



City of Menlo Park

El Camino Real Downtown Vision Plan

October 24, 2007



COMMUNITY | CIVIC & PUBLIC SAFETY | RECREATION | EDUCATION | URBAN
ARCHITECTS | ENGINEERS | EXHIBIT DESIGNERS | LANDSCAPE ARCHITECTS | PLANNERS | SURVEYORS

October 23, 2007

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

RE: Crafting a Vision for the Heart of Menlo Park

Dear Thomas:

As a progressive peninsula community that sits astride the King's Highway, El Camino Real, Menlo Park is a pioneer in downtown revitalization with its charming Santa Cruz Avenue District. Menlo Park is home to the "Park" and "Guild" Theaters, the Oasis and Foster's Freeze, and the Old Magoo's Pizza Parlor where the Warlock's played their gigs before becoming the Grateful Dead. It is the home of M.A., my alma mater, and it is my home town. For a community that has been so much a part of my past, nothing could give me greater pleasure than to help give form to its future.

As you well know, this is a project that demands a team that can reach out to and understand its spirited and intelligent citizenry in innovative ways to intimately engage them in a community visioning process. It needs a team with a strong track record of success in revitalizing downtowns, highway corridors, and streetscapes. It calls for a team that is fluent in mixed-use infill development concepts and the principles of sustainability and "green" design. At RRM Design Group, we are that team.

We are honored to have been short listed to propose on your visioning project for your downtown and the El Camino Real corridor. Accordingly, we have prepared the attached proposals for services that will have us closely interact with Menlo Park's civic leaders, residents, property owners, and business people in crafting a vision for the heart of the community.

Should you have any questions about our qualifications, experience, or commitment to do what is right by your community, please do not hesitate to give us a call. Otherwise, we will look forward to an interview with you to show you what we can truly do for you along the El Camino Real and in your downtown area.

Please note that this proposal is effective for 60 days.

Sincerely,
RRM Design Group



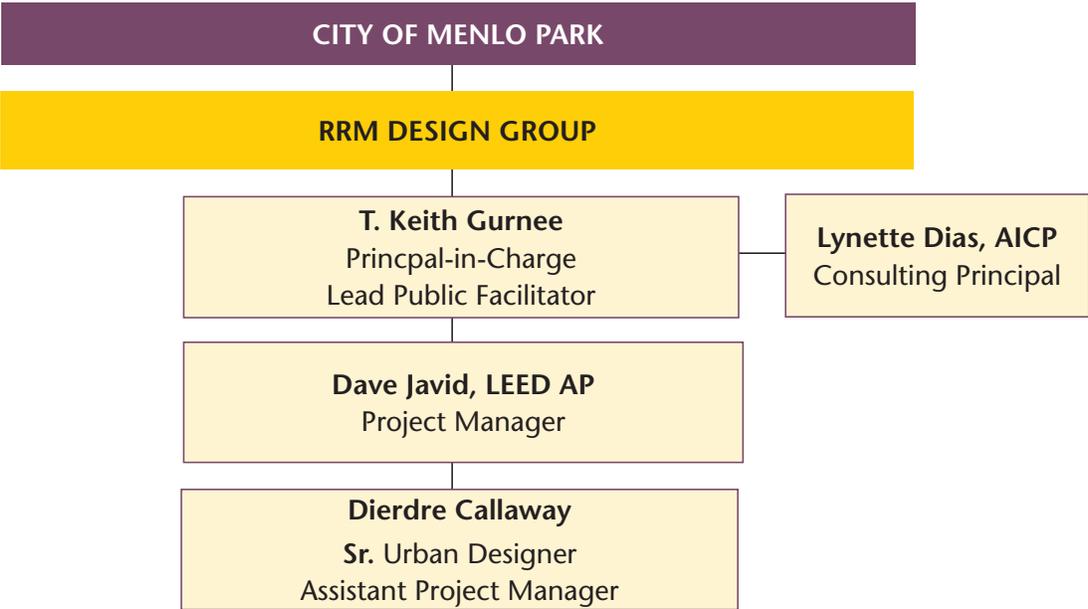
T. Keith Gurnee
Principal-in-Charge



Dave Javid, LEED AP
Project Manager

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Availability

RRM’s staff members who will serve as members of the Menlo Park Visioning process team are all available to serve the interests of this project. As a multidiscipline design firm with over 160 professionals on staff, our workload list is very extensive. To balance this workload, we assign staff members to the entire life cycle of a project. As such, we have prioritized our staff’s availability for your project, and are ready to hit the ground running. If you check our references, you will find that our clients appreciate our work and the high level of service we provide.

Key Personnel

RRM Design Group

RRM Design Group's multidiscipline delivery of professional services—architecture, civil engineering, exhibit design, landscape architecture, planning, and surveying—infuses sustainability and economic vitality into community, civic, public safety, recreation, education, and urban revitalization projects throughout California.

Our expert team of over 160 professionals connects green solutions with advanced technologies to implement your visions.

And with offices in San Luis Obispo, Sausalito, San Clemente, and Oakdale, we build strong relationships between people, places, resources, and public agencies, Creating Environments People Enjoy® since 1974.

Principals of the Firm

Victor Montgomery, AIA, No. C11090

T. Keith Gurnee

John Wilbanks, AICP

Jeff Ferber, RLA No. 2844

Erik P. Justesen, RLA No. 2608

Jerry Michael, RCE 36895, LS No. 6276

Greg Peters

Debbie Rudd, AICP

Warren McClung, ASLA, No. 4382

Mike Sherrod, ASLA

Tim Walters

Kirk Van Cleave, AIA, No. C25012

Stacey White, AIA, LEED AP, No. C29210

Lynette Dias, AICP, No. 017548

San Luis Obispo (Headquarters)

3765 South Higuera Street, Suite 102

San Luis Obispo, CA 93401

P: (805) 543-1794, F: (805) 543-4609

San Clemente

232 Avenida Fabricante, Suite 112

San Clemente, CA 92672

P: (949) 361-7950, F: (949) 361-7955

Oakdale

210 East F Street

Oakdale, CA 95361

P: (209) 847-1794, F: (209) 847-2511

Sausalito

10 Liberty Ship Way, Suite 300

Sausalito, CA 94965

P: (415) 331-8282, F: (415) 331-8298

Firm Size

Total staff of 160

Personnel by Discipline

- 15 California Licensed Architects
- 4 California Licensed Civil Engineers
- 11 California Licensed Landscape Architects
- 4 Certified Planners
- 5 Licensed Surveyors
- 9 LEED® Accredited Professionals
- 22 Architecture Designers
- 14 Engineering Designers
- 33 Planning and L/A Designers
- 7 Survey Technicians
- 46 Administrative and Secretarial
- 3 Construction Services
- 4 Interns
- 3 Exhibit Designers
- 1 CEQA Specialist

