

Proposal for

# THE CITY OF MENLO PARK



## El Camino Real/Downtown Visioning Plan

*Submitted by*

**DYETT & BHATIA**  
Urban and Regional Planners

October 24, 2007



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Thomas Rogers  
Associate Planner  
Community Development Department  
City of Menlo Park  
701 Laurel Street  
Menlo Park, CA 94025

Dear Mr. Rogers:

The City of Menlo Park is embarking on a community visioning process for the El Camino Real corridor and Downtown. Dyett & Bhatia has been working in Menlo Park over the past year on the history of planning for the area, a peer communities comparison, and commercial and industrial zoning. In this proposal we describe how we would continue working with the City to carry out the visioning process, drawing on our expertise in community outreach, planning, urban design, and zoning.

Our strengths include:

- **Experience and Innovation in Public Participation:** Dyett & Bhatia has great deal of expertise in conducting community outreach. We have been conducting visioning processes related to land use and future development for 30 years. Our public participation efforts have received awards from the American Planning Association. We use a wide variety of techniques for public participation, always tailored specifically to the project and the political decision-making process of the community. We have used one-on-one interviews, community workshops with small group discussion sessions, open houses, mobile workshops, youth outreach in schools, newsletters, surveys, and interactive web-sites.
- **Extensive Menlo Park and Peninsula Experience.** Besides work for the City of Menlo Park on the commercial and industrial zoning and the initial phase of the visioning process, our recent work includes projects for several other San Mateo County cities, including South San Francisco, San Bruno, Brisbane, and Belmont. We recently completed research and a tour of peninsula cities' downtowns and recent development along the El Camino Real corridor.
- **Senior Staff Skilled at Consensus Building:** Senior staff with unique skill-sets would be managing this project. The proposed principal for this project, Leslie Gould, has more than 25 years of public sector planning experience; most recently as Planning Director for City of Oakland. Ms. Gould has handled public participation processes to resolve difficult community issues: an affordable housing task force in San Leandro; the creation of an industrial/residential transition zone in West Oakland; and development standards for hillside residential development, where homeowners and contractors/architects were deeply divided. She is currently leading D & B's work on a new Downtown Plan for the City of Phoenix and revised downtown regulations for the City of Belmont. Ms. Gould would work closely with Mr. Dyett on this assignment.

- **Understanding of the Technical Issues Involved.** Because Dyett & Bhatia has prepared general plans, area plans, and zoning ordinances, we can be much more than just facilitators for the visioning process. We have a deep understanding of all the issues related to redevelopment, downtown plans, and urban design – from traffic mitigation, density debates, and design criteria to details of land use regulations, streetscape improvements and Housing Element updates. We can help find consensus around the specific issues by providing a realistic range of concrete choices to stakeholders.

We are committed to creative, quality work. Our work has received seven awards in the last eight years from the American Planning Association. We urge reviewers to ask our references about the quality of our work, our community outreach skills, and our responsiveness and ability to meet time schedules.

This proposal is effective for 90 days. We look forward to hearing from you.

Cordially,

Leslie Gould  
Principal

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# I Project Understanding and Approach

This section provides an overview of our approach to preparing a Vision Plan for the El Camino Real corridor and the Downtown Santa Cruz Avenue area. The approach is based on our understanding of City Council direction, as well as recent work our firm has completed, including reviews of commercial zoning, history of the City’s planning efforts, and case studies of peer communities. Dyett & Bhatia is also currently preparing an analysis of medical office uses. Section 2 provides the Scope of Work. Section 3 shows the proposed schedule and budget. Key personnel are described in Section 4. Profiles of projects that illustrate Dyett & Bhatia’s relevant experience are included in Section 5. Appendices are attached that describe the firm’s qualifications and provide resumes of key personnel.

## **I.1 PROJECT UNDERSTANDING**

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The City of Menlo Park has been thinking about the future of the El Camino Real corridor and Downtown extensively for the past ten years. A number of studies have been commissioned related to topics such as smart growth, parking, housing, transportation, and potential railroad grade separation projects. Many people have participated in these planning processes—residents and business owners are passionate about the character of their community and protecting the wonderful quality of life they enjoy. The City Council has requested that a four to six month community visioning and planning process be conducted, with the objective of producing a clear and succinct Vision Plan. This plan will be the foundation for a subsequent Specific Plan and EIR.

The El Camino Real corridor is beginning to change. A number of auto dealerships have recently relocated, leaving several vacant buildings on large parcels with abundant parking lots. In addition to concerns about the fiscal impacts for the city, there are imminent questions about what the future uses of those sites should be. There is strong market interest in building housing or medical offices. Businesses want to see changes in land use regulations and the development review process to allow those uses. However residents are very concerned about changing the character of the community. Residents want to enjoy active restaurants, retail, and service uses, and want to see some renovation of older sites; yet they are wary of impacts related to new development, such as additional traffic and school overcrowding. City policies express goals for new housing and for economic development, and yet zoning has strict limits related to land use, building volume, and traffic generation. The Vision Plan will help the City Council make decisions about these competing goals.

Downtown is a successful and attractive pedestrian area that provides a “heart” for the Menlo Park community with shopping, services, and restaurants. Concerns have been raised about the adequacy of parking, whether housing is appropriate Downtown, the connection to the train station and the relationship between Downtown and El Camino Real. A parking structure study has been completed, but the City has not moved forward with that idea or other potential parking strategies. Several sites have been proposed to include housing. While housing is encouraged by City policies, it raises further concerns about parking and other issues. Additional enhancements to the public realm have been suggested in previous planning efforts, including some very creative ideas for a potential railroad grade separation and plazas connecting the train station area to Downtown explored in the AIA charrette.

The overarching goal of the project should be to build a community consensus about the long-term vision for these two areas, and specific actions the City will take over the next several years.



Vacant auto dealer site (left).

Auto dealer site; tentative lease with electric car manufacturer Tesla (right).



Older buildings on El Camino Real on small sites with limited parking (left).

1600 El Camino Real – a recently completed office project (right).



888 Santa Cruz, A recent two story building in Downtown (left)

Public Parking Lot south of Santa Cruz in Downtown (right).

## **I.2 OVERALL APPROACH**

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### **Creative and Engaging Community Process that Builds Consensus**

The proposed approach involves a broad spectrum of the community in ways that are meaningful, creative and engaging. We have outlined a community outreach process that educates the community and also engages them in a constructive dialogue, gradually building a consensus about recommendations as the project progresses. The scope of work include: a kick-off event with a walking tour, stakeholder interviews; two speaker series events on key issues outlined by the City Council subcommittee; a mobile workshop along El Camino Real in other peninsula cities; and several community meetings with small group discussions. The community outreach program will be refined based on consultation with City staff and the City Council subcommittee.

### **Clear Focus**

The scope of the project should be focused on the key issues identified and the decisions the City Council will need to make over the next several years. There are specific issues which have been raised by citizens, property owners, businesses, and other public agencies.

- What types of land uses should be allowed on El Camino Real, beyond those already permitted? Should housing or medical offices be permitted?
- What type of review process should be required for new businesses and new development? The City Council has embraced goals for economic development, which may or may not include changes to the project review process.
- What types of building form and building design regulations should be in place? Should existing regulations be modified to encourage or prohibit certain types of buildings?
- What types of street design improvements or public plazas should be constructed?
- What types of improvements should be made to improve auto and pedestrian circulation?
- What changes should be made to existing parking downtown? Should changes be minor operational changes such as revising parking time limits, or should the City move forward to consider a new parking structure?
- What actions should be taken relative to the proposed Caltrain line improvements and the potential grade separation?

### **The Physical, Social, and Economic Realities of Menlo Park**

The project needs to prepare useful information about the detailed physical, social, and economic realities of the study area. What are the lot sizes and lot depths along the El Camino Real corridor? How many lots may actually change in the next 20 years on El Camino and in Downtown, what are their existing uses, and where are these lots located? What are the housing needs identified in the City's General Plan, and can those needs physically be accommodated El Camino or in Downtown and still retain the City's character? What are the economics associated with potential new development for housing, retail, and office in Menlo

Park? How many new trips might be generated by potential new uses on sites that may be developed?

### **Big Picture Vision, Grounded in Economic Realities**

Visioning involves creative thinking about what El Camino Real and Downtown should be like in twenty years, for the next generation, and how to make it an even better place for the Menlo Park community. At the same time, that vision needs to be informed by economic realities. Discussion should consider different alternative futures for El Camino Real and for Downtown. Downtown can remain a retail and dining district, or it can become a downtown neighborhood that includes housing, or it could become a downtown that includes a significant amount of small office uses. Land use decisions could focus the area in different directions, such as:

- Shopping, Dining, and Services Corridor - similar to what exists, with low scale buildings and surface parking;
- Green Alley – an office corridor of green businesses, with retail and service uses intermixed;
- Medical Office Corridor – a corridor related to the world-class medical facilities of Stanford, with retail and services intermixed; or
- Mixed Use Boulevard - Retail with Housing Above to meet the City's housing needs

Visioning should also include a discussion of public spaces – streets, plazas, and parks – and what could be done to improve existing spaces or add new ones.

### **Concrete Choices**

As the project progresses, the community and decision-makers need to focus on concrete choices. Specific options should be developed, related to land use, project review process, streetscape improvements, parking, and other key issues identified. The community should debate the choices and develop recommendations. Typically the choices relate to competing goals. For example, there may be a desire to see new green businesses or restaurants on El Camino Real, but there may need to be some greater amount of development allowed, or a more streamlined development review process to attract those uses.

## **Working Graphically**

We work graphically, using more drawings and fewer words. We believe strongly that depicting information graphically with maps and images makes the work more easily understood, more engaging, and more concise. Our reports rely heavily on graphic components, using colored maps, aerial photos (colored and annotated), photos, graphics, visual simulations, etc. Dyett & Bhatia provides detailed maps and drawings to depict alternative strategies, and photos and renderings to show what growth or change would really look like. We have extensive in-house graphics staff with strong GIS, graphics, and modeling capabilities that allows us to prepare high-quality graphic material.



*Corridor Photo Simulation – Before and After*

## **Learning from Real Places**

We also stress learning from real places. A key part of our approach is to show people what the future would look like under different scenarios, using photos of real built places, photo simulations, as well as illustrations. We have proposed a mobile workshop, to look at other segments of El Camino and downtowns in nearby peninsula cities. The tour gives the community, staff and decision makers' ideas about what they might like for Menlo Park and strategies they want to avoid.



*Walking Tour*

## **Emphasis on Implementation**

At Dyett & Bhatia we truly believe that implementation is integral to the planning process, not an afterthought. Implementation ensures that the outcomes of the process are effective – by programming public improvements and guiding private development. Our considerable experience writing zoning and development regulations informs practical planning documents that effectively achieve community goals. This experience also allows us to better define the concrete choices the community will be discussing.

### **I.3 COMMUNITY PARTICIPATION AND VISIONING**

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The proposed approach to community participation and visioning uses a variety of different types of meetings and other tools in a cohesive process that builds consensus. The process involves extensive community education through field trips, mobile workshops, a speaker series, plus community discussion and debate in community meetings. Discussion at meetings is typically done in small groups so there is a dialogue among different perspectives; and then small groups share their conclusions with the full group attending the meeting. The proposed process builds on recommendations from the City Council subcommittee by including a speaker series on the topics they recommended earlier in the year. We have shown the process as a full community process, listing all the community meetings as “workshops.” However if the City Council decides to set up a working group, then we recommend that two of the workshops be for the full community, and the rest of the workshops and speaker series events be for the working group.

#### **I. Kick-Off**

The purpose of the kick-off phase is to invite participation and get people engaged and interested.

- **Newsletter.** The newsletter is distributed widely, ideally mailed to all Menlo Park households. It describes the project, provides background information, and invites people to participate.
- **City Website.** A link on the City home page provides an on-line way to get information about the project and send comments to the City.
- **Personal Outreach.** The City Council may establish a working group, or could decide to conduct a community process open to any interested parties. In order to engage residents that are not typically involved in planning issues, we recommend a personal outreach approach. City Council members, Planning Commission members, and/or City staff would be asked to recruit participants for the project, drawing on friends, neighbors, teachers, and others that would be willing to serve. Participants would be asked to attend all five workshops through the six month timeframe of the project. In this way, the community process includes residents who represent the broader general interests of the City, in addition to stakeholders who have a particular interest.
- **Community Kick-off Event - Introduction and Walking Tour.** Conduct a community kick-off event that introduces participants to the project, and involves a walking tour on El Camino Real and Santa Cruz Avenue. Ask participants to identify what they would like to see change, and what should stay the same.

#### **2. Visioning**

During the visioning process, different potential futures for the El Camino Real corridor and Downtown are explored in different venues.

- **Stakeholder Interviews.** Community leaders, property owners, businesses, and boards and commission members are interviewed in small groups of one to three people, to understand the different viewpoints in a candid informal setting and to identify “deal breaker” type of issues.

- **Mobile Workshop to Other Peninsula Cities.** Conduct a bus tour of other nearby peninsula cities, looking at development along El Camino Real and the Downtowns. Look at different types of overall strategies to address key issues such as streetscape design, parking, grade crossings, land use, and building form. Conduct a discussion about examples that people perceive as positive and negative, and lessons learned for Menlo Park.
- **Speaker Series – Land Use Economics and Different Potential Scenarios.** Invite a panel of speakers to talk about the economics of different land uses and potential future scenarios. Allow time for comments at the end from the working group and community participants.
- **Community Visioning Workshop.** Conduct a workshop focusing on long-term opportunities for El Camino Real and Downtown. Summarize research, community input received to date, and key information from the speakers' panels. Design a series of visioning exercises (for example, writing headlines for a special 2025 issue of *Time* magazine, focusing on Downtown and the El Camino corridor, small-group discussions of issues and options, and mapping exercises) to ascertain the community's desires for its future, as well as perspectives on specific planning issues affecting El Camino Real and Santa Cruz Avenue

### **3. Alternatives and Choices**

The purpose of this phase is to identify alternative ways to address the issues and achieve the desired vision, both for El Camino Real and for Downtown. Many issues will be discussed in different forums, including types of businesses desired, locations where housing should be allowed, parking strategies, building form and design, and public space improvements such as street landscaping or plazas.

- **Speaker Series – Parking and Transportation.** Invite a panel of speakers to talk about transportation issues and options for addressing parking issues. Allow time for comments at the end from community participants.
- **Optional Task - Community Survey.** Design a postage prepaid mail-in survey to solicit comments on the land use, development opportunities and other salient planning issues, visions and priorities for the El Camino Real corridor and Downtown area.
- **Community Workshop – Alternatives and Choices.** Conduct a community meeting that focuses on alternative ways to address the issues and achieve the desired vision, both for El Camino Real and for Downtown. Discuss types of businesses desired, locations where housing should be allowed, parking strategies, building form and design, and public space improvements such as street landscaping or plazas. Conduct the discussion in small groups, and encourage discussion about competing goals and how priorities should be set. Examine what kind of trade-offs the community is willing to make.
- **City Council Work Session.** Present the summary of community input and key background information. Discuss the overall vision, key issues, alternatives, and concrete choices that will come before them as part of the Vision Plan.

#### **4. Recommendations and Draft Vision Plan**

This phase focuses on potential City actions and choices.

- **Community Workshop - Recommendations.** Conduct a community workshop that focuses on areas of consensus and recommendations. Describe specific City actions that could be undertaken to address key issues and achieve the vision, and ask participants to vote or prioritize specific options. Examine what kind of trade-offs the community is willing to make.

#### **5. City Council Review and Final Vision Plan**

- **City Council Review.** Present the community recommendations and the Draft Vision Plan. The discussion would be focused on the vision statements, recommendations, and next steps.

### **I.4 FINAL PRODUCTS – VISION PLAN AND PHASE II WORK PROGRAM**

#### **Vision Plan**

The Vision plan will be a concise document with extensive graphic to describe the visioning process, conclusions, and recommendations. Following is a proposed outline.

- Description of the Vision Process with the Community
- Background Information and Key Findings
- Community Vision – Key Issues and Themes
- Vision Statements for El Camino Real and Downtown
- Key Issues and Recommendations
- Next Steps. These could include a specific plan, General Plan amendments, Zoning Code amendments, capital projects, a new traffic model, or other relevant items.

#### **Phase II Work Program.**

Prepare a work program that will serve as a comprehensive roadmap to preparing the Phase II Specific Plan for Downtown and the El Camino corridor. This work program will be issue-oriented, reflecting findings of the Vision Plan. Evaluate whether a “Specific Plan” as defined in the Government Code is the most appropriate for Phase II; compare the pros and cons and relative costs of a Specific Plan with an Area Plan, Corridor Plan or Design Plan. An Administrative Draft of the work program will be prepared for staff review; following staff comments, the work program will be finalized for distribution to decision-makers by staff. The Phase II Work Program may be included as an Appendix to the Strategic Plan or be designed as a separate stand-alone document.

