department
Sacramento Office of
Parks & Recreation
Sacramento Convention
Center *
Western Division Naval
Facilities Engineering
Command

**Developers and
Corporations**

Aetna Property Services
BUILD West Oakland *
Dreyer's Grand Ice
Cream
Fillmore Development
Associates *
Ford Motor Land
Development
Corporation
AKT Development
Corporation
C&L Financial
Corporation
Catellus Development
Corporation
DBO Development Co.
Handsome Properties
HFH, Ltd. *
JAE Properties
J Branch Development *
Jordan Real Estate *
Los Angeles Bonaventure
Company
McCormack Baron
Salazar *
Mission West Properties
Peregrine Real Estate
Group
Perini Land and
Development Company
Scandinavia Center, Inc.
Teichert Properties
Terranomics *
WDG Ventures *



**Non-Profit
Organizations**

Bay Area Council
Berkeley Repertory
Theater
BRIDGE Housing
Corporation *
California State
Automobile Association
Delta Dental Plan of
California
EAH, Inc.*
Mission West Valley
Foundation
Music Center of Los
Angeles County
Protection & Advocacy
Inc. *
San Francisco Housing
Development Corp. *
USC Real Estate
Development Corp.

Attorneys-At-Law

Crosby, Heafy, Roach &
May
Goldfarb & Lipman *
Holliman, Hackard &
Taylor
Kennedy & Wasserman
Meyers, Nave, Riback &
Wilson *
McDonough, Holland &
Allen
Thelen, Marrin, Johnson &
Bridge
Wendel Rosen Black &
Dean

EDAW
EIP Associates
ELS/Elbasani & Logan
Architects

Other Professionals

BMS Design Group *
Cannon Design Group
C. David Robinson
CH2M Hill
DKS Associates
Fandel Real Estate *
Field Paoli Architects *
Freedman, Tung &
Bottomley *
Kaplan/Mclaughlin/Diaz
Karsten Realty Advisors
Katz Hollis, Inc.
KDG Development
ICF Kaiser Engineers
The Legaspi Co.
Mack 5 *
Moore Iacofano Goltsman
The Planning Collaborative
Polshek & Partners
ROMA Design Group
RTKL
Sedway Cooke Associates
Seifel Associates *
Simon Martin-Vegue
Winkelstein Morris *
Skidmore, Owings and Merrill
WDG Ventures, Inc. *
Wilbur Smith & Associates