Key Personnel

T. Keith Gurnee

Project Role

Principal-in-Charge & Lead Public Facilitator

36 Years of Experience

Education

Bachelor of Science, City and Regional Planning, California Polytechnic State University, San Luis Obispo, CA

Affiliations

The Waterfront Center, Board Member, 2007 - Present
California Planning Roundtable, Member, 1997-2002
American Planning Association (APA), Member
Urban Land Institute, Member, #15121, San Francisco District Association
San Luis Obispo City Council, 1971-1977
San Luis Obispo Planning Commission, 1989-1991

Presentations

"Project Analysis Session: Creating a "There," There -- Scotts Valley, California" May 2007, ULI Spring Conference, Chicago, IL

"Designing and Defining the Urban Edge," 2006, The APA Conference, Anaheim

"Prince Memorial Greenway," 2001, Urban Streams Conference, San Luis Obispo, CA

Related Project Experience

Calabasas Old Town Improvements Project, Calabasas, CA

As Principal-in-Charge, Project Manager, Urban Designer, and Public Facilitator, Keith managed the project and conducted three public workshops that lead to the successful design of this community's distinctive downtown area.

Claremont Village West Specific Plan and Design Guidelines, Claremont, CA

As Principal-in-Charge, Project Manager, Urban Designer, and Public Facilitator, Keith oversaw the Specific Plan preparation and facilitated three workshops that led to the Plan's approval.

El Centro Downtown Revitalization, El Centro, CA

As Principal-in-Charge, Project Manager, and Public Facilitator, Keith lead the development of a revitalization Master Plan for the heart of downtown El Centro. Keith crafted a consensus around a Plan that called for the improvement of a town square, gateway elements, and streetscape improvements along main street, resulting in the construction of the Town Square with a surrounding colonnade.

Napa First and Second Streets Streetscape and Traffic Calming Plan, Napa, CA

As Principal-in-Charge, Project Manager, and Public Facilitator, Keith lead his team to craft a traffic calming and streetscape improvements plan for the primary gateway into Downtown. Keith conducted four public workshops that engaged neighborhood residents in developing the Plan that was unanimously approved by the neighbors and the Napa City Council.

Cloverdale Boulevard Redesign, Cloverdale, CA

As Principal-in-Charge, Project Manager, Urban Designer, and Public Facilitator for Cloverdale's highly touted streetscape enhancement plan in downtown Cloverdale, Keith facilitated four public workshops to develop a consensus. The Plan was ultimately used by the City to develop construction documents for the distinctive improvements that were constructed and completed.

Key Personnel

Lynette Dias, AICP

Project Role

Consulting Principal

18 Years of Experience

Education

Bachelor of Science, City and Regional Planning, California Polytechnic State University

Registrations

2001, American Institute of Certified Planners (AICP) No. 017548

Affiliations

American Institute of Certified Planners (AICP)
American Planning Association (APA)
Association of Environmental Professionals (AEP)
San Francisco Planning & Urban Research Association (SPUR)
Urban Land Institute (ULI)

Community Involvement

Sponsor/Director, 2005 - 2007 ULI's Urban Plan Program at Berkeley High

Presentations

"Staffing Trends: Making Contract Planners a Seamless Extension of City Staff," October 2007, CCAPA Conference, San Jose, CA

Facilitator and Juror, 2005 - 2007, ULI's Urban Plan Program

"Elements of Successful Public/Private Partnerships," 2005, APA National Conference, San Francisco, CA

"CEQA Workshop: CEQA Trends," 2004, AEP, Oakland, CA

"CEQA Workshop: Understanding the California Environmental Process," 2002-2003, 2005, AEP, Oakland, CA

Related Project Experience

Prior to joining RRM, Lynette was a Principal with LSA Associates, Inc. Some of her relevant experience from LSA is listed below.

Derry Lane Mixed Use Development EIR, Menlo Park, CA

As Principal-in-Charge, Lynette directed the preparation of an EIR for this significant urban infill project immediately adjacent to the City's train station and downtown while she was with LSA Associates, Inc. The EIR also included an evaluation of a proposed rezoning that would allow for a higher density of residential development along the El Camino Real corridor.

1300 El Camino Real Mixed Use Project EIR, Menlo Park, CA

As Principal-in-Charge, Lynette directed the preparation of an EIR for this significant urban infill project that involves redeveloping the Cadillac dealership site, a prime development site located within the El Camino Real corridor when she was with LSA Associates, Inc.

MacArthur BART Transit Village EIR and Contract Planning, Oakland, CA

As Principal-in-Charge, Lynette is currently directing this public/private partnership. She is responsible for preparing an EIR and all the City planning staff duties, including reviewing the application for completeness, coordinating the project team and deliverables, preparing staff reports, and presenting at public hearings.

Wavecrest Village Specific Plan, Half Moon Bay, CA

Prior to joining RRM, Lynette prepared an EIR for the Wavecrest Village Draft Specific Plan. The Specific Plan proposed up to 235,000 sf of mixed-use commercial and office space, as well as 270 single-family residential units on approximately 210 acres.

Downtown Martinez Revitalization, Martinez, CA

Prior to joining RRM, Lynette teamed with Calthorpe Associates to prepare a Specific Plan and EIR that will provide for the revitalization of the City's Historic Downtown community.

Key Personnel

Dave Javid, LEED AP

Project Role

Project Manager

10 Years of Experience

Education

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo, CA

Bachelor of Arts, Urban Studies and Planning, University of California, San Diego, CA

Accreditations

Leadership in Energy and Environmental Design

Affiliations

American Planning Association (APA)

LEED-ND Corresponding Committee

Publications

"LEED-ND is Coming, Are You Ready? How to Implement Green Planning and Design Principles Now," March 2007, Cal Planner, California Chapter of the American Planning Association

"The Situation Watch - Vote by Remote Control: The CPS," December 2006, RRM Resource Newsletter

Presentations

"The Planner's Guide to Implementing Green Principles," October 2007, CCAPA Conference, San Jose, CA

Related Project Experience

Camarillo Commons Strategic Plan, Camarillo, CA

As Urban Designer and Public Outreach Coordinator, Dave developed methods to engage the general public and over 50 property owners in working toward a common Vision for the Strategic Plan area.