## 2 Scope of Work

The following describes the tasks proposed by Dyett & Bhatia to complete the project described in the request for proposals. The scope of work will be modified based on discussions with City staff and the City Council subcommittee. We have shown the process as a full community process, listing all the community meetings as “workshops.” However if the City Council decides to set up a working group, then we recommend that two of the workshops be for the full community, and the rest of the workshops and speaker series events be for the working group.

### **TASK I: KICK-OFF**

*The kick-off for the project involves researching background information; meeting with City staff; and preparing the detailed community participation process. An engaging kick-off event is held to introduce the community to the project and begin an interactive dialogue about the vision and key issues.*

- A. **Review Existing Plans and Regulations; Reports; and Pending Development Proposals.** Review existing plans and the analysis of those plans. Obtain any maps or GIS layers not already provided to D&B. Obtain data available about vacant and underutilized sites within the study area, including assessed valuation; and also development proposals pending. Dyett & Bhatia is already very familiar with Menlo Park based on the field work, commercial zoning analysis, and the research and report on the history of planning for the area.
- B. **Kick-Off Meeting with City Staff.** Participate in a half-day work session with City staff on current planning issues, Council concerns and priorities, and the proposed community participation program. This work session will include review of the proposed process for stakeholder interviews, the kick-off event, mobile workshop, speakers’ panels, the working group, and the community workshops. Provisions for website postings and newsletter distribution will also be discussed. Review the field tour notes and discuss any updated information or insights. Summarize the community participation program in a memo.
- C. **Field Trip with Staff.** During a walking field trip with City staff, discuss pending development proposals and other sites that may change during the next 20 years. City staff can provide any updated information related to the previous field tour notes. Also discuss how the walking tour for the kick-off event should be structured. (This can be part of the kick-off meeting.)
- D. **Establish Working Group and/or Personal Outreach to Community Members.** The City Council may establish a working group, or could decide to conduct a community process open to any interested parties. In order to engage residents that are not typically involved in planning issues, we recommend a personal outreach approach. City Council members, Planning Commission members, and/or City staff would be asked to recruit participants for the project, drawing on friends, neighbors, teachers, and others that would be willing to serve. Participants would be asked to attend all six meetings through the six month timeframe of the project. In this way, the community process includes residents who represent the broader general interests of the City, in addition to stakeholders who have a particular interest.

- E. **Newsletter.** Prepare a newsletter introducing the project to the community and inviting their participation in community meetings.
- F. **Website.** Establish protocols for posting materials about the project on the City website.
- G. **Community Kick-Off Event – Introduction and Walking Tour.** Conduct a community kick-off event that introduces participants to the project, and involves a walking tour on El Camino Real and Santa Cruz Avenue. Begin at a meeting location in the Downtown area, explaining the purpose of the project, giving a brief history of studies completed, and outlining key issues. Conduct the tour on a Saturday morning.
  - a. The tour would also be designed to further the community’s understanding of issues and land use concepts that the City Council wants addressed in the El Camino Real corridor and Santa Cruz Avenue area. At the conclusion of the walking tour, participants would reconvene and, in small groups, summarize their observations. Results would be documented for use in a follow-up community workshop on visioning concepts and goals for the corridor.
  - b. Prepare a handout that enables participants to observe and record their comments that will help frame the discussion of the key issues and vision. The guidebook would contain questions to participants to record their impressions for area(s) they walk – positive and negative attributes, issues, and opportunities for the future; ideas for implementation strategies – and include blank space for recording of comments. For example, participants might be asked to identify a building or use that they find attractive.
  - c. As an alternative option, the handout could be designed as a self-guiding tour and made available to City staff for general distribution to the public and publication on the City website. If the guidebook is prepared as a stand-alone option, it would be distributed with a deadline for returning comments but survey results would not be tabulated or quantified in the summary report.

**Meetings:** *Kick-Off meeting with City Staff*  
*Community Kick-Off Event – Walking Tour*

**Products:** *Community Participation Program Summary Memo*  
*Background Materials and Handout for Community Kick-Off Event*

## **TASK 2: VISIONING**

*Dyett & Bhatia will conduct a series of different types of meetings to explore the community’s vision for the Downtown and the El Camino Real corridor. Dyett & Bhatia will also work with City staff to keep community members informed about the visioning process through postings on the City’s website and media outreach. Dyett & Bhatia can provide staff with project materials for presentations to local community groups.*

- A. **Stakeholder Interviews.** Stakeholders could include business and property owners, realtors, developers, design professionals, City board and commission members, and representatives of neighborhood and community associations. Council members may also be included if appropriate. Interviews are conducted to understand major issues and “deal breakers”, in a candid informal setting. D&B will prepare for and participate in one day of stakeholder interviews. City staff will be responsible for identifying and coordinating

interviews with stakeholders. With concurrent small group interviews in two or more rooms, up to 30 stakeholders could participate in this process. Issues identified by stakeholders will be classified and sorted to identify common themes and shared concerns. To maintain anonymity, comments will not be attributed to specific participants or groups of participants. Prepare a final “punch list” of issues based on the stakeholder interviewing. Revise based on staff comment.

- B. **Meeting with City Staff.** Discuss stakeholder interview results and planned route and destinations for the mobile workshop. This meeting could be a conference call by phone or in person.
- C. **Mobile Workshop to Other Peninsula Cities.** Conduct a bus tour of other nearby peninsula cities, looking at development along El Camino Real and the Downtowns. Look at different types of overall strategies to address key issues such as streetscape design, parking, grade crossings, land use, and building form. Look at specific examples of recent development. Prepare a tour booklet of sites to be visited that includes photos. At the end of the tour meet conduct a discussion about examples that people perceive as positive and negative, and lessons learned for Menlo Park. This could alternatively be carried out as a community workshop using photos, but actual visits to the locations are much more engaging for participants and elicit much more specific feedback. They also provide a common set of reference points and examples that people refer to throughout the rest of the study. (This session can be open to the community at large, or can be conducted just with the working group.)
- D. **Speaker Series – Land Use Economics and Different Potential Scenarios.** Invite a panel of speakers to talk about the economics of different land uses and potential future scenarios. Include panelists that can present the viewpoints of economists, businesses, developers, and brokers. The findings from the medical office analysis being prepared by Dyett & Bhatia (under a separate contract) will also be presented. Allow time for comments at the end from community participants. City staff will organize the meeting. Dyett & Bhatia will assist with selection and outreach to speakers. (This session can be open to the community at large as other sessions have been, or can be tailored to be part of a working group meeting.)
- E. **Meeting with City Staff.** Discuss conclusions and findings about land use economics, and the structure for the visioning workshop. This meeting could be a conference call by phone or in person.
- F. **Visioning Workshop.** Conduct a visioning community workshop focusing on long-term opportunities for El Camino Real and Downtown. Summarize research, community input received to date, and key information from the speakers’ panels. Design a series of visioning exercises (for example, writing headlines for a special 2025 issue of Time magazine, focusing on Downtown and the El Camino *corridor*, small-group discussions of issues and options, and mapping exercises) to ascertain the community’s desires for its future, as well as perspectives on specific planning issues affecting El Camino Real and Santa Cruz Avenue. (*This session would be for the community at large.*)
- G. **Community Input Summary Memo.** Prepare a memo summarizing the key themes from the stakeholder interviews, mobile workshop, and the visioning workshop.

**Meetings:** *Stakeholder Interviews*  
*Meetings with City Staff (2)*  
*Mobile Workshop to Peninsula Cities*  
*Speaker Series – Land Use Economics and Potential Future Scenarios for ECR and Downtown*  
*Community Visioning Workshop*

**Products:** *Community Input Summary Memo*

### **TASK 3: ALTERNATIVES AND CHOICES**

*The focus of this task is to identify alternative ways to address the issues and achieve the desired vision, both for El Camino Real and for Downtown. Many issues will be discussed in different forums, including types of businesses desired, locations where housing should be allowed, parking strategies, building form and design, and public space improvements such as street landscaping or plazas. Part I of the Vision Plan will be drafted, summarizing the community visioning process, key background information, and the key themes of the input from the community.*

- A. **Speaker Series/Working Group – Parking and Transportation.** Invite a panel of speakers to talk about transportation issues (particularly traffic congestion since that is a major community concern), and options for addressing parking issues. Include panelists such as traffic engineers, transportation consultants, and City staff with relevant expertise. Allow time for comments at the end from community participants. City staff will organize the meeting. Dyett & Bhatia will assist with selection and outreach to speakers. (This session can be open to the community at large as other sessions have been, or can be tailored to be part of a working group meeting.)
- B. **Meeting with City Staff.** Meet with City staff to discuss alternatives for addressing key issues and achieving the vision; and how discussion will be conducted at the community workshop (or working group meeting.) This meeting can be in a phone conference or in person.
- C. **Optional Task - Community Survey.** Design a postage prepaid mail-in survey to solicit comments on the land use, development opportunities and other salient planning issues, visions and priorities for the El Camino Real corridor and Downtown area. The goal would be approximately 400 completed responses. D&B will work with the City to develop and refine the survey instrument. The survey packet will contain a letter from the City that introduces the survey, as well as the actual survey instrument and an addressed return label to the City. The City would be responsible for printing and mailing; D&B would compile survey responses and do the statistical analysis and reporting of the results.
  - a. At this point, we envision the survey as an 8.5 x 11-inch two-page survey (printed back-to-back), and a return #10 envelope, which is pre-stamped and pre-addressed. The survey would include 6 or 7 questions with pre-coded responses (e.g. what building heights do you support?), 2 or 3 open-ended questions (what do you like most about Downtown Menlo Park; what do you think is the most important thing that should be done in Downtown Menlo Park or on El Camino?) and demographic questions (age, employment status, residence location, length of time living in Menlo Park, etc.).

- b. An alternative to the mail-in survey would be an intercept survey conducted in the Downtown and at locations in the El Camino Real corridor. The goal of this survey would also be 400 completed responses based on a series of 10 to 15-minute interviews conducted in six four-hour shifts at different times and on different days of the week.
- D. **Community Workshop – Alternatives and Choices.** Conduct a community meeting that focuses on alternative ways to address the issues and achieve the desired vision, both for El Camino Real and for Downtown. Discuss types of businesses desired, locations where housing should be allowed, parking strategies, building form and design, and public space improvements such as street landscaping or plazas. Conduct the discussion in small groups, and encourage discussion about competing goals and how priorities should be set. Examine what kind of trade-offs the community is willing to make. (This session can be open to the community at large, or can be conducted just with the working group.)
- E. **Summary of Community Vision for El Camino Real and Downtown (Vision Plan Part 1.)** Results from the various methods of community outreach will be compiled into a draft summary that reflects the community’s vision of its future, to be incorporated into the Vision Plan. An administrative draft will be provided for City staff review, and staff comments will then be incorporated into a final version. The final version will serve as Part 1 of the Vision Plan document, and will include:
- Description of the Vision Process with the Community
  - Background Information and Key Findings
  - Community Vision – Key Issues and Themes
- F. **City Council Work Session.** Hold a work session with the City Council. Present the summary of community input and key background information. Discuss the overall vision, key issues, alternatives, and concrete choices that will come before them as part of the Vision Plan.

**Meetings:** *Speakers Panel – Transportation and Parking*  
*Meeting with City Staff*  
*Community Workshop – Alternatives and Choices*  
*City Council Work Session*

**Products:** *Vision Plan Part 1*  
*Memo to City Council on Key Issues and Choices*

#### **TASK 4: RECOMMENDATIONS AND DRAFT VISION PLAN**

*The focus of this task is to identify areas of consensus and develop recommendations for moving forward. Part II of the Vision Plan will be prepared, including vision statements for El Camino Real and Downtown as well as recommendations.*

- A. **Meeting with City Staff.** Discuss City Council feedback and direction, and potential recommendations to be discussed at the community workshop.
- B. **Community Workshop - Recommendations.** Conduct a community workshop that focuses on areas of consensus and recommendations. Summarize community input to date and City Council feedback. Address competing goals and priorities. Describe specific City actions that could be undertaken to address key issues and achieve the vision, and ask participants to vote or prioritize specific options. Topics to be covered would include land use, development standards for buildings, capital improvement projects, and others that have come out of the community process. Examine what kind of trade-offs the community is willing to make. (This session would be for the community at large.)
- C. **Vision Plan – Part II.** Prepare Part II of the Vision Plan which describes the overall vision for El Camino Real and Downtown; and then the key recommendations
  - Vision Statements for El Camino Real and Downtown
  - Key Issues and Recommendations
  - Next Steps. These could include a specific plan, General Plan amendments, Zoning Code amendments, capital projects, a new traffic model, or other relevant items.

An Administrative Draft of the Vision Plan will be prepared for staff review, and following staff comments, the Vision Plan will be finalized for distribution to the public and decision-makers by staff. The Vision Plan will include Parts I and II compiled into a single document. As proposed, the Vision Plan would be a planning study and would not, therefore, be subject to environmental review. The City would be responsible for all printing expenses. Dyett & Bhatia will deliver two complete paper copies, an electronic version on a CD suitable for printing and posting on the City website.

**Meetings:** *Meeting with City Staff*  
*Community Workshop - Recommendations*

**Products:** *Vision Plan for Downtown and the El Camino Real corridor -*  
*Administrative Draft and Public Review Draft*

## **TASK 5: CITY COUNCIL REVIEW AND FINAL PLAN**

*During this task the City Council will meet to review the Draft Vision Plan and provide direction. The Vision Plan will be revised to reflect their comments and direction. A work program will be prepared, outlining next steps for Phase II.*

- A. **City Council Workshop.** Conduct a workshop with City Council to present the Draft Vision Plan. The discussion would be focused on the vision statements, recommendations, and next steps.
- B. **Meeting with City Staff.** Meet to discuss City Council direction and how the Vision Plan needs to be revised.
- C. **Final Vision Plan.** The Vision Plan would be modified to reflect City Council direction. An administrative draft would be prepared for staff review, showing edits to the report in a track changes format. The Final Vision Plan for publication would be prepared with revisions to reflect City staff comments.
- D. **Phase II Work Program.** Prepare a work program that will serve as a comprehensive roadmap to preparing the Phase II Specific Plan for Downtown and the El Camino *corridor*. This work program will be issue-oriented, reflecting findings of the Vision Plan. Evaluate whether a “Specific Plan” as defined in the Government Code is the most appropriate for Phase II; compare the pros and cons and relative costs of a Specific Plan with an Area Plan, Corridor Plan or Design Plan. An Administrative Draft of the work program will be prepared for staff review; following staff comments, the work program will be finalized for distribution to decision-makers by staff. The Phase II Work Program may be included as an Appendix to the Strategic Plan or be designed as a separate stand-alone document.

**Meetings:** *Workshop with City Council*  
*Meeting with City Staff*

**Products:** *Final Vision Plan – Administrative Draft and Final*  
*Phase II Work Program*

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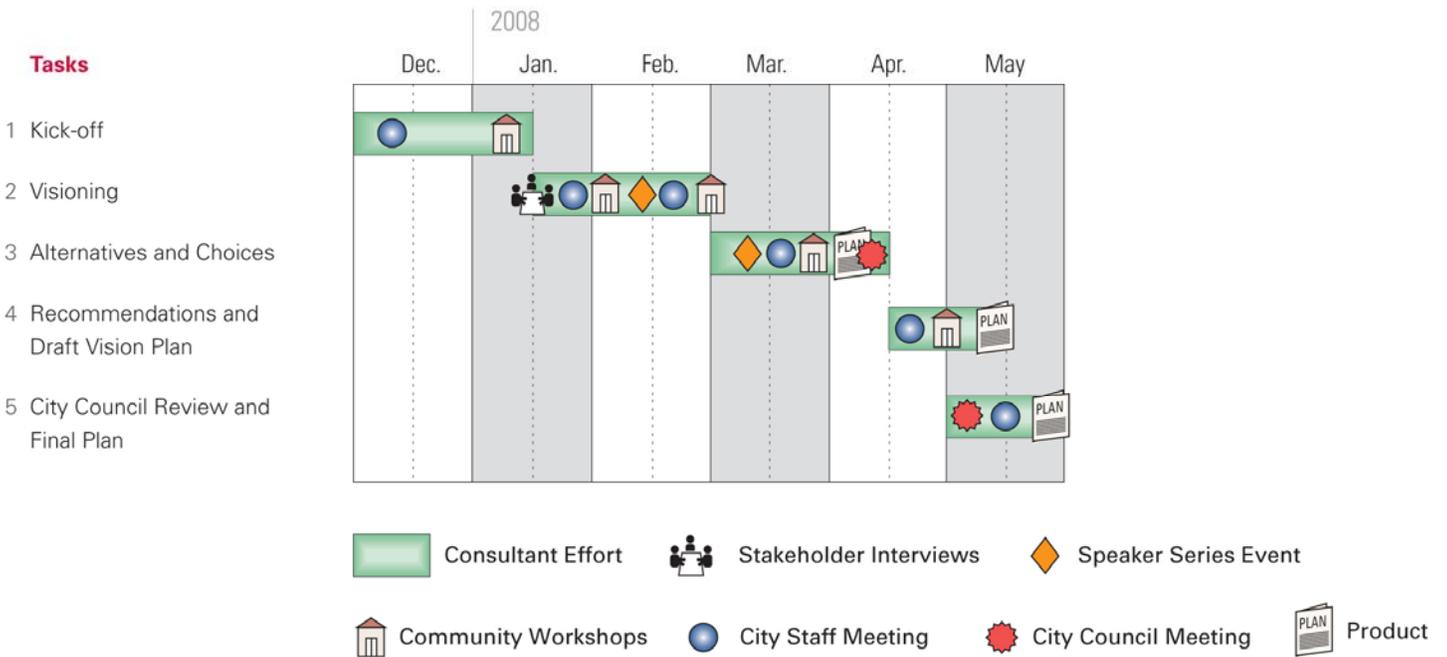
## 3 Schedule and Budget

### 3.1 SCHEDULE

Our work scope should constitute approximately six months of effort by Dyett & Bhatia staff, though it could be shorter with a reduced public participation program. Six (6) staff meetings, one full day of stakeholder interviews with up to 30 people, five (5) community workshops (some of which may instead be working group meetings), assistance with two speakers series events, and two (2) City Council workshops are anticipated over the course of the assignment. Frequent telephone calls and email correspondence are expected throughout the project timeframe.