Scotts Valley Town Center Specific Plan and EIR, Scotts Valley, CA

As the Urban Designer, Dave has been leading the RRM Team in incorporating input from the public, City Staff, and potential developers to draft a comprehensive Vision Plan. The Plan will include illustratives, sustainable design principles, and a Specific Plan document.

West Downtown Visalia Vision Plan, Visalia, CA

As Project Manager, Dave has been leading the RRM Team in developing a Vision Plan that accommodates the needs of residents, students, and hospital employees in close proximity to this urban infill project.

Humbert Street Multi-Family Residential, San Luis Obispo, CA

As Senior Planner, Dave worked with the Housing Authority to develop a cooperative residential develop concept to set a new precedent for addressing affordable housing concerns.

San Luis Obispo Pedestrian Transportation Plan, San Luis Obispo, CA

As Project Manager, Dave led the RRM team in establishing guidelines to encourage safe and inviting pedestrian paths throughout the City.

Key Personnel

Dierdre E. Callaway

Project Role

Sr. Urban Designer & Assistant Project Manager

24 Years of Experience

Education

Bachelor of Arts, City and Regional Planning, California Polytechnic State University, San Luis Obispo, CA
Associate of Arts, Liberal Arts, Canada College, Redwood City, CA

Affiliations

Sonoma County Alliance
Sausalito Chamber of Commerce

Civic/Community Service

Sonoma County Museum of Contemporary Art (MIOCA)
Sonoma County Land Paths
Sausalito Technical Advisory Committee

Related Project Experience

Old Town Sand City Urban Design Plan, Sand City, CA

As Urban Designer and Assistant Project Manager, Dierdre authored the design guidelines and urban design implementation document, designed the future circulation and land use plan, and facilitated public workshops for this Plan that includes street and parking design, improved streetscapes, and design guidelines.

Mid-Higuera Enhancement Plan, San Luis Obispo, CA

As the Senior Planner, Dierdre assisted in the project management, oversaw preparation of work products, prepared the design guidelines for the districts commercial corridor, designed the streetscape treatments and circulation redesigns, and prepared exhibits for the public workshops. The Plan will reduce traffic conflicts, improve public access, increase pedestrian safety, and diversify uses

Claremont Village West Specific Plan and Design Guidelines, Claremont, CA

As the Assistant Planner, Dierdre assisted in public consensus building and key stakeholder interviews, assisted in day-to-day project management, designed the land use studies, co-authored the expansion plan, and prepared the final illustrative plan.

Missouri Flat Urban Vision Plan & Design Guidelines, El Dorado County, CA

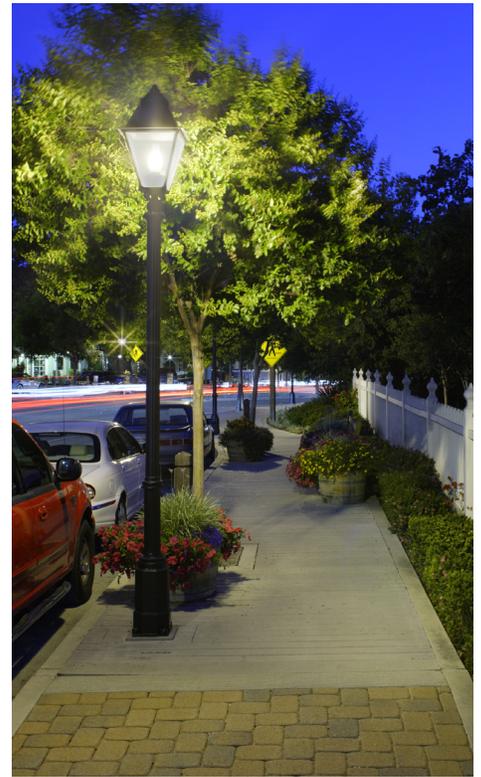
As the Project Manager and Urban Designer, Dierdre lead the urban visioning effort, prepared alternative and final urban vision plans, and assisted in preparation and writing of the design guidelines.

Sebastopol Road Urban Vision Plan, Santa Rosa, CA

As the Project Manager and Urban Designer, Dierdre facilitated public visioning workshops (including bilingual workshops), designed the future circulation and land use plans, and authored the design guidelines and urban design implementation document.

Project List

Outlined on the following pages are a series of descriptions and graphics of projects that best relate to the services being sought by the City of Menlo Park in creating a Vision Plan for its El Camino Real and Downtown areas. Please note that the projects mentioned as Specific Plans all required a visioning process at the outset of those efforts.



“Congratulations, we did it! Actually, the majority of the credit goes to you, for interpreting the desires of the Steering Committee, Planning Commission and City Council. I may have mentioned this before, but it bears repeating: RRM equals Really Really Marvelous work.”

*--Steven K. Harris, AICP, Former Community Development Director
City of Calabasas*



Calabasas Old Town Improvements Project, Calabasas, CA

RRM Design Group created the award-winning Master Plan, design guidelines, streetscape design plan, tree protection plans, construction documents, and economic implementation program for the revitalization of Old Town Calabasas, the oldest remnant of a western town in Southern California. In an effort to restore and enhance the original central business district, the Master Plan covers land use studies, circulation and parking studies, downtown facades, and pedestrian-oriented streetscape designs. Unique elements include an innovative boardwalk system, mid-block crossings, custom streetlights, utility infrastructure renovation, a reclaimed water system, custom site furniture, a holiday lighting system for street trees, hidden utility vaults, and integrated bike parking posts. In addition to the streetscape, new spaces were enhanced to host a farmer’s market and seasonal community festivals. RRM Design Group also facilitated a steering committee and a series of public workshops with merchants, property owners, residents, City staff, the Planning Commission, and the City Council in creating the approved Plan.

Award
American Planning Association (APA), 1994



Cloverdale Boulevard Redesign, Cloverdale, CA

Through a series of community workshops, RRM Design Group developed a Concept Plan to revitalize four blocks of downtown Cloverdale’s main street. This northern Sonoma County project has transformed a former highway into a pedestrian-friendly, viable retail corridor, reducing the street from four lanes to two, providing broad public sidewalks, and alternating diagonal parking with parallel parking to create a meandering effect. Streetscape elements include gateway entry features, new street furniture, a midblock pedestrian crossing median, and an unusual sidewalk and median design employed to slow traffic through town. Since the Plan’s construction, neglected storefronts and abandoned buildings have given way to new business investments.



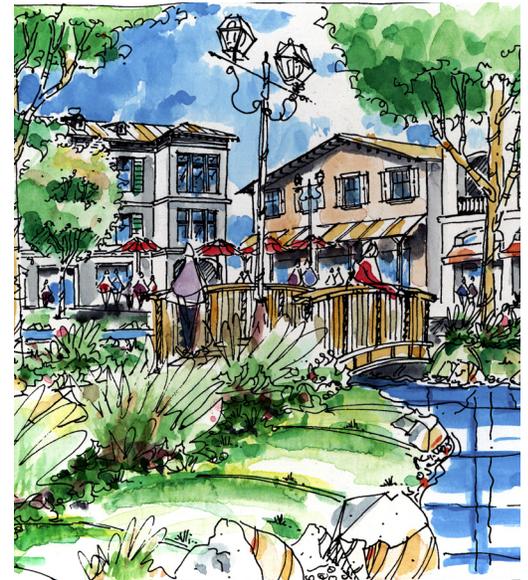
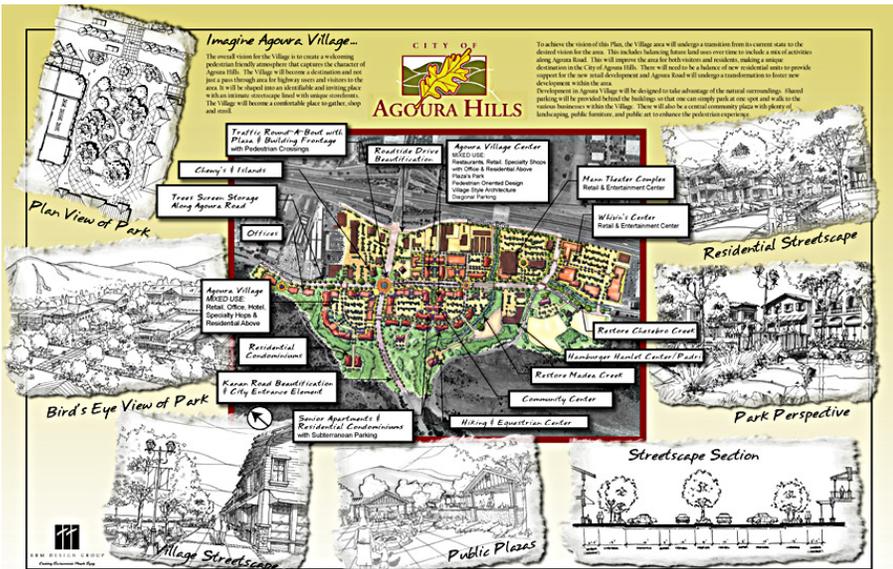
“We work with RRM often to meld urban design with creative traffic and parking solutions. We look forward to this collaboration that has worked on well in Capitola, Claremont, and Cloverdale.”

~Steve Weinberger
Whitlock and Weinberger Transportation



Sebastopol Road Corridor Design Guidelines, Santa Rosa, CA

Working with the City of Santa Rosa, the County of Sonoma Permit & Resource Department and the County Redevelopment agency, local business owners, and citizens of the Roseland area, RRM Design Group crafted the Sebastopol Road Urban Vision Plan for a one mile stretch of this important arterial through the ethnically diverse neighborhood of Roseland in the City of Santa Rosa. To create a destination in the core of the Roseland area with both vertical and horizontal mixed-uses, RRM conducted bilingual workshops, a series of stakeholder interviews, and a focused design charrette. This collaborative Vision Plan designates the area for significant mixed-use development, an international market place, a public gathering space, retail development, and a variety of housing types of differing affordability. The Plan also links the Sebastopol Road corridor to surrounding neighborhoods with a pleasant and safe walking environment. Additional future development will seek to reduce the presence of cars and parking lots along the street frontage and orient the service-based uses away from the central core. This Vision Plan will serve as the basis for a greater City of Santa Rosa General Plan update, and for a set of unique design guidelines that will celebrate the community's ethnic diversity. This project was adopted by both the City of Santa Rosa and Sonoma County on June 13, 2007.



Agoura Village Specific Plan, Agoura Village, CA

Using an extensive outreach process to forge community consensus, RRM Design Group prepared the Agoura Village Specific Plan for the Kanan Road/Agoura Road village area of the City of Agoura Hills. The focus of the Plan was to create a unique “village like” destination in the City, employing the principles of New Urbanism. The Plan designates a mix of residential, commercial, and office uses, creating a pedestrian-oriented destination within an attractive, lively neighborhood setting. Working with a team of consultants (including Economists and Traffic Engineers), RRM and the City refined the vision and created land use development standards, regulations, and policies that will enable private development to build the “Village Plan.” RRM remains under contract with the City to ensure the successful implementation of the Plan, meeting with applicants in the development community to provide design review services and design recommendations to guarantee that the Village Concept and the intentions of the Specific Plan are met. The Plan was adopted in May of 2006. The City of Agoura has since retained RRM to prepare a Master Streetscape Plan, Village logo, sign program, and entrance monuments.



Scott's Valley Town Center Specific Plan, Scotts Valley, CA

RRM Design Group was retained by the City of Scotts Valley to prepare a vision plan for a new town center and a specific plan with guidelines to implement that vision. The 28-acre site comprised of a mix of ownerships between the City of Scotts Valley and a number of private landowners, as well as other public landowners such as the federal government with its post office and regional transportation authority where it currently operates its multi-modal transit facility. Goals of the project are to develop a plan involving mixed use development to create a downtown area where none exists today and to take maximum advantage of the proximity of the transit center to spur a transit-oriented design. RRM is in the process of preparing a preferred vision for what the town center project can be and are also resolving that vision in preparing and processing a specific plan with design guidelines that will be acted upon by the City in 2008.