### Schedule

City of Menlo Park El Camino Real/Downtown Visioning Plan



## **3.2 BUDGET**

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The attached budget shows the total estimated number of hours and fee to complete the proposed work program. Optional items would be an additional cost. This guaranteed maximum fee includes all personnel costs, direct costs, and delivery of products identified in the work program. Direct costs are billed with no administrative markup or handling fee. The tables on the following page explain the proposed budget in detail for the basic scope of work without the optional items: Hours by Person by Task; and Budget by Person by Task. Cost estimates for additional meeting attendance can be provided if the City wants to include these services within the scope of work.

The estimated cost of the optional subtask is as follows:

- Task 3 (C): Community Mail-In Survey -- \$12,500; Interet Survey--\$12,500 (The intercept survey would be conducted by Godbe Research.)

### **Budget Assumptions**

Our budget is based on the following assumptions:

- Meeting Attendance.** The guaranteed maximum fee without the optional subtasks provides for: six (6) staff meetings, one full day of stakeholder interviews with up to 30 people, five (5) community workshops (some of which may instead be working group meetings), assistance with two speakers series events, and two (2) City Council workshops. The costs of additional meeting attendance would be on a time and materials basis if requested; such costs are not included within the guaranteed maximum fee.
- Consolidated Comments and Direction.** City staff will provide a single set of consolidated comments on the review drafts of all documents.
- Printing.** We will provide camera-ready copy and digital files of documents in Word and Adobe PDF formats and assume that City staff will be responsible for printing and distribution.

**Menlo Park El Camino Real/Downtown Visioning Plan**  
**HOURS BY TASK**

	<i>Task 1</i>	<i>Task 2</i>	<i>Task 3</i>	<i>Task 4</i>	<i>Task 5</i>	
	<i>Kick-Off - Research and Public Kick-off Event</i>	<i>Visioning</i>	<i>Alternatives and Choices</i>	<i>Recommend ations and Draft Vision Plan</i>	<i>City Council Review and Final Vision Plan</i>	<b>TOTAL</b>
<b>Dyett &amp; Bhatia</b>						
Leslie Gould, Principal	60	90	72	80	54	<b>356</b>
Michael Dyett, Principal	6		6	6		<b>18</b>
Sarah Nurmela, Senior Planner		8	20	20		<b>48</b>
Planner/Urban Designer	100	130	100	160	100	<b>590</b>
GIS/Computer Mapping	40	30	30	40	10	<b>150</b>
Graphic/Web Design	20	8	8	40	20	<b>96</b>
Project Associate/Word Processing	4	8	8	20	40	<b>80</b>
<b>TOTAL</b>	<b>230</b>	<b>274</b>	<b>244</b>	<b>366</b>	<b>224</b>	<b>1,338</b>

**Menlo Park El Camino Real/Downtown Visioning Plan**  
**BUDGET BY TASK**

		<i>Task 1</i>	<i>Task 2</i>	<i>Task 3</i>	<i>Task 4</i>	<i>Task 5</i>	
	<i>Hourly Rate</i>	<i>Kick-Off - Research and Public Kick-off Event</i>	<i>Visioning</i>	<i>Alternatives and Choices</i>	<i>Recommen dations and Draft Vision Plan</i>	<i>City Council Review and Final Vision Plan</i>	<b>TOTAL</b>
<b>Dyett &amp; Bhatia</b>							
Leslie Gould, Principal	\$ 190	\$ 11,400	\$ 17,100	\$ 13,680	\$ 15,200	\$ 10,260	\$ 67,640
Michael Dyett, Principal	200	1,200	-	1,200	1,200	-	\$ 3,600
Sarah Nurmela, Senior Planner	105	-	840	2,100	2,100	-	\$ 5,040
Planner/Urban Designer	90	9,000	11,700	9,000	14,400	9,000	\$ 53,100
GIS/Computer Mapping	95	3,800	2,850	2,850	3,800	950	\$ 14,250
Graphic/Web Design	75	1,500	600	600	3,000	1,500	\$ 7,200
Project Associate/Word Processing	67	268	536	536	1,340	2,680	\$ 5,360
Direct Costs (including travel)		500	1,000	500	1,000	300	\$ 3,300
<b>TOTAL</b>		<b>27,668</b>	<b>34,626</b>	<b>30,466</b>	<b>42,040</b>	<b>24,690</b>	<b>159,490</b>

Optional Task - Survey

**\$12,500**

Note: Hourly rates are subject to annual change (July 1, 2008 first change); however, change in rates will not affect overall project budget. Dyett & Bhatia reserves the right to reallocate budget by task periodically to reflect work progress.

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## 4 Key Personnel

### 4.1 PROJECT MANAGEMENT AND KEY PERSONNEL ROLES

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**Leslie Gould** will be the Principal in Charge. She will also lead visioning, land use and urban design efforts, and will be present at all meetings. **Poppy Gilman** will be the Project Planner.

**Michael Dyett**, FAICP, will serve as a Participating Principal and back-up Principal. **Sarah Nurmela and Monica Makarczyk** will work on urban design, and **Mark Cambers, Rose Abbors, and Barabara Natali**, of the graphics staff will assist.

#### **LESLIE GOULD, PRINCIPAL-IN-CHARGE**

*Years of Experience: 25 Years with Dyett & Bhatia: 4*

Leslie Gould has over 25 years of community development experience, with extensive work for cities on the revitalization of downtowns and commercial corridors. She served as the Planning Director for the City of Oakland from 1998 to 2003 under Mayor Jerry Brown. In addition to administering department and project review, she worked on major initiatives related to the downtown plan for 10,000 new residents; transit villages at BART stations; and master plans for Lake Merritt and the Estuary waterfront. Previously, she has worked as Manager of Redevelopment Projects in San Leandro and Zoning Administrator for the City of Mountain View.

Ms. Gould joined Dyett & Bhatia in January 2004, and leads general plans, zoning code updates, and transit-oriented development plans. Currently, she is completing the Milpitas Transit Area Specific Plan, the Fairfield Station Area Specific Plan, and the Downtown Phoenix Master Plan. She is also working for the City of Belmont to revise downtown development regulations. Her expertise includes planning; zoning; urban design; redevelopment; planning and building department administration; affordable housing, and open space planning. She is a skilled speaker, facilitator, and consensus builder. Ms. Gould holds a Master of City Planning and a Master of Architecture from the University of California at Berkeley.

#### **MICHAEL V. DYETT, FAICP, PARTICIPATING PRINCIPAL**

*Years of Experience: 29 Years with Dyett & Bhatia: 29*

Mr. Dyett specializes in comprehensive planning, and in conventional and New Urbanist approaches to zoning. He has participated in comprehensive general plans for over 20 cities, and is currently leading general plans for Lemoore, Los Banos, and Concord.

He also is skilled in environmental assessment and transportation policy research, focusing on development patterns and land use-transportation linkages. Currently, he is teaching professional education short-courses on land use and transportation for the Institute for Transportation Studies (ITS) at the University of California, Berkeley, as a part of their

Technology Transfer Program. Michael Dyett also has led panels on comprehensive planning and zoning for the American Planning Association.

Mr. Dyett holds a Master of Regional Planning (1972) and BA (1968), both from Harvard University. He has directed projects that have won over 15 major awards, including National Honor Awards from the American Planning Association and the U.S. Department of Housing and Community Development.

### **POPPY GILMAN, PROJECT PLANNER**

*Years of Experience: 4.5 Years with Dyett & Bhatia: 1*

Poppy Gilman specializes in land use planning with an emphasis on urban revitalization, transit-oriented development, and economic development. She has worked on general plans and environmental review documents. Prior to joining Dyett & Bhatia, Ms. Gilman worked with the City of Sacramento's Downtown Development Group and Economic Development Division and the Culver City Redevelopment Agency. Ms. Gilman received a M.A. in Urban Planning from UCLA and a B.A. in Geography from UC Berkeley.

### **SARAH NURMELA, AICP, SENIOR PLANNER/URBAN DESIGNER**

*Years of Experience: 6 Years with Dyett & Bhatia: 3.5*

Ms. Nurmela has worked on general plans, large-scale area plans, transit-oriented developments, campuses, as well as architecture and housing design. She has worked on Emeryville, Santa Monica, Pomona, and Concord general plans. Her urban design experience includes downtown plans for San Diego and Menlo Park; Genentech Campus Master Plan; Santa Clara Transit Area Plan; Brisbane Baylands Specific Plan Community Visioning; and Sustainable Development Plan for Belize.

Ms. Nurmela holds a Master of Urban Planning from Harvard University, and a B.A. in Architecture (summa cum laude) from Washington University in St. Louis.

### **MONICA MAKARCZYK, URBAN DESIGNER**

*Year of Experience: 4 Years with Dyett & Bhatia: 1*

Ms. Makarczyk specializes in physical planning and urban design with an emphasis on community and neighborhood development. She has worked on downtown revitalization projects and specific plans. She has served as project planner/urban designer for Phoenix Downtown Urban Form Project and Avondale Specific Area Plan. She also handles the office's 3-D modeling and AutoCAD needs.

Ms. Makarczyk received Master of Architecture from University of Michigan and a B.A. in History and Art History from University California, Berkeley.

## **MARK CHAMBERS, GRAPHICS MANAGER**

*Year of Experience: 29 Years with Dyett & Bhatia: 15*

Mr. Chambers is one of the most experienced computer-based cartographers in the Bay Area and has prepared computer-based mapping and analysis for all of D&B's recent general plans, community and design plans, zoning ordinances, and EIRs. Currently, Mark is leading the graphics and map design work for the Santa Monica, Emeryville, Concord and Lodi General Plans; and the Milpitas, Fairfield, and Santa Clara station area plans. He also prepared graphics for the Palm Beach County, Carmel, Cincinnati, and Milwaukee codes. He has 21 years of cartographic experience and is skilled in using computer graphics and desktop publishing software, including Macromedia Freehand, Adobe Illustrator, Photoshop, Freehand, Canvas, PC ArcView and PC ArcInfo, and PageMaker. He is also experienced in text and graphics hyperlinking, printer coordination and press checks. Mr. Chambers received his MFA from the San Francisco Art Institute in 1978.

## **ROSE ABBORS, GIS SPECIALIST**

*Year of Experience: 4 Years with Dyett & Bhatia: 2*

Rose Abbor's expertise with GIS extends working on numerous planning assignments as well as GIS based modeling and scenario testing. Her recent experience includes all GIS related items for Emeryville, Los Banos, Santa Clara, and Redlands general plans, several specific plans, as well as Genentech Master Plan in South San Francisco. Ms. Abbors graduated in May 2005 with a B.S. in Geography, a GIS certificate and a minor in Urban Planning from Arizona State University, Tempe, Arizona and is a member of the Geospatial Information & Technology Association (GITA).

## **BARBARA NATALI, GRAPHIC DESIGNER**

*Year of Experience: 3 Years with Dyett & Bhatia: 1*

Barbara Natali's has expertise in both graphic and web design. She has worked on several reports, posters, newsletters, and web designs. An example of her recent web design for a planning project is [www.santaclarasap.com](http://www.santaclarasap.com). Ms. Natali also earned her Bachelors of Fine Art from Macalester College and an Associate of Science from the Art Institute San Francisco, CA.

## **4.2 CURRENT OR KNOWN PROFESSIONAL COMMITMENTS**

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### **FIRM AVAILABILTY**

Dyett & Bhatia has time available to undertake this assignment. We expect that this project will start in October 2007, with intensive work starting about a month later. Three major projects that Leslie Gould is managing are being wrapped up (or hearing drafts of documents to be completed within the next one to three months) are:

- Milpitas Station Area Specific Plan and EIR
- Phoenix Downtown Plan
- Fairfield Station Area Specific Plan

We thus have time to undertake this assignment.

## 5 Project List

Projects listed below are profiled on the pages that follow. Dyett & Bhatia has been the lead consultant for all assignments and all drawings and images included in the profiles have been prepared by D&B, unless specifically noted otherwise.

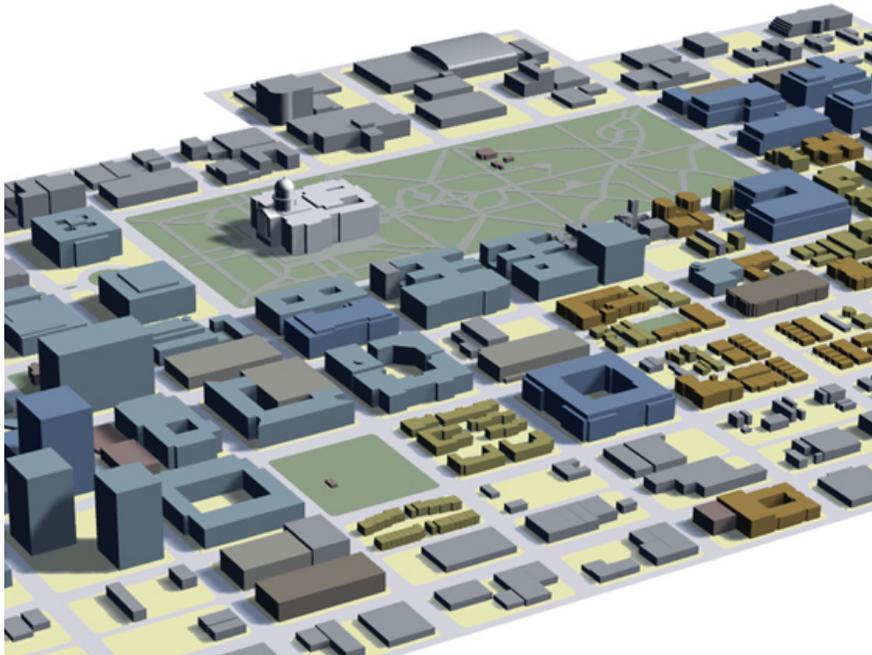
- Capitol Area Plan, Sacramento, CA
- Santa Monica Land Use/Circulation Elements, Zoning Ordinance, and EIR
- Folsom Sphere of Influence Visioning Process
- Santa Clara Downtown Area Plan
- Brisbane Baylands Community-Based Planning
- Fairfield-Vacaville Multi-Modal Rail Station Specific Area Plan and EIR
- San Diego Downtown Community Plan and Zoning
- South San Francisco General Plan and EIR
- Santa Clara Station Area Plan and EIR
- Milpitas Transit Area Specific Plan, EIR, and Concept Plan

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# CAPITOL AREA PLAN

Sacramento, California; 1997

*American Planning Association Sacramento Section Award, 1998*



As the center of the state's legislative and administrative activities, the Capitol Area is both a major regional employment center and a symbolic seat of government for California. The 42-block area is anchored by the State Capitol Building and Capitol Park, and is closely integrated with some of Sacramento's most attractive residential neighborhoods.

In addition to its central location between the Midtown neighborhoods and the Central Business District, the Capitol Area has excellent regional freeway and transit access, including seven light rail stations.

State offices, with 4.8 million gross square feet of space on about 30 acres of land, represent the primary land use and support approximately 15,000 employees. In addition, the Capitol Area includes about 1,000 housing units and 100,000 square feet of commercial space. Numerous surface parking lots and other underutilized sites provide multiple development opportunities.

## THE PLAN

The Plan envisions the Capitol Area as a vital mixed-use center, pedestrian-oriented, and integrated with the surrounding neighborhoods. All of the area's streets and alleys (unlike in the previous—1977—plan that provided for superblock developments) are maintained.