BEFORE



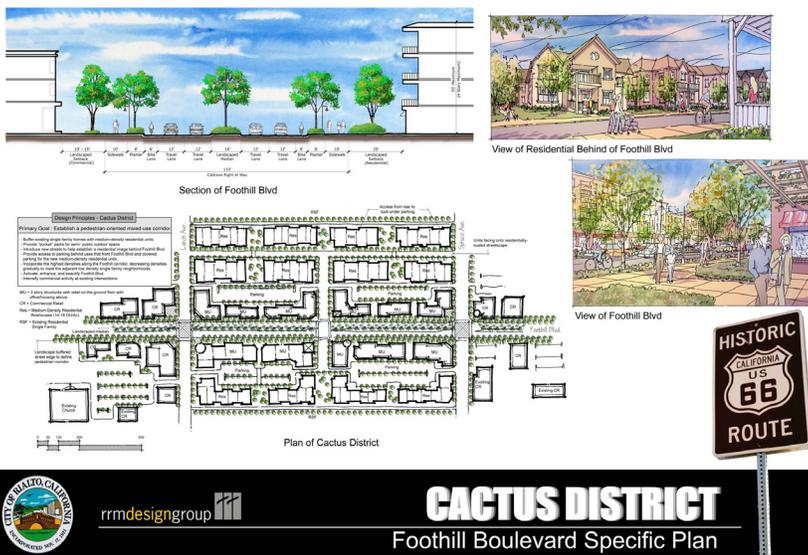
AFTER



Camarillo Commons Strategic Plan, Camarillo, CA

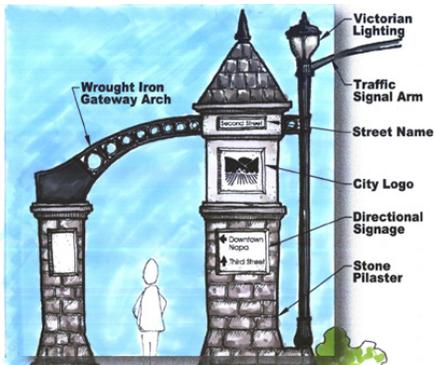
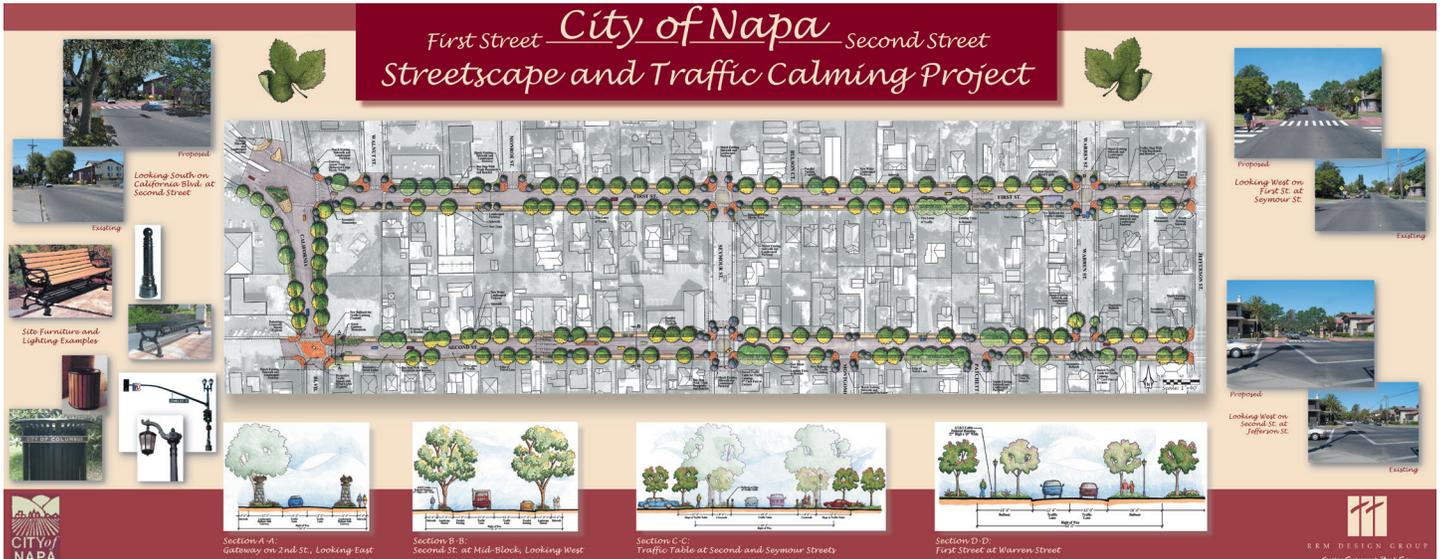
The City of Camarillo retained RRM Design Group to prepare a strategic redevelopment plan that includes an urban design concept, design guidelines, a circulation plan, and a streetscape plan for properties within and surrounding the Ponderosa North and Ponderosa Shopping Centers. To foster stakeholder input and help develop the vision for the area, RRM worked closely with City staff and held a series of public workshops and charrettes. The resultant plan contains commercial, office, public, quasi-public, and multi-family residential uses, including two of the City’s oldest shopping centers, the City’s main post office branch, and a county fire station. Central to RRM’s design is the City’s desire for a high quality, pedestrian-oriented, unique shopping environment for Camarillo, combining retail, dining, and residential uses. Ultimately, the vision plan has evolved into a well-connected, mixed-use village that promotes an appropriate density and diversity of housing types supported by proximal commercial and recreational uses, inducing pedestrian activity and establishing a sense of community.





Foothill Boulevard Specific Plan and Design Guidelines, Rialto, CA

RRM Design Group has been retained by the Los Angeles County Department of Beaches and Harbors to develop a Strategic Plan for public improvements on Marina/Mother's Beach, the only beach in Marina del Rey, the largest small boat harbor in the world. In preparing the Marina Beach Strategic Plan, RRM Design Group is in the process of designing a distinctive waterfront promenade that would tie together a number of private leasehold improvements facing the beach. Other public improvements include a salt water plunge pool centered on the beach, two pier structures with concession buildings and transient boating slips, water taxi facilities, two maritime themed playgrounds, water features, storage facilities for dinghies, kayaks and outriggers, waterfront promenade lighting and landscaping, public signage, public restrooms, and a 545 space public parking structure. This plan is currently going through the review and approval process by the Department's Design Control Board.

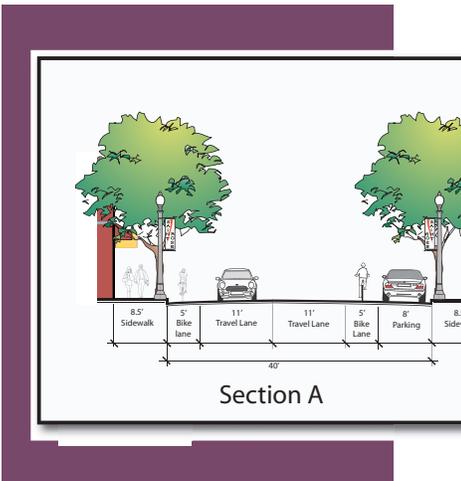


Napa First and Second Streets Streetscape and Traffic Calming Plan, Napa, CA

Through a series of public workshops, RRM Design Group worked closely with the City of Napa, neighborhood residents, and property owners to develop a Streetscape and Traffic Calming Plan for the First Street and Second Street corridors between California and Jefferson that serves as the entry into its historic downtown area. The Plan dramatically improves this western gateway from Highway 29 and enhances the livability of the neighborhood served by these streets. The Plan garnered unanimous consensus from area residents and businesses and was adopted with praise by the Napa City Council.