The Plan provides for the addition of 3.2 million square feet of office space, 725 housing units, and 90,000 square feet of support commercial space on underutilized sites. Building heights range from two story residential uses to a 30-story office building. The housing program includes townhomes, zero-lot line homes, lofts/live-work spaces, and mid-rise flats. Building massing and use patterns are modulated to foster neighborhood-oriented development, take advantage of access to transit, promote walking, and provide transition to surrounding neighborhoods.

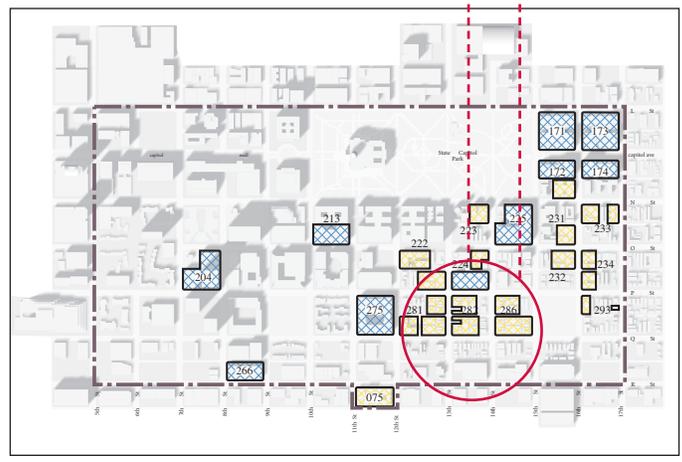
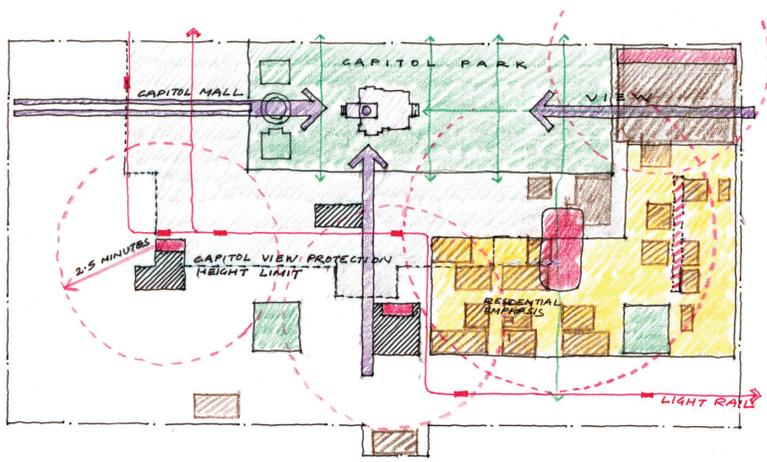
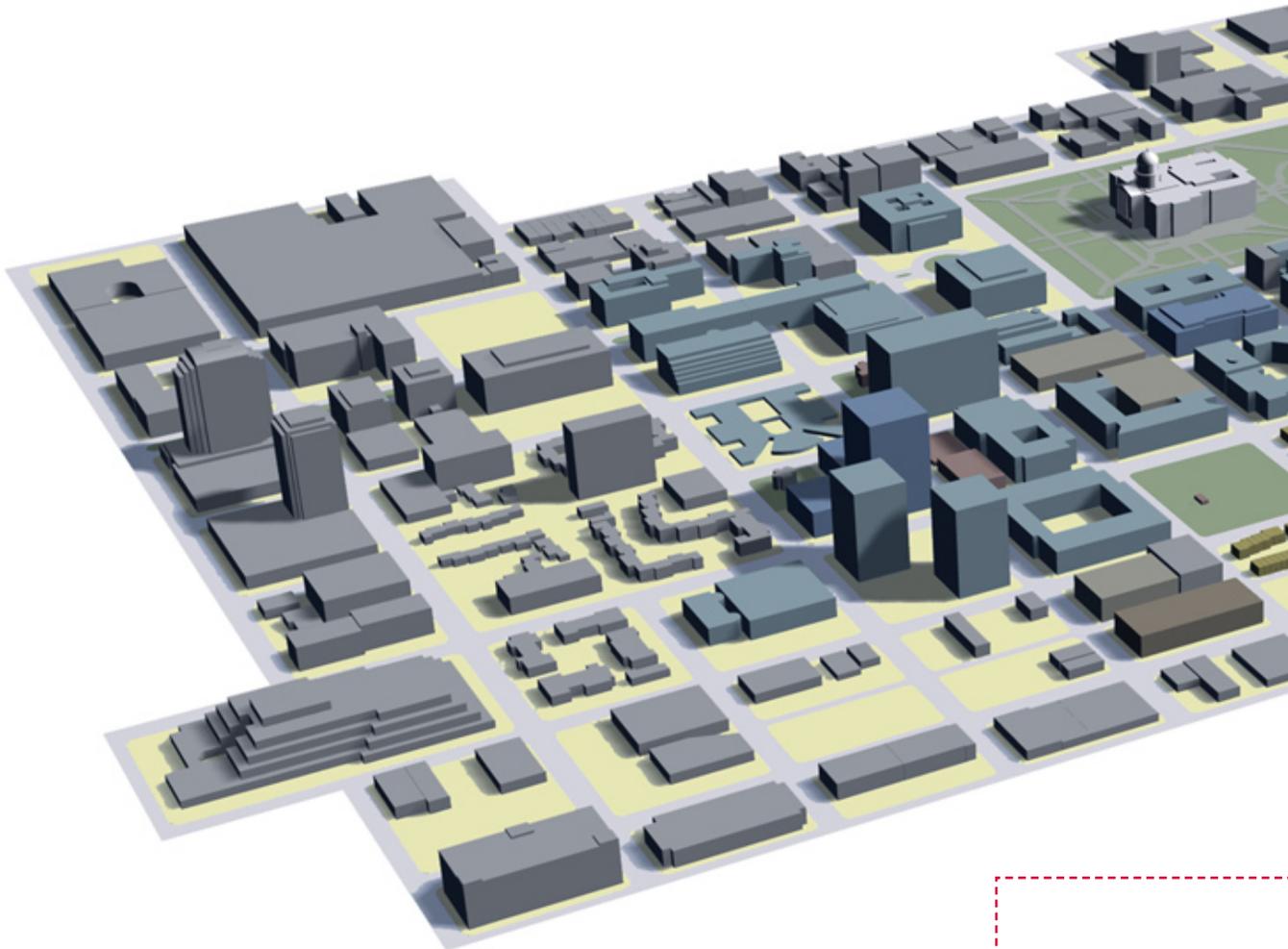
## IMPLEMENTATION

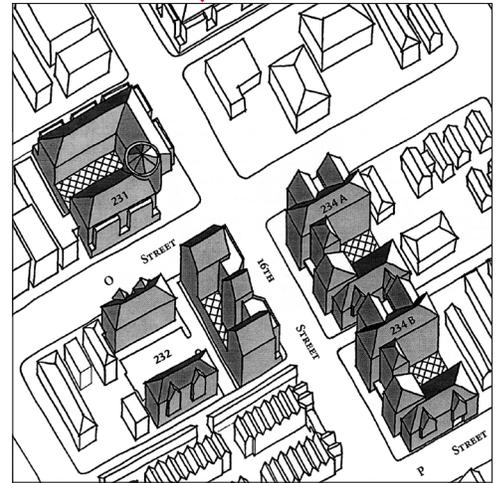
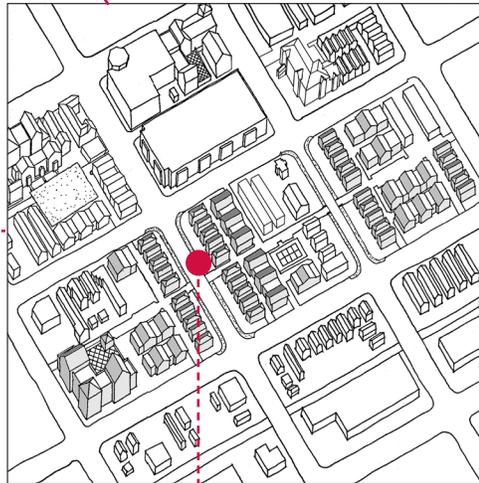
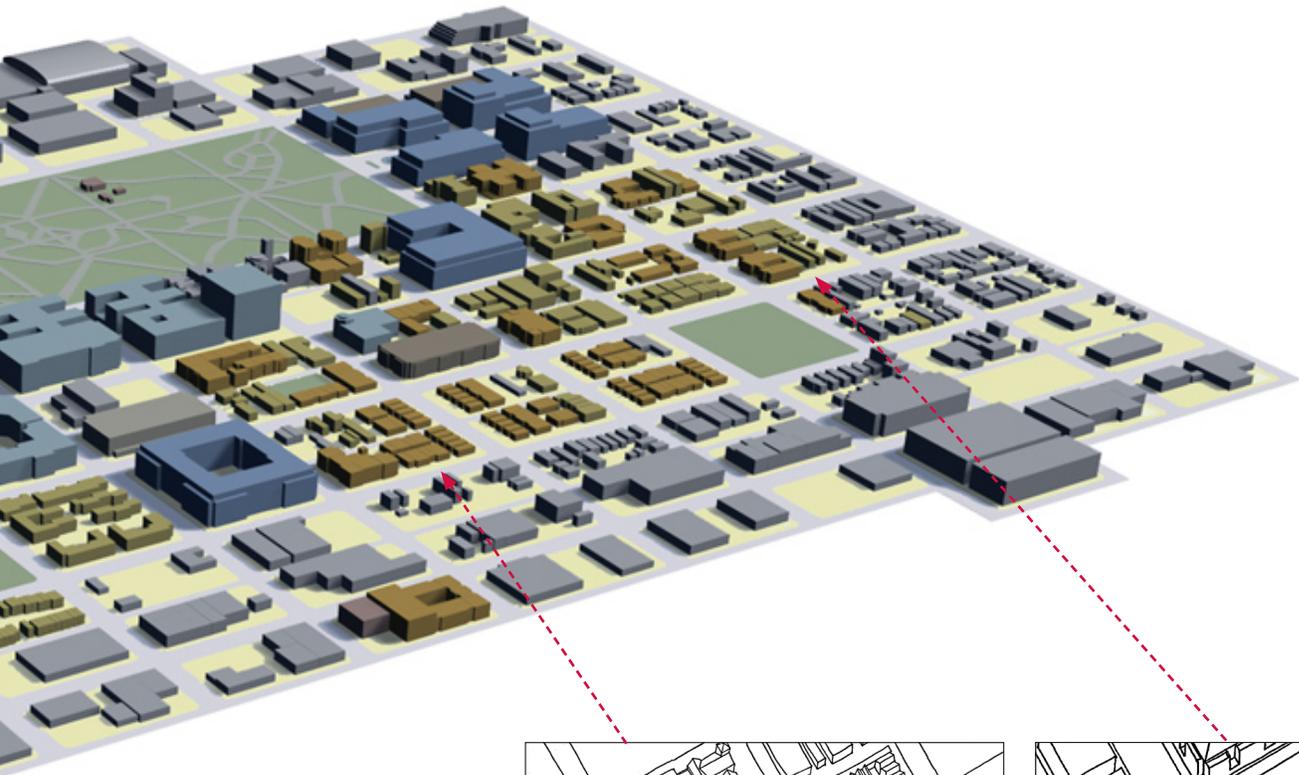
The Plan is leading to the largest infill in Sacramento's history. Several hundred new homes and more than 3.0 million square feet of non-residential development has been completed or is under construction.

The Capitol Area has seven light rail stations. A very high proportion (55 percent) of the peak-hour trip by Capitol Area workers already are made by alternative (non-SOV) modes. The Plan seeks to increase this to as much as 65% by 2007. To facilitate lunch-time movement, new commercial uses are interspersed throughout the area so that virtually all employees are no more than a 2.5-minute walk away from a small commercial center.

## DEVELOPMENT PROGRAM

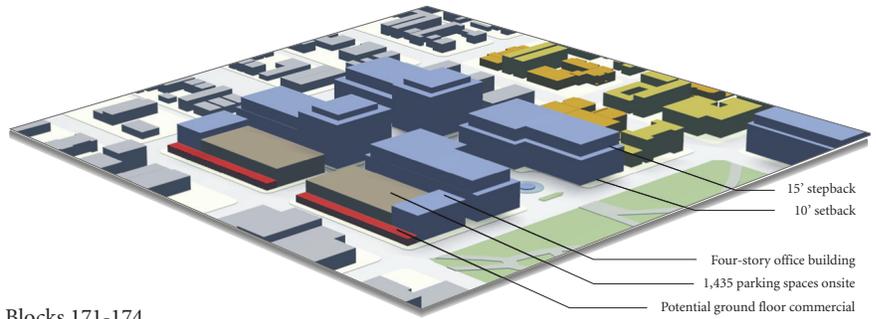
D&B also prepared a companion Implementation Program that provides detailed actions and provides block-by-block building massing and development guidelines.



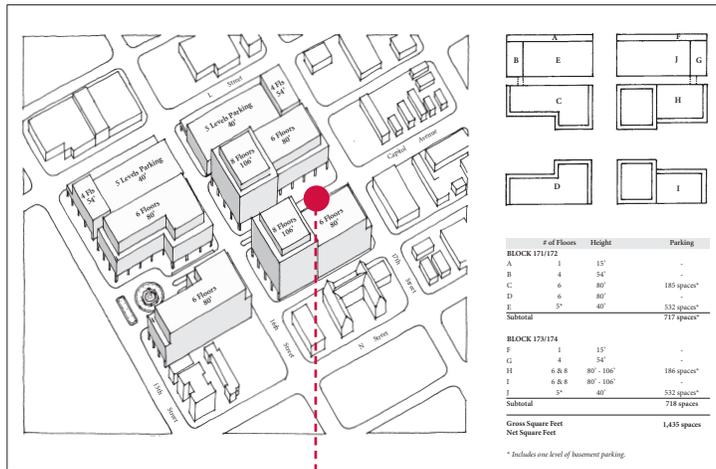


## EAST END COMPLEX

The East End Complex, which includes Blocks 171-174 and Block 225 with more than 1.5 million square feet of space—the largest civic building construction project ever in California—is nearing completion. It will house 6,500 employees. Buildings in blocks 171-174 are arranged around a court at the terminus of Capitol Avenue, framing views of the dome of the State Capitol building. Parking structures are tucked away from major streets, and along L Street are lined with active uses.



Blocks 171-174



Existing (1997)



Simulation (1997)

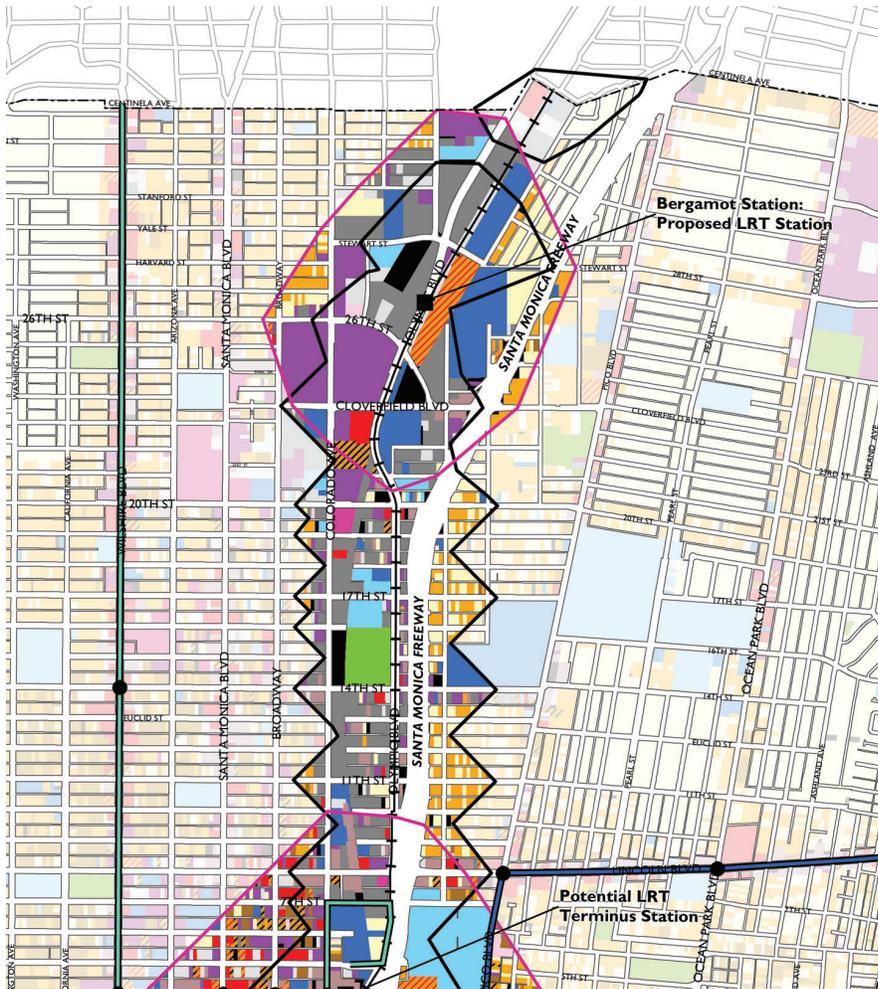


Blocks 171-174



Current (2004)

# LAND USE/CIRCULATION ELEMENTS, ZONING ORDINANCE, AND EIR Santa Monica, California; Underway



Possibilities along the Exposition Light Rail Corridor



Santa Monica is a community with a strong sense of place, distinction, and character. Since completion of the City's last comprehensive Land Use/Circulation Element update in 1984, Santa Monica has been a leader in the development of new planning approaches that combine a concern for providing housing, transportation and other opportunities for a diverse population, while fostering pedestrian-scaled environments, sustainability, and preservation of the City's character and heritage.

Dyett & Bhatia has been working since January 2005 to prepare a comprehensive update of the Land Use Element and Zoning Ordinance and will also document the City-prepared Circulation

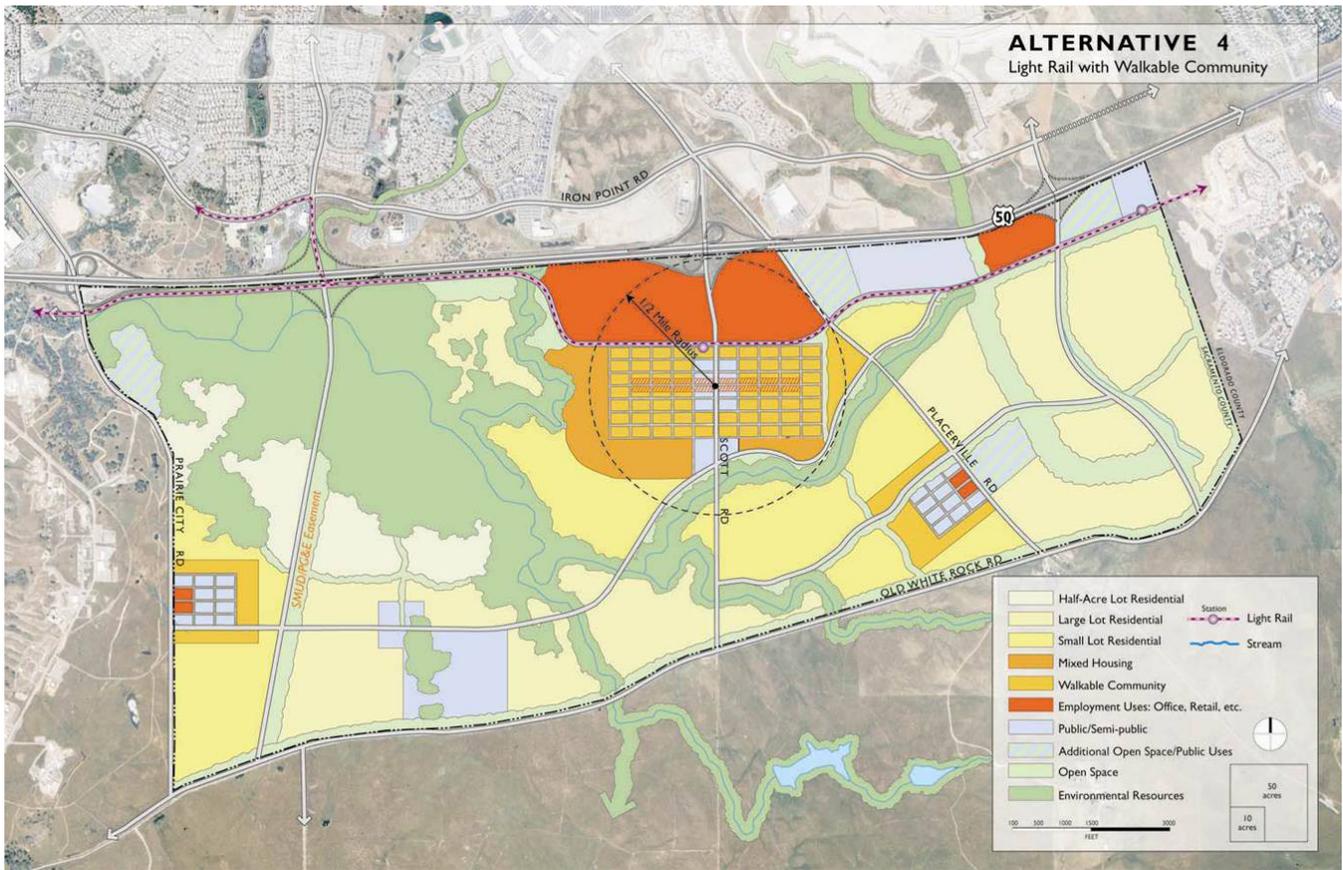
Element, as well as prepare an Environmental Impact Report.

This is a major assignment that will frame the city's land use and urban design vision for the next 25 years, and articulate objectives and policies to guide the city's future. An integral part of the assignment is an extensive public participation program, the first phase of which was recently completed. To date, approximately 2,500 community members have directly contributed their ideas by attending workshops and forums, participating in the youth program, and providing comments through surveys, and mailing in "Discover Santa Monica Guidebooks" sent to every household in the city.



# FOLSOM SPEHERE OF INFLUENCE VISIONING PROCESS

City of Folsom, California; 2005



Dyett & Bhatia was retained by this fast-growing city to perform a community-oriented visioning process for a 3,585-acre area located at the City's edge. The process considered land-use, housing, transportation, urban design, feasibility, smart growth, air quality, and scenic preservation.

Dyett & Bhatia worked with the community and property owners to develop a conceptual land area plan. The Plan includes a walkable community with mixed use around a potential transit stop; preservation of the biologically sensitive oak wildlands area, and a variety of housing types to meet regional

smart growth goals. The Plan was adopted by City Council as the starting point for the full annexation process. Both community members and property owners applauded the visioning process and endorsed the Concept Plan.

# SANTA CLARA DOWNTOWN AREA PLAN

Santa Clara, California; 2004-2005

Dyett & Bhatia has joined the City of Santa Clara in creating a downtown, the plan for which focuses on the “superblock” area adjacent to Santa Clara University, where the historical downtown once stood. The major factors driving the project are the desire of the City Council and the community to create a central place for people where they can shop, work, meet, and gather; stimulate economic revitalization in a way that supports existing businesses; add new businesses that meet resident

and adjacent Santa Clara University’s employee/student needs and capture more local dollars that now go to businesses outside of Santa Clara; and manage traffic by locating mixed uses near transit, improvements patterns, and giving residents local choices to work, shop, and live.

The Downtown Area Plan seeks to balance the desire to create a high-intensity, mixed-use development, while respecting the scale of the established

Old Quad neighborhood. The Plan includes roughly 400 residential units and 150,000 square feet of commercial and office development, where ground floor retail activity is focused along a new extension of Washington Street, and connected to both Franklin and Benton streets. A Preferred Option was completed by Dyett & Bhatia and unanimously endorsed by city Council in April 2005. As of summer 2007, the planning for the 7.3-acre site is in the process of developer solicitation.



*View from Homestead and Washington*



*View from Franklin and Lafayette*

# BRISBANE BAYLANDS COMMUNITY-BASED PLANNING

*Brisbane, California; 2007-Present*



The Baylands site occupies an area of 660 acres in a prime location adjacent to Highway 101 in Brisbane. A Caltrain station is located within the Planning Area, and numerous other roadway and transit improvements, including a new interchange and MUNI light rail extension, are planned.

Dyett & Bhatia is a member of team retained by the City of Brisbane to prepare an Environmental Impact Report on the Brisbane Baylands Specific Plan. D&B is charged with preparing community-based alternatives and a preferred community plan, which will be analyzed at the same level of detail in the EIR as the proposal by the project's developer. D&B is conducting extensive public outreach, including stakeholder and decision-maker meetings, and several interactive workshops, to develop the community-based Preferred Alternative.

# FAIRFIELD-VACAVILLE MULTI-MODAL RAIL STATION SPECIFIC AREA PLAN AND EIR

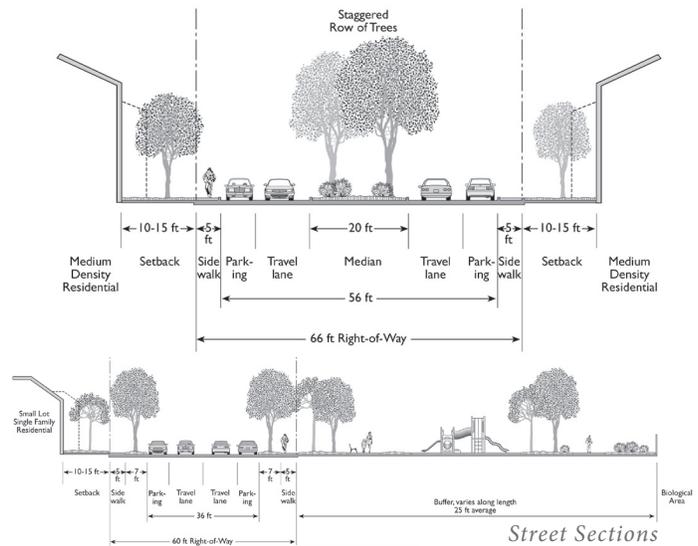
*Underway*

Dyett & Bhatia is preparing a Specific Plan and EIR for the area surrounding a future train station in Fairfield. The City is interested in creating a multi-modal transit station and innovative transit-oriented development that fits into the suburban context of Fairfield. There are many complex issues to resolve. The area is divided by the rail line and major roadways, so pedestrian connections are challenging. The City wants to ensure a range of uses that provide employment, retail shopping, and services, as well as a variety of housing types, while property owners are primarily interested in traditional residential development. There are endangered species and wetlands in the station area.

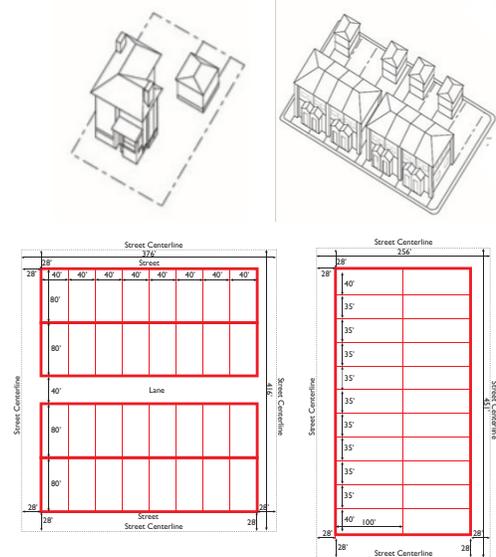
Dyett & Bhatia is working with property owners, community leaders, and public agencies to develop a plan that is innovative and unique, and at the same time responds to the interests and requirements of multiple stakeholders. The Specific Plan will include provisions for land use, density, streets, block layout, and open space network. It will also include illustrations for recommended building types, building to street relationships, street sections and streetscape design. A full implementation program will be developed covering phasing, financing, and infrastructure. Dyett & Bhatia is also preparing the new zoning for the area.



Medium Density with Landscaped Median (alternative)



Street Sections



# FAIRFIELD-VACAVILLE MULTI-MODAL RAIL STATION SPECIFIC AREA PLAN AND EIR

Underway



## Fairfield Station Area Specific Plan



June 13, 2006



# SAN DIEGO DOWNTOWN PLANNING AND ZONING

San Diego, California; 2003-2006

On February 28, 2006, the San Diego City Council voted to adopt—at its very first hearing—a new plan for downtown. The Plan envisions downtown as a tapestry of distinctive and livable neighborhoods, with 90,000 residents and nearly 170,000 employees—one of most intense places in the United States. All residents will live within a five-minute walk of a neighborhood center, with easy access to stores, transit, and a transformed waterfront. The Plan emphasizes the public realm and outdoor living, capitalizing on San Diego’s balmy Mediterranean climate. Several new parks, with acquisition costs alone running into several hundred million dollars, are located.

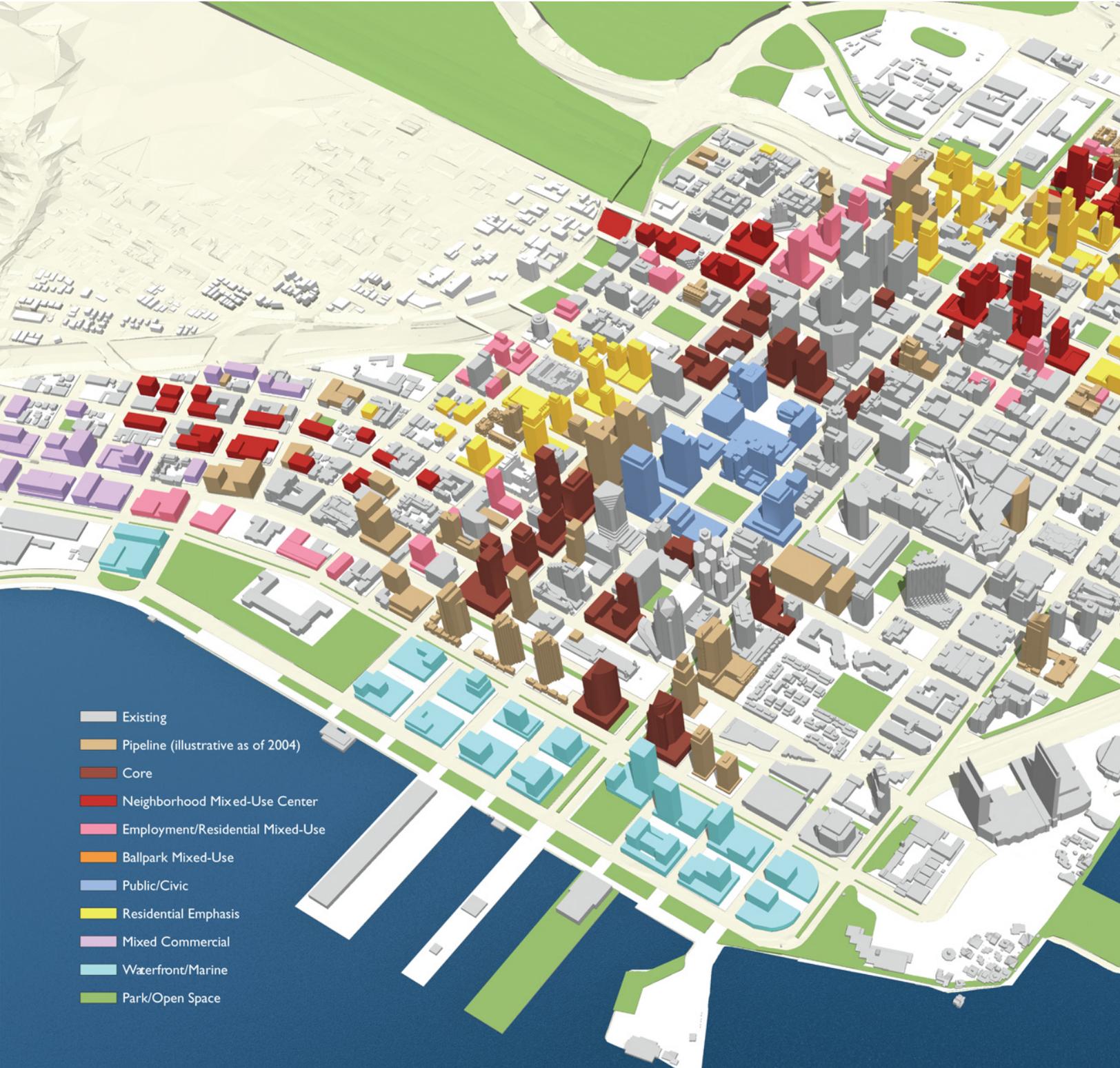
Sophisticated three-dimensional computer modeling of the entire 1,500-acre downtown, done in-house by Dyett & Bhatia, ensures that sunlight reaches parks and streets.

The Plan addresses a full spectrum of topics, including land use, urban design, streetscapes, historical resource preservation, design and development standards, and traffic, transit, and parking. Incentives and a transfer of development rights program to assist with parkland creation are included. With new zoning regulations adopted concurrently, implementation is underway. The Plan builds on San Diego’s

“City of Villages” strategy, which calls for curtailing regional sprawl and increased infill development. More than 1,500 people directly participated in the process, which one council member called at the hearing “... one of the most inclusive in San Diego in quite some time.”