"I also want to emphasize how impressed I was with the quality of writing contained in the Final Project Report submitted by RRM Design Group to the City. It is profoundly clear to me that your team took the time to prepare a quality product that ultimately made the City's capital grant application all that much stronger. I cannot thank you enough for this effort."

~Mark T. Prestwich, Management Analyst
City of Napa, Public Works Department



Santa Rosa Northern Downtown Pedestrian Linkages Study, Santa Rosa, CA

The City of Santa Rosa retained RRM Design Group to identify strategies and improvements for creating a vibrant and attractive corridor through the City's northern Downtown area. Featuring a new underpass at Highway 101 that will connect the historic Railroad Square District to Santa Rosa's Downtown core, the Santa Rosa Northern Downtown Pedestrian Linkages Study focuses on the enhancement/development of non-motorized linkages between the study corridor and Downtown area destinations, including commercial centers, the Santa Rosa History Museum, three historic neighborhoods, and transit facilities while improving neighborhood connectivity.

Public Outreach References

John Wentworth

The Wentworth Company, Inc
The Arcade Building
479 West Sixth Street
San Pedro, CA 90731
P: (310) 732-2301
E: JohnWentworth@wentco.com
Project: Port of Los Angeles Waterfront Master Plan

Mark Prestwich

Public Works Director
City of Napa
1600 First Street
Napa, CA 94559-0660
P: (707) 257-9520 x7389
E: mprestwich@cityofnapa.org
Project: Napa Streetscape and Traffic Calming Plan

Dene Bustichi

Mayor
City of Scotts Valley
1 Civic Center Drive
Scotts Valley, CA 95066
P: (831) 440-5678
E: dene@bustichi.com
Project: Scotts Valley Town Center Specific Plan and EIR

Downtown/Road Corridor Studies References

Wayne Goldberg

Director Community Development Department
City of Santa Rosa
100 Santa Rosa Avenue, Room 3
Santa Rosa, CA 95401
P: (707) 543-3220
E: wgoldberg@ci.santa-rosa.ca.us
Project: Santa Rosa Northern Downtown Pedestrian Linkage Study

Robert W. Burrow

Director of Community Development
City of Camarillo
601 Carmen Drive
Camarillo, CA 93010
P: (805) 388-5361
E: bburrow@ci.camarillo.ca.us
Project: Camarillo Commons Strategic Plan

William Faus

Planning Division Manager
City of Gilroy
7351 Rosanna Street
Gilroy, CA 95020
P: (408) 846-0440
E: bfaus@ci.gilroy.ca.us
Project: Gilroy Downtown Visioning Charrette, Specific Plan, and Design Guidelines

The publicly spirited community of Menlo Park is set to develop a blueprint for the future of their Downtown and El Camino Real corridor areas that will spur their real revitalization in keeping with the community's character. While civic leaders see the need to eventually draft a Specific Plan to guide the future of this expanded planning area, they first want to craft a creative vision for the area through a transparent program of public outreach and community involvement. This first step will build the strong public consensus and provide community-based design ideas necessary to implement the vision.

At RRM Design Group, we understand the City's desire to engage the community in establishing a clear vision for the El Camino Real corridor and downtown areas, and we have tailored an approach to achieve that objective. In support of our approach, we have defined the following scope of services as presented on the following pages.

Initially, the intent of this planning effort will be to provide avenues for public involvement to build consensus. From the information received through past efforts and planned meetings, charrettes, and workshops, a Vision Plan that is supported by illustrative and sustainable design principles will be crafted.

The Vision Plan can then act as the foundation from which a future Specific Plan for the downtown area can be drafted. The Specific Plan may include land use principles and standards, a circulation plan, architectural design guidelines, landscape/streetscape design guidelines, a utilities and public facilities plan, and an implementation plan with actions to guide the implementation of the plan area's vision.

The following work program reflects our best estimate of the process and tasks we recommend. We are prepared to work closely with the City and the community to best satisfy the City's objectives, budget, and time frames.

Phase A. Understanding the Community

- Task A.1: Kickoff Meeting, Outreach Strategy, and Field Visit
- Task A.2: Data Review and Opportunities and Constraints Analysis
- Task A.3: Key Stakeholders Interviews
- Task A.4: Field Trip to visit Exemplary Projects
- Task A.5: Advisory Committee Meeting #1
- Task A.6: Public Workshop #1: Background and Community Values
- Task A.7: School Outreach / Focus Group Sessions
- Task A.8: Summary of Guiding Sustainable Design Principles
- Task A.9: Advisory Committee Meeting #2

Phase B. Defining the Vision

- Task B.1: In-house Team Design Charrette
- Task B.2: Public Workshop/Charrette #2— Visual Preference and Design Brainstorm
- Task B.3: Refine and Develop Alternative Design Concepts
- Task B.4: Public Workshop #3 – Evaluating the Alternatives
- Task B.5: Advisory Committee Meeting #3– Evaluating the Alternatives
- Task B.6: Draft Vision Plan and Sustainable Design Principles
- Task B.7: City Staff Review and Direction
- Task B.8: Public Workshop #4 – Evaluating the Vision Poster
- Task B.9: Advisory Committee Meeting #4– Evaluating the Vision Poster
- Task B.10: Develop Final Vision Poster
- Task B.11: Prepare for and attend one (1) Planning Commission Hearing - Present Vision
- Task B.12: Prepare for and attend one (1) City Council Hearing - Present Vision

Phase C. Project Management and Communication

- Task C.1: Newsletters
- Task C.2: Web Page Administration
- Task C.3: Ongoing Project Coordination & Management

Phase A. Understanding the Community

In effort to become intimately familiar with the project area, the consultant team will initially will engage in a due diligence process. This process is designed to inform the consultant team and City staff on key issues, to gather and review relevant data, and to design the strategic public outreach process.

Task A.1: Kickoff Meeting, Outreach Strategy, and Field Visit

RRM will conduct an interactive project kickoff meeting. Key team members and the City's staff will attend this meeting which will provide an opportunity to review and refine the project schedule, key milestones, and project management protocol. This kickoff meeting will provide a forum to discuss public outreach strategies, key design considerations, and objectives in developing the overall Vision for the area.