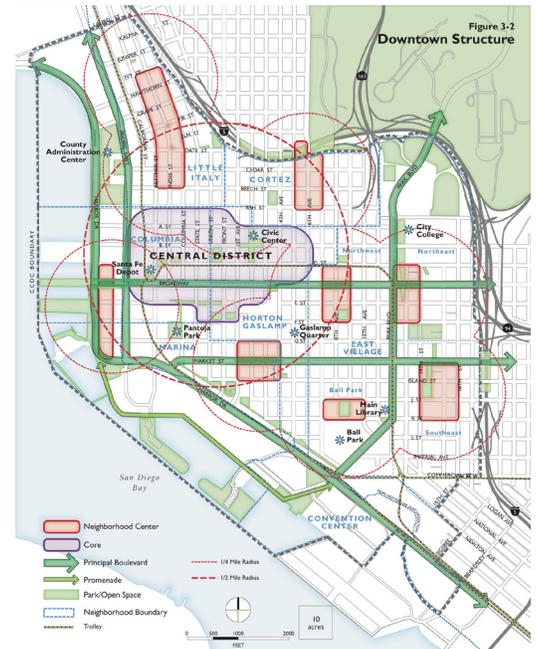
Dyett & Bhatia led all aspects of the Plan, from conducting background reports and case studies to preparing the Plan and zoning regulations, developing databases and a computer model, managing the project and the Steering Committee, and conducting outreach. To learn more about the Plan, go to [www.ccdc.com/planupdate.com/planupdate](http://www.ccdc.com/planupdate.com/planupdate).



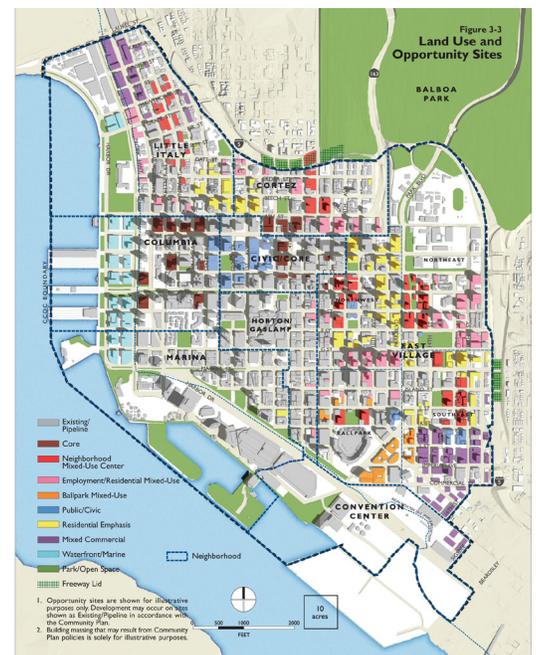




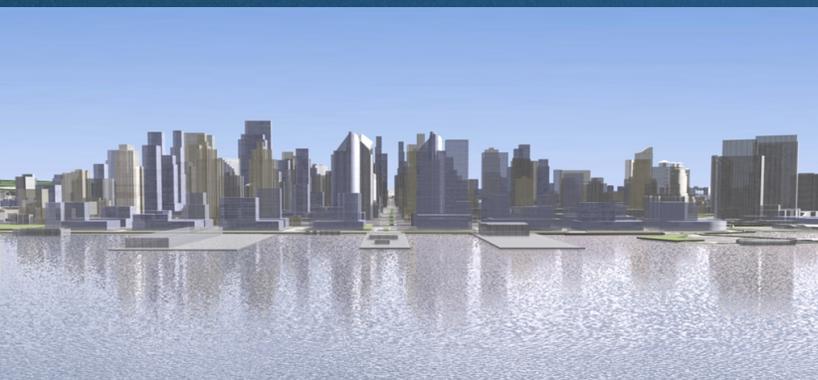
As part of its work, Dyett & Bhatia prepared a three-dimensional computer model showing every building in the 1,500-acre downtown, that was used to design development regulations and ensure that sunlight reaches public spaces, and test future development scenarios, including building massing and skyline, shadow analysis, and walk/ flythroughs.



Neighborhood Center Accessibility



Park Accessibility





# SOUTH SAN FRANCISCO GENERAL PLAN AND EIR

1997-1999

Winner, California Chapter and Northern California Section, American Planning Association awards for Comprehensive Planning, 1999



1908

1928

1960

1997

South San Francisco—“The Industrial City”—is a city in transition. The city’s conversion from a manufacturing base to information and services is aided by excellent regional access and the largest concentration of biotech industries in the world. The extension of BART to the city, expansion of San Francisco Airport, and regional growth in high technology sectors provided further impetus to redevelopment

*Evolution of South San Francisco’s Form*

Neighborhood Form Analysis



The completed General Plan provides a framework to guide South San Francisco through a period of change. It outlines a cohesive strategy to guide transformation of several thousand acres of industrial land. Land uses, mixes, and development intensities are designed to capitalize on major regional transit improvements underway, and to promote alternative forms of transit. High-intensity, mixed-use districts are proposed near BART stations, and incentives are offered specific transit-oriented amenities.

Policies to transform land being used for manufacturing and storage into vital business centers—with smaller blocks, more through street connections, ancillary facilities such as restaurants, easier connections to transit, sidewalks and bikeways, and higher landscape standards—are outlined. Freeways and major arterials sever the City into four major fragments; considerable efforts was expended to outline roadway improvements and new streets—such as along abandoned railroad rights-of-way—to link different parts of the city.

The General Plan also includes sliding-scale land use intensities, with incentives to encourage mixed-use development and transit. Volumetric, rather than density controls for residential development in downtown are included to provide flexibility and encourage housing.

## Illustrative Housing Types

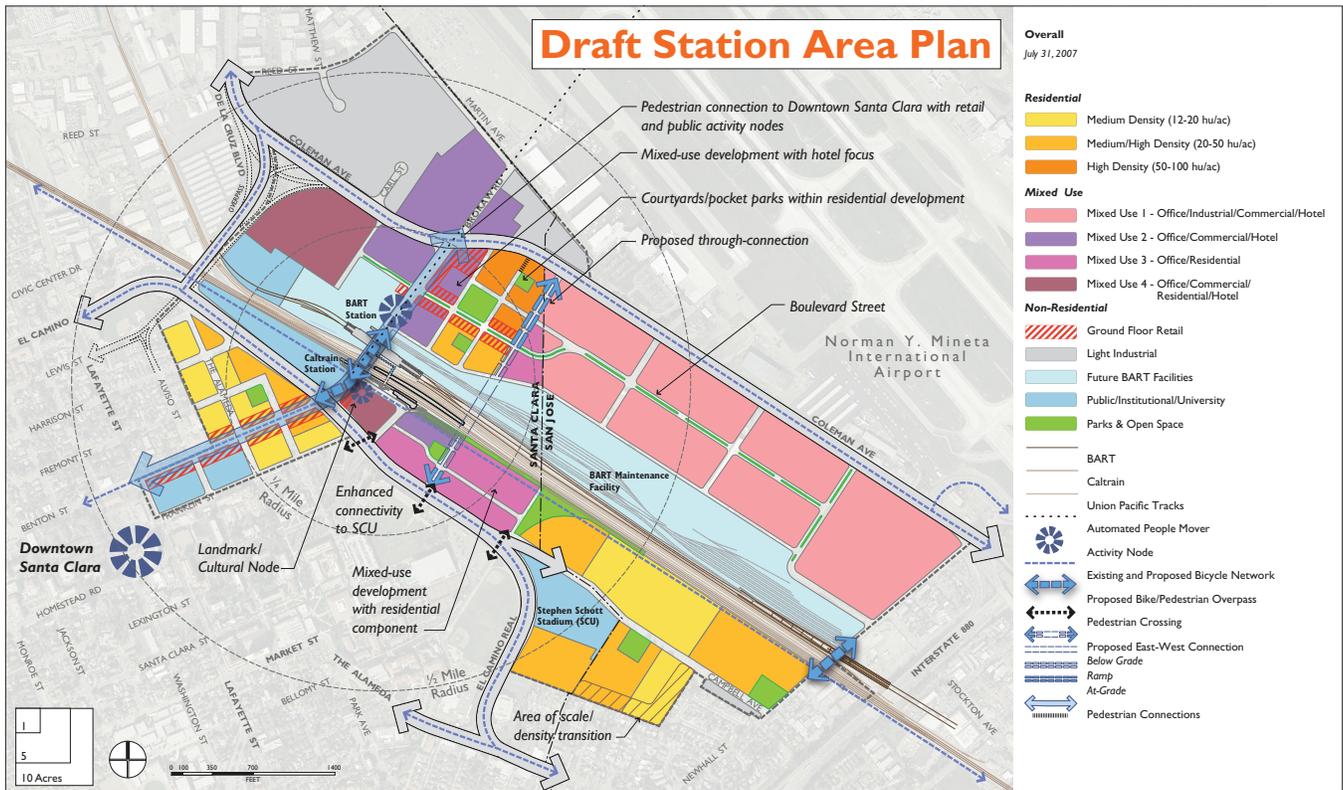
Housing Type	Detached (front loaded)	Detached Zero-Lot Line (front loaded)	Detached (front loaded)	Townhouse (rear loaded)	Townhouse (front loaded)	Residential Over Parking And Commercial Podium
Lot Size	6,000 sq. ft.	2,500 sq. ft.	2,500 sq. ft.	2,500 sq. ft.	2,000 sq. ft.	-
Dwelling Size	1,800 sq. ft.	1,200 sq. ft.	1,400 sq. ft.	1,400 sq. ft.	1,200 sq. ft.	1,200 sq. ft.
Number of Floors	2	2	2	2	2.5	2-3 over podium
Density (units/net acre)	7	17	15	15	22	40
Typical Density Range for Housing Type	8	18	16	12-25	15-30	30+
General Plan Land Use Classification	Low Density	Medium Density	Medium Density	Medium Density	Downtown Medium Density	Downtown High Density

## Geology and Stratigraphy



# SANTA CLARA STATION AREA PLAN AND EIR

Santa Clara VTA, City of San Jose, and City of Santa Clara; 2006-Present



The Santa Clara Transit Center is currently served by Caltrain, Altamont Commuter Express (ACE) and Capitol Corridor rail lines, and VTA bus lines. Additionally, future plans call for an Automated People Mover (APM) system that would connect Norman Y. Mineta San José International Airport with both the Transit Center and VTA's Metro/Airport light rail station. Finally, a major effort is currently underway to extend Bay Area Rapid Transit (BART) from Fremont to Silicon Valley, with the Santa Clara Transit Center forming the terminus of this extension. With direct rail service to virtually all parts of the San Francisco Bay Area and beyond, the Transit Center will emerge as a key intermodal hub in the region.

The Station Area Plan process has been underway for about 1.5 years, in collaboration with the City of San Jose and the Santa Clara Valley Transportation Authority, and encompasses 244 acres in Santa Clara. A Preferred Plan has been endorsed by the community, and detailed plan policy development and EIR preparation is underway. The Plan envisions vital, intense, mixed-use Transit Oriented Development (TOD), with a significant increase in residential development (approximately 3,800 new residential units) and just over five million square feet of office, commercial, and hotel space, while respecting the character of the Old Quad and the Newhall neighborhoods. When adopted, the Plan will result in the first residential development in the City between the Union Pacific Railroad and the Highway 101 corridor.



Artist renderings (top) and Historic Depot (bottom)

# MILPITAS TRANSIT AREA SPECIFIC PLAN, EIR, AND CONCEPT PLAN

2005-Present

Dyett & Bhatia completed a Concept Plan for the 440 acre area around two new light rail stations and the future BART station in Milipitas in 2005, and is now preparing a full Specific Plan and EIR. Currently the area includes industrial uses and the Great Mall, a large regional shopping center. The City wants to transform the area with higher intensity transit-oriented development, as well as strengthen the City's retail sector, and facilitate projects that give Milpitas greater regional identity.

Dyett & Bhatia is working extensively with property owners, public agencies, and other stakeholders in the area to develop a long term plan that is visionary and yet grounded in market reality. The plan includes new residential neighborhoods, areas for new retail development, and mixed use sites that can accommodate both employment and residential uses over time. The Draft Specific Plan (in the process of being finalized) envisions 7,200 new housing units—perhaps the largest increase around a BART station in the Bay Area. The Specific Plan will establish land uses and densities, as well as the layout of blocks, streets, and open space. It will set forth guidelines and illustrations of the type of development desired for each individual subarea.



Center Point Road and Montague Expressway



Piper/Montague Subarea



McCandless Drive



## 6 References

### REFERENCES

**Alameda County**

**Alex Amoroso**

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Email: alex.amoroso@comcast.net

*Project: Castro Valley General Plan and EIR*

**David Feinstein**

**City of Fairfield, Planning Department**

Phone: (707)428-7448

Email: [DFEINSTEIN@ci.fairfield.ca.us](mailto:DFEINSTEIN@ci.fairfield.ca.us)

*Project: Fairfield Station Area Specific Plan and EIR*

**Mike Lappen, Senior Planner**

**City of South San Francisco**

Phone: (650) 829-6628

(650) 877-8535 main

Email: [michaellappen@mac.com](mailto:michaellappen@mac.com)

*Projects: South San Francisco General Plan and EIR*

**Gail Furness de Pardo, Interim Assistant Director**

**City of Folsom**

Phone: (916) 355-7274

E-mail: [gdepardo@folsom.ca.us](mailto:gdepardo@folsom.ca.us)

*Project: Folsom Sphere of Influence Visioning*

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## Appendix A: Firm Qualifications

### OFFICE LOCATION

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Dyett & Bhatia maintains only one office, in downtown San Francisco (historic Jackson Square District) at Sansome Street and Pacific Avenue, from where all proposed work will be done. Keyser Marston Associates and Jones and Stokes are located within short distances from our office, so most team members can easily meet.

Dyett & Bhatia has a staff of 23, including planners, urban designers, GIS specialists, graphic designers, and support staff. Virtually all staff members have worked on multiple general plan assignments.

The project contact is Leslie Gould, Principal.

DYETT & BHATIA  
Urban & Regional Planners  
755 Sansome Street, Suite 400  
San Francisco, California 94111

p: (415) 956-4300 x 16

f: (415) 956-7315

e: [leslie@dyettandbhatia.com](mailto:leslie@dyettandbhatia.com)

Hours of business: 8:30-5:30, Monday thru Friday.

### DYETT & BHATIA

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### FIRM OVERVIEW

Dyett & Bhatia (D&B), based in San Francisco, was organized as a California corporation in January 1976. D&B offers award-winning services in the following areas:

- Long range Planning, including General Plans;
- Smart growth and sustainable development;
- Urban design and infill development;
- Environmental planning and assessment;
- Zoning regulations, and design and development standards;
- Land use/transportation integration;
- Downtown district and area plans;
- Public participation and facilitation; and
- Geographic information systems, computer modeling, and visual simulation.

D&B has a multidisciplinary-trained planning staff with professional experience and academic backgrounds to provide outstanding work in all of these areas.

We see policy-making, land use planning, physical design, and zoning as related activities. The diversity of our practice helps us clearly define issues and identify practical courses of action. We believe that plan making is a collaborative effort involving a diversity of stakeholders, and are committed to active community participation in the planning process. The caliber of our work is evidenced by our record of adopted plans, and six awards in the last seven years from the American Planning Association.

## **QUALIFICATIONS**

### **GENERAL PLANS**

General plans are a specialty, and Dyett & Bhatia has prepared general plans for more California cities—more than 50—than any other firm. The firm has unsurpassed experience in all aspects of general plan work – from conducting meetings and surveys, to analysis and plan writing, and preparing associated environmental documentation. Long-range planning work is supplemented by D&B’s distinguished in-house GIS and computer mapping capabilities. Dyett & Bhatia has also analyzed several general plans for legal adequacy, and served as an expert witness in conjunction with general plan litigation. Five of D&B’s general plans in the last six years have won awards from the American Planning Association.

#### **Recent General Plans** (D&B has been lead consultant for all assignments)

<i>City (or County)</i>	<i>Year Adopted</i>	<i>Work Performed by Dyett &amp; Bhatia</i>
<b>Lodi</b>	Underway	General Plan Update and EIR focused on enhancing livability and shaping Lodi as one of the premier wine/tourism destinations
<b>Lemoore</b>	Underway	General Plan and EIR
<b>Los Banos</b>	Underway	General Plan and EIR focused on New Urbanism principles
<b>Castro Valley</b>	Underway	General Plan Update and EIR. Being done in collaboration with Kahn Mortimer Assoc. (a local Alameda County firm). Public Review Draft and EIR complete.
<b>Santa Monica</b>	Underway	Comprehensive Update to Land Use and Circulation elements of General Plan; Comprehensive Zoning Ordinance Update; and EIR. Incorporates livability principles
<b>Concord</b>	Underway	General Plan, Zoning Ordinance, and Environmental Impact Report. Review drafts complete
<b>Emeryville</b>	Underway	General Plan, Zoning Ordinance, Design Guidelines, and Environmental Impact Report. A 3-D model of the city has also been prepared to help with these efforts
<b>Porterville</b>	Underway	General Plan and EIR with emphasis on community design, infill and new residential villages to promote compact development
<b>Petaluma</b>	2007	General Plan and EIR, driven by the overarching theme of sustainability. Draft Plan and EIR currently under public review

**Recent General Plans** (D&B has been lead consultant for all assignments)

City (or County)	Year Adopted	Work Performed by Dyett & Bhatia
San Bruno	2006	Comprehensive update of the General Plan, which was last updated 20 years ago. Hearing drafts of the Plan and EIR completed in 2006 (release delayed because of staff turnover. Expected to be released for public review in summer)
Redlands	2006	Visioning and Strategic Plan for the development of General Plan, with extensive community input. D&B recently selected for actual General Plan work, and also prepared the last General Plan for the City in 1995
Humboldt Co.	2005	Project led by County staff, with Dyett & Bhatia helped staff with evaluating planning issues and sketch plans
Yuba City	2004	General Plan and EIR. D&B subsequently retained by the City to prepare Zoning Ordinance
Santa Rosa	2002	General Plan and EIR. Outlines policies for infill and mixed-use development along key corridors
San Ramon	2002	General Plan and EIR. Plan responds to voter initiative to prepare a new Plan guided by smart growth principles – approved by 80 percent of the voters in March 2002 elections
Pittsburg	2001	Winner Northern California Section American Planning Association (APA) Award. General Plan and EIR. Hillside conservation, waterfront development, downtown revitalization, and SOI changes were major challenges, D&B also prepared the City's last General Plan in 1988
Rohnert Park	2000	Winner Northern California Section APA Award. General Plan and EIR. The Plan broke a five-year planning deadlock in the community, and was endorsed by 78% of the voters
South San Francisco	1999	Winner APA Northern California Section and California Chapter Honor Awards. General Plan and EIR. Reuse of industrial areas and economic development were major priorities
Sunnyvale	1997	Transportation Element; assistance to staff on Land Use Element
Larimer Co.	1997	General Plan for the Colorado county
Santa Fe, NM	1996	New General Plan for one of the country's oldest and most distinctive cities and New Mexico's capital
Martinez	1996	Technical update and preparation of Growth Management Element
Milpitas	1995	Comprehensive technical update
Chico	1994	Winner Ahwahnee Award, and Sacramento Valley Section and California Chapter APA awards for Best Comprehensive Plan. General Plan and EIR (with Michael Brandman Associates) for the university town
Redlands	1994	General Plan and Master EIR for the southern California city
Benicia	1993	Comprehensive technical amendments
San Diego	1993	North City Future Urbanizing Area Plan and EIR; plan for the last remaining 19 square miles of land in the City
Turlock	1993	Winner Central Valley Section APA Award. General Plan, MEA, and EIR

## URBAN DESIGN; SPECIFIC AND AREA PLANS

Urban design is a central area of practice at Dyett & Bhatia. We have prepared specific and area plans for sites ranging in scale from a few blocks in infill settings to over 20 square miles in urban expansion areas. Our expertise includes physical planning and urban design, detailed design guidelines and standards, building massing, view and shadow studies, and parking and fiscal assessment. We also supplement urban design assignments with our in-house state of the art three-dimensional computer modeling, visual simulation, and sophisticated GIS capabilities.

### Recent Specific and Area Plans (D&B has served as the lead consultant for all assignments)

<i>Project/City</i>	<i>Work Performed/Underway</i>
Phoenix Downtown Urban Form Project; Underway	Major project with extensive community outreach to shape downtown over the next 20 years. Includes comprehensive new development framework, including zoning, guidelines, streetscape, and arts plans
San Diego Downtown Plan and Zoning; 2006	Plan adopted in February 2006, at first City Council hearing. Plan envisions downtown San Diego as one of the most intense-and-livable of all American downtowns, with a population of 90,000 and 170,000 employees. D&B led all aspects of the assignment, and also prepared new zoning regulations to implement the plan. <a href="http://www.ccdc.com/planupdate">www.ccdc.com/planupdate</a>  Winner American Planning Association San Diego Section Comprehensive Planning Award (2007) and Urban Land Institute Award (2006)
Santa Clara Transit Area Plan and EIR; Underway	Plan for a 450-acre area around the terminus of the Silicon Valley BART extension; the future center will include BART, Amtrak, the current Cal-Train Station, and a people mover system to the San Jose airport
Milpitas Transit Area Specific Plan and EIR; Underway	Planning and urban design of 365-acres surrounding two new light rail stations and a proposed BART station
Fairfield-Vacaville Station Area Specific Plan and EIR; Underway	Sketch Plan concepts recently completed
Genentech Campus Master Plan: South San Francisco; 2007	New campus master plan to guide Genentech's corporate campus expansion from 6,500 to nearly 12,000 employees. Master Plan addresses full spectrum of topics, including urban design, transportation, and parking, and includes design guidelines
Claremont Inn and Old School House Specific Plan; 2007	Specific Plan for 20-acre infill area in Claremont for mixed-use development
Menlo Park Downtown Plan; 2006	Plan to foster creation of a new downtown. The preferred plan has been prepared and preparation of RFP for developer solicitation is underway
Folsom Growth Area Visioning Project; 2005	Visioning for 3,000 acres of greenfield within the City's sphere of influence being contemplated for growth.
Capitol Area Plan; Sacramento; 1997	Plan for the 350-acre, 42-block Capitol Area, prepared for the State of California that has led to the largest infill development in Sacramento's history. APA Section Award winner
South San Francisco BART Transit Village Zoning; 2001	Zoning regulations for the area around the BART station, that is currently under construction

**Recent Specific and Area Plans** (D&B has served as the lead consultant for all assignments)

<i>Project/City</i>	<i>Work Performed/Underway</i>
<b>West Div. Specific Plan and EIR; San Bruno, CA; 2002</b>	Specific plan and EIR for redevelopment of the former Western Division offices of the U.S. Navy
<b>Burlingame I01 Corridor/Shoreline Plan; 2000</b>	Plan for high-intensity residential and mixed-use development along the waterfront.
<b>CalTrain Station Area Plan; South San Francisco, CA; 1997</b>	Feasibility of relocating a CalTrain station to a downtown location and methods to integrate the new station with the surrounding land uses.
<b>Oyster Point Marina Master Plan, South San Francisco; 1999</b>	Provision of new ferry terminal, public marketplace, new offices and hotels, and improved shoreline access
<b>Tacoma, Washington; 1996</b>	Design and engineering guidelines to promote transit in Downtown, and for the creation of 14 active mixed-use districts
<b>Fossil Creek Neighborhood Plan; Fort Collins, CO; 1997</b>	Specific Plan for a 1,000-acre area around the Fossil Creek Reservoir for the City of Fort Collins and Larimer County

**ZONING ORDINANCES**

Dyett & Bhatia has unsurpassed experience in preparing comprehensive zoning regulations for cities and counties in California, Arizona and nationwide, and has familiarity with Euclidean, design, and form-based approaches. The firm’s zoning work has won national awards from the American Planning Association and the Department of Housing and Urban Development. The following table lists recent relevant zoning work.

**Recent Zoning Work**

*Comprehensive new citywide regulations, unless otherwise noted.  
Dyett & Bhatia has been the prime consultant for all assignments, except noted, where D&B is part of a national team*

***Projects Underway***

- Menlo Park (commercial districts only)
- Santa Monica
- Portland, OR (framework only)
- El Cerrito
- Morro Bay
- Emeryville
- Los Angeles County
- Concord
- Manteca
- Mesa, AZ
- Phoenix, AZ (downtown)
- Kansas City, MO (with Duncan Associates)
- Washoe County, NV (with Duncan Associates)

***Completed Citywide Zoning Assignments***

- Oakland
- Albany
- Monterey
- Benicia
- Yuba City
- Huntington Beach
- Manhattan Beach
- Pasadena

- San Jose (framework only)
- Berkeley
- San Leandro
- Orinda
- Pittsburg
- Pleasant Hill
- Benicia
- Half Moon Bay
- Carmel
- Redding
- Palm Beach County, CA (FL)
- Cincinnati (OH)
- Milwaukee (WI)
- Maryland National Capital Park and Planning Commission
- Tucson (AZ)
- Houston (TX)
- Austin (TX)
- Eugene (OR)
- Henderson (NV)
- Larimer County (CO)

***Completed Downtown and Specific Mixed-Use Regulations***

• Chicago, IL	Adopted 2004
• Portland, Oregon	Comprehensive development regulations, and design and parking standards for the entire downtown area (winner of an award from HUD)
• Portland, Tri-Met	Model regulations to support transit (APA award winner)
• Scottsdale, AZ	Development regulations and planning for a new people-mover system
• San Diego Downtown	Adopted 2006
• San Francisco	Chinatown and Van Ness Corridor: massing, solar access and development standards
• South San Francisco	Transit Overlay District regulations to implement BART Station Area Plan

**OTHER AREAS OF EXPERTISE**

**Environmental Planning and Impact Review**

Dyett & Bhatia has prepared EIRs on over 35 citywide/countywide planning efforts, mainly on general and specific plans, but also on several Bay Area regional transportation plans and programs, including the two former and the current Bay Area Regional Transportation Plan (for MTC); and the 1995, 2000, and 2004 Contra Costa Countywide Transportation Plan.

**Smart Growth and Sustainable Development**

Dyett & Bhatia has worked on some of the region’s most prominent smart growth assignments, including: Bay Area Smart Growth Strategy/Livability Footprint Project (for a coalition of regional agencies, and business and environmental groups); a new general plan focused on sustainable development for the City of Petaluma; and a voter-mandated smart growth general plan for the City of San Ramon.

### **Infill Development and Urban Design Techniques Experience**

Dyett & Bhatia has extensive experience in preparing planning and implementation assignments that are focused on infill development, as well as in carrying out urban design assignments focused in on infill development. Illustrative recent examples include:

- *General Plans.* Examples include the South San Francisco General Plan (all development for the next 20 years is infill) and the City of Chico (where the Plan called for development of mixed-use centers on existing infill sites).
- *Urban Design Plans.* Examples of this include the Downtown Community Plan Update for the City of San Diego, and the 1999 award-winning (See Recent Awards) Capitol Area Plan in Sacramento, which included examination of infill development opportunities in a 70-block area in downtown Sacramento.
- *Zoning and Design Standards.* Examples of this include the Tacoma Transit-Supportive Development Regulations project, and ongoing comprehensive zoning and development regulations for numerous cities throughout the country.

### **Growth and Congestion Management and Land Use/Transportation Integration**

D&B has pioneered many of the techniques used for land use and transportation integration and has remained the on-call congestion management/ planning consultant for the Contra Costa County Transportation Authority (CCTA) since 1991. The California Congestion Management Program was modeled on the basis of the firm's work in Contra Costa, CA, and the firm received a National Award from the American Planning in 1996. We are currently performing an update for CCTA. D&B prepared the Implementation Program for the well-known LUTRAQ Project in Oregon, and has prepared regulations to promote transit (the Model Regulations for Transit we prepared for Portland's Tri-Met are the benchmark).

### **Downtown, District, & Area Plans**

D&B has prepared plans for areas ranging in scale from a few blocks to several square miles, for both infill and new growth. Current work includes the new downtown plan for San Diego, Menlo Park Downtown Revitalization Project. Recently complete project include the 2002 Transit Village Plan (which includes efforts to create a new downtown for the city), and the Burlingame 101 Corridor/Shoreline Plan, 2000. Other recent work includes Capitol Area Plan for a 42-block area in Sacramento, which is leading to the largest infill development in Sacramento's history, CalTrain Station Area Plan (South San Francisco), and the West Div Specific Plan (San Bruno).

### **Public Participation and Facilitation**

D&B staff is trained in meeting facilitation and has managed numerous interactive public workshops where attendance exceeded several hundred people. The firm's public participation programs typically include the development and maintenance of websites; the creation of periodic newsletters; PowerPoint presentations; and the design of quality graphics and maps for large-scale presentation boards.

## **COMPUTER MODELING, VISUALIZATION, AND GIS CAPABILITIES**

Dyett & Bhatia maintains leading computer resources, including PC Workstations and Macintoshes. We are adept with an array of computer modeling and information-integration software, with programs that include ArcGIS 9.2 3D Analyst with Spatial and Network Analysis extensions; Autodesk Map 3D 2007 (with GIS interface capability); Sketchup 6.0; Adobe Creative Suite 3 (including Illustrator); Freehand; and 3D Studio Max; —all of which will contribute to the high graphic standards of the General Plan.

Dyett & Bhatia is committed to using the latest software innovations to complement and inform planning decisions. To that end, the firm offers a highly-skilled technical staff trained in three-dimensional computer modeling, Geographic Information Systems (GIS), cartography, and photo simulation (computer-generated and hand-drawn). We also offer the use of *Scenario 360*.

### **Three-Dimensional Computer Modeling and Visual Simulation**

Dyett & Bhatia has expertise in preparing three-dimensional models of large urban areas, which can be viewed from any angle, or viewed in a walk-through or fly-by mode. Most recently, D&B modeled the entire 1,500-acre downtown area of San Diego, and the entire City of Emeryville along with the East Bay Hills. These models, prepared using 3D Studio Max, are used for massing and visual studies for design of new buildings and to study shadow impacts for different time-periods. Using Sketch-Up, 3-D models can also be linked to GIS databases. We also have the in-house capability and talent to create hand-drawn scenarios as an alternative to computerized photo simulation.



*Emeryville General Plan computer model*



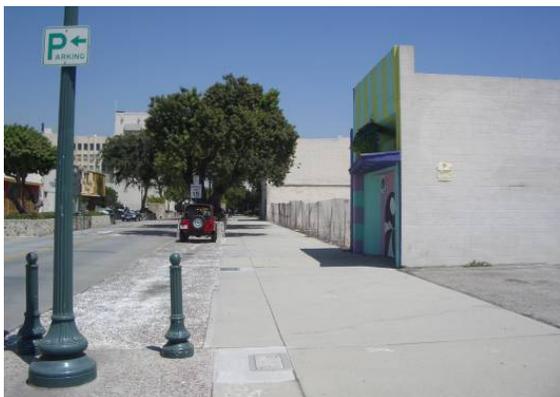
*Downtown San Diego computer model*



*Downtown San Diego computer model detail*



*San Diego Shadow Study – 11 am and 3 pm*

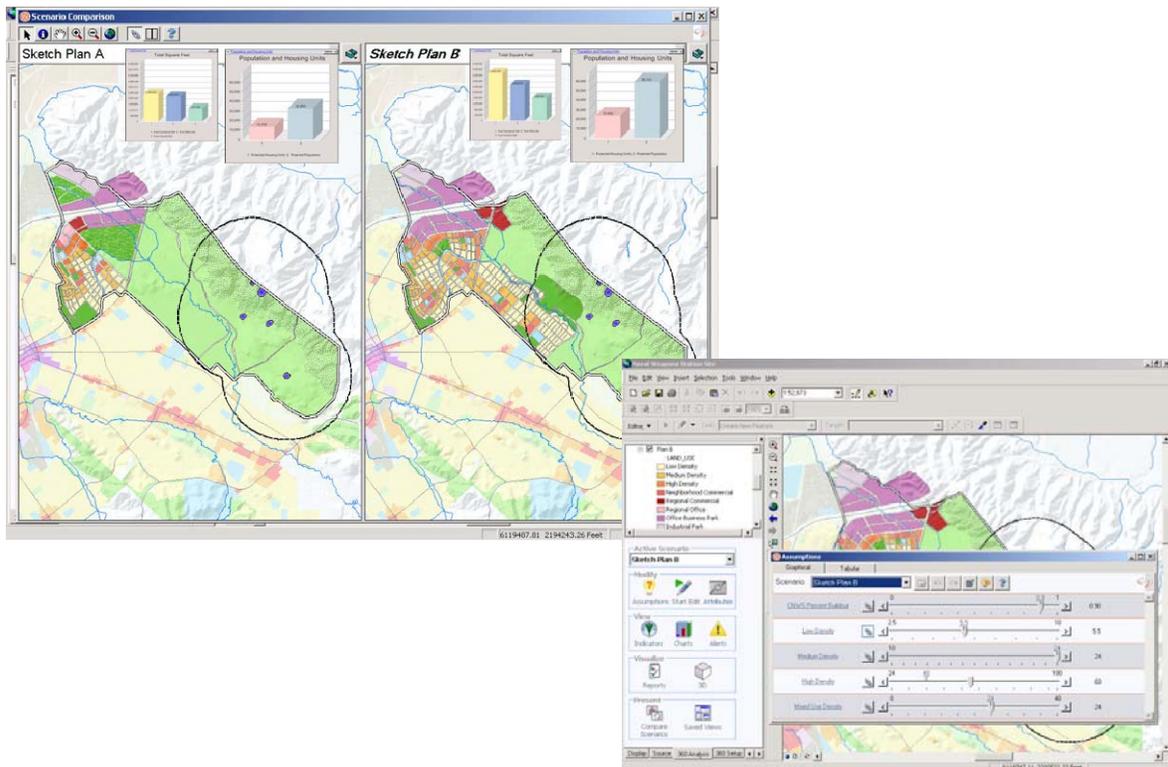


*Computerized photo simulations for the Pomona General Plan*



### Custom Development Capacity, Indicators, and Scenario 360

D&B has developed custom indicators that enable efficient and accurate testing of development scenarios and real time evaluation of alternative land use patterns, development assumptions, and projected impacts. The interface is underlain by an ArcGIS database and Scenario 360. It is a powerful suite of software tools that can be utilized in meetings and workshop settings to update alternative land use patterns, development assumptions, and projected impacts in “real time.” Rather than waiting on the project team to return with illustrations of concepts and ideas or lengthy spreadsheet calculations, people can instantaneously see their input illustrated and discussions can productively move forward. The techniques provide unparalleled flexibility, efficiency, and collaboration in the planning process.