A key component of the meeting will be to map out a custom outreach process for the El Camino Real / Downtown Vision Plan area. This will include advertisement strategies, education, school and community participation, workshop format, and workshop exercises. We will also discuss the success of outreach methods used in past efforts. Ultimately, this will give the City a custom outreach and visioning process to address the unique requirements of the plan area. The proposed public workshops and outreach efforts in this scope of services will provide a setting to share our progress through the visioning process. This may be revised to accommodate the outcome of this strategy task.

Following the kickoff meeting we will conduct a walking tour of the project area. The design team members and City staff will attend this tour. The objective of this tour is to become intimately familiar with the study area to evaluate site constraints and discuss potential alternative design options.

Deliverables: Prepare for and conduct one (1) kickoff meeting and site tour. Prepare and distribute meeting minutes.

Task A.2: Data Review and Opportunities and Constraints Analysis

RRM will collect from the City all relevant data and studies for the visioning effort, including the following:

- Public agency contact list
- GIS database with property lines, easements, existing buildings, trees, and topography
- City Land Use Plan
- General Plan and Zoning (i.e. the Commercial Zoning Update)
- Information from previous planning efforts including:
 - o Development Guidelines for the El Camino Real/Santa Cruz Avenue/Merrill Street/Ravenswood Avenue Block
 - o El Camino Real/Southern Pacific Railroad Corridor Study.
 - o Land Use and Circulation Study
 - o Metropolitan Transportation Commission (MTC) Case Study on Parking Policies to Support Smart Growth
 - o "Imagine a Downtown" Design Charrette
 - o Downtown Parking Structure Feasibility Study
 - o Caltrain Grade Separation Study
 - o Report on Business Development Environment in Menlo Park
 - o Smart Growth
 - o Center City Design Plan
 - o Grand Boulevard Initiative
- Traffic analyses that Hexagon Transportation Consultants have completed
- Other information that the City feels is necessary in conducting this visioning effort

RRM will review this data for completeness and may request additional information from the City as necessary, to become familiar with completed studies and the area's opportunities and constraints.

Using the prepared base map and analyzed data, the RRM Team will prepare an existing conditions analysis of the plan area. This will include an Opportunities and Constraints Map with a summary of the existing built environment, circulation, access, visual conditions, and other key land uses onto a base map.

Deliverables: Collect and review relevant data as noted above. Develop a base map and Opportunities and Constraints Map in electronic and hard copy formats for use at Public Workshops and outreach efforts.

Task A.3: Key Stakeholders Interviews

Over a one day period RRM will conduct a series of half hour back-to-back interviews. RRM will meet with property and business owners, study area merchants, interest groups and neighborhood representatives, decision makers, selected City staff, and others to help explore and understand the issues facing this project area. The key objective is to understand the issues and explore ways to revitalize the project area using sustainable design solutions that enhance the natural amenities of the site and are realistic and implementable. Meetings will be coordinated and held at City Hall or another suitable location. Interviews and location will be coordinated by City.

Deliverable: Summary of stakeholder interviews.

Task A.4: Field Trip to Visit Exemplary Projects

RRM will organize and facilitate a field trip to visit downtowns, neighborhoods, and projects that could serve as a model for the plan area. This is intended as an awareness exercise designed to help participants experience a range of urban design solutions in use today. Participants might include City staff, selected elected officials, and community representatives. RRM will develop the itinerary of sites to be visited and the City will be expected to arrange bus transportation and box lunches.

Deliverable: RRM will arrange for a one day field trip to view representative residential products.

Task A.5: Advisory Committee Meeting #1

RRM will prepare for and conduct the first Advisory Committee (AC) meeting early in the process to foster input from the

committee, gather advice as to goals and objectives, and discuss issues to be solved in generating the project's vision and guiding principles.

The first part of the meeting will include a review of the Opportunities and Constraints Map, to uncover the key components of the plan area and potential challenges. The second part of the workshop will be devoted to a visual preference survey using the Classroom Performance System (CPS) software to gain a sense of the participants' design sensibilities on design treatments of future development in the El Camino Real/Downtown area, i.e. architectural character, streetscape improvements, massing and scale of development, etc. The CPS is a wireless remote balloting device that is designed to give participants the opportunity to actively participate in a presentation. The CPS device will provide a fun and interactive way to engage participants as they instantly become part of the planning and visioning process.

In addition to Council Members Jim Boyle and Richard Cline, we anticipate the AC may include members of the Planning Commission, property and business owners, and representatives from the general public. This task assumes that the City will take the lead in forming, coordinating, and notifying the members of the AC, and that the AC will include 5-7 members.

Deliverables: Prepare for and attend one (1) Advisory Committee meeting, meeting notes, and summary of actions

Task A.6: Public Workshop #1: Background and Community Values

Using the background data collected in the previous tasks, the consultant team will facilitate a workshop to educate and inform the community on the benefits of sustainable planning and design, the importance of community involvement, and how this applies to overall vision for the El Camino Real and Downtown

areas. Of primary importance will be drawing out community identity, values and issues to be solved during this assignment.

Similar to the Advisory Committee meeting, the workshop will likely be structured in two parts. During the first part, workshop participants will be guided through the goals, guiding principles, and issues and ideas. Attendees will engage in an exercise designed to create and prioritize a list of key planning issues and opportunities to be resolved and respected throughout the visioning effort.

The second part of the workshop will be devoted to a visual preference survey using the CPS software to gain a sense of the participants' design sensibilities on design treatments of future development in the El Camino Real/Downtown area.

Deliverable: Preparation for and facilitation of workshop. Prepare all workshop materials, notices, agenda, and summary notes. City staff will provide meeting logistics, notification, microphones, refreshments, and advertisement.

Task A.7: School Outreach / Focus Group Sessions (LYNETTE)

Outreach to the younger members of the community is an excellent way to get input from both youth and adults and develop support and interest for the community's vision. RRM will work with City staff to develop and implement an outreach program to some of the local schools. This effort will be lead by Lynette Dias, AICP, Consulting Principal, who currently directs the Urban Plan Program at Berkeley High School for the Urban Land Institute (ULI). (See <http://www.urbanplan.org> for information about the program). To develop this program, Lynette will work with City staff to contact select teachers and/or school administrators to solicit interest in developing and implementing a program to help inform the City's Vision process. Format options we will consider include: 1) outreach to specific classes or grades with classroom charrettes or in-class exercise(s) and a homework assignment; 2) an assembly charrette

(with select grades/classes in attendance); or 3) an after hours school open house/community visioning workshop at two or three schools. After consulting with City and school staff, RRM will prepare memorandum for City staff review and acceptance that details our recommended program, how to roll it out, and who will be responsible for what to ensure the program can be completed for the budget allocated to this task.