## **RECENT AWARDS**

D&B has won more than 30 major awards, including over 20 awards from the American Planning Association, for its work. Recent awards include:

- 2007 American Planning Association (APA) California Chapter Award of Merit for Comprehensive Planning for Large Jurisdiction, *San Diego Downtown Community Plan*
- 2007 APA San Diego Section Award, *San Diego Downtown Community Plan*
- 2006 ULI/San Diego Tijuana Chapter Smart Growth Award, *San Diego Downtown Community Plan*
- 2005 APA California Chapter Award, *Oakland Safety Element*
- 2005 APA Northern California Section Award, *Oakland Safety Element*
- 2003 Congress for New Urbanism Charter Award, *Bay Area Smart Growth/ Livability Footprint Project*
- 2002 APA Northern California Section Award, *Pittsburg General Plan*
- 2001 APA Northern California Section Award, *Rohnert Park General Plan*
- 2000 APA California Chapter Honor Award, *South San Francisco General Plan*
- 2000 APA Northern California Section Award, *South San Francisco General Plan*
- 1998 APA Sacramento Section Honor Award, *Capitol Area Plan Background Studies*
- 1996 APA National Award of Merit, *Land Use, Transportation, and Air Quality Connection Project*
- 1995 APA California Chapter Honor Award, *Chico General Plan*
- 1995 APA Sacramento Valley Section Award, *Chico General Plan*
- 1995 Ahwahnee Award, *Chico General Plan*
- 1994 Ahwahnee Award, *Planning & Design for Transit Handbook, Portland Tri-Met*
- 1994 APA Oregon Chapter Award, *Planning & Design for Transit Handbook, Portland Tri-Met*
- 1993 APA Central Valley Section Award, *Turlock General Plan*

## Appendix B: Resumes

Detailed resumes for key personnel and technical support staff appear in the following order:

Leslie Gould, Principal, Principal in Charge

Michael V. Dyett, FAICP, Principal, Participating Principal

Poppy Gilman, Planner, Project Planner

Sarah Nurmela, AICP, Senior Planner/Urban Designer

Monica Makarczyk, Urban Designer

Mark Chambers, Graphics Manager

Rose Abbors, GIS Specialist

Barbara Natali, Graphic Designer

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## Leslie Gould

Principal

Leslie Gould has 25 years experience in community development, including comprehensive planning, redevelopment and economic development, affordable housing, open space planning, urban design, zoning and development administration. She is very well-regarded for her interpersonal and verbal communication skills and consensus building expertise. She joined Dyett & Bhatia in January 2004, after five years as Planning Director for the City of Oakland.

### Education

**Master of City Planning**

**Master of Architecture**

University of California, Berkeley

**Bachelor of Arts in Political Science**

*Phi Kappa Phi Honor Society*

University of Florida

### Recent Assignments

**Phoenix Downtown Plan and Zoning.** Ms. Gould is the Project Manager for this major effort to shape the 1,400-acre Phoenix downtown over the next 20 years. The focus of the project is comprehensive zoning and design regulations, as well as streetscape and public improvement plans.

**Milpitas Transit Area Plan.** Ms. Gould is Project Manager for this planning effort to transform an industrial area into a transit-oriented development area around two new light rail stations and the future BART station.

**Fairfield Multi-Modal Rail Station Specific Plan.** As Project Manager, Ms. Gould will be managing an 18-month effort to prepare a Specific Plan, EIR, and Zoning for this undeveloped area around a new train station.

**Folsom Sphere of Influence Visioning Project.** Ms. Gould conducted a community visioning and land planning for 3,500-acres of undeveloped land in Folsom. The preliminary concept plan establishing land uses, density, street layout, open space, and building types has been adopted.

**Castro Valley General Plan.** Ms. Gould is leading a community planning effort to establish a new General Plan for this unincorporated area with 60,000 people. Castro Valley is experiencing extensive infill, residential development, and is working to revitalize downtown and establish a vision for development around the BART station.

**El Cerrito Zoning Ordinance.** Ms. Gould completed a completely new Zoning Code for the City of El Cerrito that includes extensive standards for transit-oriented development around BART, residential and commercial development, and creekside properties.

**Manteca Zoning Ordinance.** Ms. Gould is Project Manager for a new zoning code and Community Design Handbook for this rapidly growing community.

## Work Experience

City of Oakland, Planning Director, *1998-2003*

Managed current and advanced planning staff of 40 people, handling over 1400 cases per year at Planning Commission and City Council. Supervised citywide Sustainable Development Program to implement specific projects and programs in all City departments. Oversaw development review of more than 50 large scale development projects, including high density downtown housing and office buildings, 500 unit hillside residential subdivision, low-rise commercial and apartment projects, etc. Led major initiatives for customer service improvements and staff development. Supervised long-range planning projects: Industrial land protection, residential/industrial land use conflicts, residential design review, and new zoning districts. Planning and design for waterfront trail and park plan that culminated in the passage of a \$200 million bond measure.

City of San Leandro, Manager of Redevelopment Projects, *1994-1998*

Prepared implementation plan and affordable housing strategy for new Redevelopment area and negotiated development plans, DDA, and OPA for Redevelopment Projects. Project Manager for historic preservation/affordable housing construction project. Oversaw design and construction of streetscape improvements in commercial areas.

University of California at Berkeley, Visiting Instructor on Land Use and Urban Design, *1998; 2004*

City of Berkeley, Fire Area Rebuilding Coordinator, *1992-1994*

City of Mountain View, Zoning Administrator/Chief of Current Planning, *1985-1992*

Heller & Leake Architects, Architectural Designer, *1984-1985*

## Michael V. Dyett, FAICP

Principal

Michael Dyett specializes in comprehensive planning, zoning, urban design, growth management and implementation systems design. He is also skilled in environmental assessment and transportation policy research, focusing on development patterns and land use-transportation linkages. He has served as a Visiting Professor at the University of California at Berkeley directing a land use/transportation studio, and as an adjunct faculty member for national workshops conducted by the Lincoln Institute and the American Planning Association. He has taught professional education short-courses on land use and transportation for the Institute for Transportation Studies (ITS) at the University of California, Berkeley, as a part of their Technology Transfer Program. Michael Dyett has also led panels on comprehensive planning and zoning for the American Planning Association and he was an invited lecturer speaking on neo-traditional zoning at the Institute of Traffic Engineering's mid-career training workshops.

### Education

#### Master of Regional Planning

Harvard University Graduate School of Design

#### Bachelor of Arts

Harvard College

### Awards

He has directed projects that have won over 15 major awards, including National Honor Awards from the American Planning Association and the U.S. Department of Housing and Community Development. He is a member of the College of Fellows of the American Institute of Certified Planners and former member of the California Planning Roundtable. He is past president of the San Francisco Economic Round Table and former member of the Advisory Council of the San Francisco Bay Area Air Quality Management District (Community Planning Representative).

### Recent Assignments

#### General Plans and Specific Plans

Michael Dyett has been the Principal-in-charge or Participating Principal for comprehensive general plans and environmental impact reports for over 20 cities and counties, including:

- Benicia
- Burlingame Bayfront
- Chico
- Concord (*underway*)
- Emeryville (*underway*)
- Fossil Creek Area Plan (Colorado)
- Humboldt County
- Larimer County (Colorado)
- Lemoore (*underway*)
- Los Banos (*underway*)
- Martinez
- Menlo Park El Camino Visioning (Phase 1)
- Milpitas
- Orinda
- Pittsburg
- Placencia Town Plan (Belize)
- Pleasant Hill
- Pleasanton
- Porterville (*underway*)
- Salinas
- Santa Barbara County
- Santa Fe (New Mexico)
- San Mateo Downtown
- San Ramon
- South San Francisco
- Vacaville
- Yuba City

Mr. Dyett has been directly responsible for managing EIRs on several of the above projects. He has also served as an expert witness on the legal adequacy of general plans and the environmental documents for the plan.

## Zoning Ordinances and Plan Implementation

Michael Dyett has unsurpassed national expertise in the preparation of comprehensive city- and countywide zoning and subdivision ordinances. He also prepared zoning regulations for downtowns of major cities, for pedestrian- and transit-oriented development, and for Traditional Towns, Traditional Neighborhoods, and Traditional Marketplaces for Palm Beach County. Current and past experience includes:

### City- and Countywide Regulations

- Albany
- Carmel
- Cincinnati (Ohio)
- Concord
- El Cerrito
- Gilbert (Arizona)
- Half Moon Bay
- Henderson (Nevada)
- Houston (Texas)
- Huntington Beach
- Larimer County (Colorado)
- Los Angeles County
- Manhattan Beach
- Marina
- Memphis (Tennessee)
- Menlo Park
- Mesa, AZ
- Milwaukee (Wisconsin)
- Monterey
- Morro Bay
- Oakland
- Oceanside
- Palm Beach County (Florida)
- Pasadena
- Pleasant Hill
- Portland (Oregon)
- Prince George's County (MD)
- Redding
- San Jose
- Santa Cruz
- Washoe County (Nevada)

### Downtown Regulations

- Chicago (Illinois)
- Kansas City (Missouri)
- Portland (Oregon)
- San Francisco (Chinatown)
- San Diego (downtown & East City)
- Scottsdale (Arizona)

### Mixed-use, Pedestrian, and Transit-oriented Regulations

- Tri-Met (Portland, OR): Model Regulation for Transit
- Tacoma: Citywide Mixed-use and Transit-oriented Development Standards

## Linking Land Use and Transportation

Michael Dyett prepared regulations to promote transit for the City of Tacoma and Pierce Transit and for the Riverview Light Rail Corridor in St. Paul, MN. He has also prepared model regulations for transit-oriented development for Portland's metropolitan transit agency (Tri-Met), and the implementation program for the LUTRAQ (Land Use Transportation and Air Quality) Project in Oregon. He led the firm's research on land use and urban development impacts of beltways for the U.S. Department of Transportation, and directed analysis of land use impacts of BART. The National Research Council, the Institute for Transportation Engineers, Western City, and the University of Wisconsin have published his research on transportation/land use linkages.

# Poppy Gilman

Planner

Ms. Gilman specializes in land use planning with an emphasis on urban revitalization, transit-oriented development, urban design and economic development.

## Education

**Master of Arts in Urban Planning**  
University of California, Los Angeles

**Bachelor of Arts in Geography**  
University of California, Berkeley

## Recent Assignments

**Porterville General Plan Update and EIR.** Ms. Gilman is a project planner for this comprehensive General Plan Update. Her responsibilities include gathering comparative land use, demographic and economic research, and evaluation of existing and future area conditions. She is also responsible for the evaluation of general plan policies and preparation of the concurrent Environmental Impact Report (EIR).

**Castro Valley DEIR.** Ms. Gilman was a co-author for this assignment. The document is currently in the public review period.

**Belmont Downtown Revitalization.** Ms. Gilman will be a project planner for the General Plan and Specific Plan amendments required to redevelop three prominent sites in the Downtown area.

## Other Experience

Prior to joining Dyett & Bhatia, Ms. Gilman worked with the City of Sacramento's Downtown Development Group and Economic Development Division and the Culver City Redevelopment Agency.

## Sarah Nurmela, AICP

Senior Planner/Urban Designer

Sarah Nurmela specializes in physical planning and urban design with an emphasis on community and neighborhood development. She has worked on general and specific plans, transit-oriented developments, campus plans, as well as architecture and housing design. She has won several design competitions independently, and is a portrait and architectural rendering artist.

### Education

**Master of Urban Planning**  
Harvard University Graduate School  
of Design

**Bachelor of Arts in Architecture**  
*summa cum laude*  
Washington University in St. Louis

### Recent Assignments

**Santa Clara Transit Center Area Plan and EIR.** The Santa Clara Transit Center will become one of the largest hubs in the Bay Area, forming the terminus of BART's Silicon Valley extension. With several hundred acres of formerly industrial land surrounding the station, this project—being undertaken by D&B jointly for the cities of San Jose and Santa Clara, and the Santa Clara VTA—offers an opportunity to create a dynamic transit-supportive district. [www.santaclarasap.com](http://www.santaclarasap.com). Mrs. Nurmela is the Project Planner for the project.

**Genentech Master Plan.** Ms. Nurmela worked as the lead planner for the 200-acre main campus of the biotechnology pioneer, which will become one of the largest corporate campuses in the Bay Area, housing 14,000 employees. The Plan was adopted in 2007.

**Emeryville General Plan Update, Zoning Ordinance, and EIR.** Ms. Nurmela conducted urban design assessment, and co-led preparation of citywide land use and urban design alternatives. She will have lead responsibility for the Urban Design Element and design standards for the Zoning Ordinance when the Preferred Plan is finalized.

**Folsom Sphere-of-Influence Visioning.** Ms. Nurmela was the Project Planner for this process that outlined a vision for a 3,500-acre expansion area for the City of Folsom.

**Placencia Town Plan, Belize.** Ms. Nurmela worked as Project Urban Designer on the Town Plan for Placencia, a town with a growing tourist economy in the southern peninsula of Belize.

**Santa Clara Downtown Plan.** Ms. Nurmela worked as Urban Designer for the Plan, which seeks to create a new downtown for Santa Clara.

**San Diego Downtown Plan.** Ms. Nurmela conducted urban design studies of small areas, and prepared all of the hand-drawn renderings included in the Plan.

## Monica Makarczyk

Urban Designer

Monica Makarczyk specializes in physical planning and urban design with an emphasis on community and neighborhood development. She also handles the office's 3-D modeling and AutoCAD needs.

### Education

**Master of Architecture**  
University of Michigan

**Bachelor of Arts in History and  
Art History**  
University of California, Berkeley

### Recent Assignments

**Downtown Phoenix Urban Form Project.** Ms. Makarczyk is primarily involved in the streetscape visioning and urban design of the Phoenix downtown area. She also has extensive experience facilitating community visioning workshops and conducting stakeholder interviews.

**Avondale Specific Area Plan.** Similar to her work on the Phoenix downtown project, Ms. Makarczyk's primary responsibilities for the Avondale Specific Area Plan include urban and streetscape design and community visioning.

### Other Experience

Prior to Dyett & Bhatia, she worked in various architecture offices in a few different cities, and on a construction site.

## Rose Abbors

GIS Specialist

Ms. Abbors' expertise with GIS extends working on numerous planning assignments as well as GIS based modeling and scenario testing. She is proficient in ESRI's ArcGIS, Google SketchUp, Freehand, and Illustrator.

### Education

Bachelor of Science in Geography  
*Minor in Urban Planning*  
*GIS certificate*  
Arizona State University, Tempe

### Associations

Member of the Geospatial Information & Technology Association (GITA)

### Recent assignments

#### General Plans

Brisbane Baylands, Porterville, Lodi, Emeryville, Concord, Lemoore, Lodi, Phoenix, and San Diego

#### Station Area Plans

Milpitas, Fairfield, and Santa Clara

#### Zoning

L.A. County and San Francisco

## Mark Chambers

Graphics Manager

Mr. Chambers is one of the most experienced computer-based cartographers in the Bay Area and has prepared computer-based mapping and analysis for all of Dyett & Bhatia's recent general plans, community and design plans, zoning ordinances, and EIRs. He has 24 years of cartographic experience and is skilled in using computer graphics and desktop publishing software, including Macromedia Freehand, Adobe Illustrator, Photoshop, Freehand, Canvas, PC ArcView and PC ArcInfo, and PageMaker. He is also experienced in text and graphics hyperlinking, printer coordination and press checks.

### Education

Master of Fine Arts in Photography  
San Francisco Art Institute

### Recent assignments

#### General Plans

Porterville, Lodi, Emeryville, Concord, Lemoore, Lodi, Phoenix, and San Diego

#### Station Area Plans

Milpitas, Fairfield, and Santa Clara

#### Zoning

Palm Beach County, Carmel, Cincinnati, and Milwaukee codes

## **Barbara Natali**

Graphic Designer

Ms. Natali has expertise in both graphic and web design. She has worked on numerous reports, posters, newsletters, and web sites at Dyett & Bhatia. She is proficient in the Adobe Creative Suites, Dreamweaver, Freehand, and Flash.

### **Education**

**Bachelor of Fine Art in Studio Art**  
*Minor in Psychology*  
Macalester College

**Associate of Science in Graphic Design**  
The Art Institute of California-  
San Francisco

### **Recent assignments**

Ms. Natali's most recent projects have been for Lodi, Los Banos, CCTA, Castro Valley, Concord, Emeryville, L.A. County, Santa Clara, and Milpitas.

**DYETT & BHATIA**  
Urban and Regional Planners

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