Deliverables: Memorandum that details recommended program. Preparation for and facilitation of school program including preparation of hand-out materials.

Task A.8: Summary of Guiding Sustainable Design Principles

Consolidating the previous tasks, as well as input from the public workshop, AC meetings and stakeholder meetings, RRM will prepare a summary of the design principles that will confirm the direction and provide the framework for developing the vision plan for the project. The design principles will be based in sound, sustainable planning and green design principles.

Deliverable: Summary of the summary sustainable design principles for City staff review.

Task A.9: Advisory Committee Meeting #2

RRM will prepare for and conduct one (1) Advisory Committee (AC) meeting to share information collected from the public workshop and outreach efforts and to review the Sustainable Design Principles. This task assumes that the City will take the lead in coordinating and notifying the members of the AC.

Deliverables: Prepare for and attend one (1) Advisory Committee meeting, meeting notes, and summary of actions

Phase B. Defining the Vision...

With the knowledge gained from our site investigations, key stakeholder interviews, and initial advisory committee meeting and public workshop, RRM will develop the design concept to discover the most promising design opportunities and vision for the plan area.

Task B.1: In-house Team Design Charrette

Following the development of the sustainable design principles, the design team and City staff will review the constraints map, input from the stakeholder interviews, input from AC meetings and previous efforts, and will conduct a team design charrette. This will give the RRM and the City an opportunity to collaborate and explore design concepts and solutions together.

Deliverable: Prepare for and attend charrette. Develop diagrammatic design alternatives; graphic record of design charrette.

Task B.2: Public Workshop/Charrette #2—Vision and Design Focused

The consultant team will present the work prepared to date including: results from the first workshop, the guiding sustainable design principles, and review land use options and circulation and parking strategies.

The purpose of this workshop will be to facilitate an interactive design charrette, a “roll up your sleeves” activity aimed at exploring big picture ideas and identifying planning and design strategies. The concepts that come out of the charrette process will be used as the foundation from which the Vision Poster will be crafted in the following task.

Deliverable: Preparation for and facilitation of workshop. Prepare all workshop materials, notices, agenda, meeting materials, and summary notes. City staff will provide meeting logistics, notification, microphones, refreshments, and advertisement.

Task B.3: Refine and Develop Alternative Design Concepts

RRM translate the solutions and ideas that come out of the public workshop and team charrette to generate design alternatives. We will also use the traffic analyses prepared by Hexagon Transportation Consultants and the guiding sustainable design principles to generate realistic design solutions. As we work through preliminary design, RRM will submit progress plans, as necessary, to City staff to ensure consistency and that we are on the same page prior to bringing the design concepts back to the community.

Deliverable: Up to two (2) color design alternatives in plan view.

Task B.4: Public Workshop #3 – Evaluating the Alternatives

RRM will facilitate a public workshop to present design concept alternatives. The workshop will include a PowerPoint presentation on the alternatives, their themes, features, and implications, which will be followed by a report card exercise, wherein workshop participants will indicate their preferences for the alternative directions and their features.

Deliverable: Summary on results of Public Workshop #3 with a recommended improvement program to devise the final Vision Poster for El Camino Real/Downtown Vision Plan.

Task B.5: Advisory Committee Meeting #3– Evaluating the Alternatives

RRM will facilitate Advisory Committee Meeting #3 to present site design alternatives. The workshop will include a PowerPoint presentation on the alternatives, their themes, features, and implications, which will be followed by a report card exercise, wherein workshop participants will indicate their preferences for the alternative directions and their features.

Deliverable: Summary on results of Advisory Committee Meeting #3.

Task B.6: Draft Vision Plan and Sustainable Design Principles

With input from Public Workshop #3 and Advisory Committee #3 and using the sustainable design concepts crafted in Task A.9 as a guide, RRM will define the community's vision for the plan area. The vision will be communicated through a combination of a plan, section, elevation, and perspective sketch illustrations to clearly portray the "feel" of the El Camino Real/Downtown area. RRM proposes to develop a vision poster that can be printed in a poster size (approx. 24" x 36") that becomes a wonderful marketing tool to attract quality developments and keep the vision alive.

Deliverable: One (1) draft colored site plan and black and white associated illustratives to review with City staff in the following task.

Task B.7: City Staff Review and Direction

RRM will prepare for and meet with City staff to review the Draft Vision Poster and sustainable design principles to foster feedback and reach a consensus before developing the final Vision Poster.

Deliverables: City staff will provide one (1) consolidated marked up redline version of all comments and RRM will make such revisions. Meeting notes and directives.

Task B.8: Public Workshop #4 – Evaluating the Vision Poster

RRM will facilitate a public workshop to present draft Vision Poster. The first part of the workshop would be devoted to a PowerPoint presentation on the Vision Poster and supporting graphics. That will be followed by a report card exercise, wherein workshop participants will indicate their final comments on components of the Vision Poster.

Deliverable: Summary on results of Public Workshop #4 with a recommended improvement program to devise the final Vision Poster for El Camino Real/Downtown Vision Plan.

Task B.9: Advisory Committee Meeting #4– Design Concept Evaluation

RRM will prepare for and conduct an AC meeting to present the Vision Poster, the results of Public Workshop #3, and foster feedback from the committee. This task assumes that the City will take the lead in coordinating and noticing the members of the AC.

Deliverable: Prepare for and conduct the meeting; RRM will prepare a Summary of Results memo for review by City staff documenting the AC's input that will serve as the guide for preparation of the preferred design concept.

Task B.10: Develop Final Vision Poster

With refinement ideas in hand after the Public Workshop #4, AC Meeting #4 and with design direction from City staff, RRM will complete the preferred design concept. This refined plan will polish the rough concepts and ideas developed in the draft plan by adding greater detail to the site plan and illustrating key project elements.

As currently envisioned, the poster will be a full color depicting the design plan. Leader notes and text will help the reader identify key concepts contained in the vision. Also, around the periphery of the poster, up to four (4) colored architectural vignettes will help illustrate the desired character and vision.

Deliverables: One (1) hard copy and (1) digital copy of the completed colored site plan illustrative as a one-side draft vision poster, associated with up to four (4) colored architectural vignettes that will help illustrate the desired character and vision.

Task B.11: Prepare for and attend one (1) Planning Commission Hearing - Present Vision

The consultant team will prepare for and attend one (1) Planning Commission hearing to present the Vision Poster.

Deliverables: Prepare for and attend one (1) Planning Commission hearing. Make list of Planning Commission suggested revisions to present to City Council.

Task B.12: Prepare for and attend one (1) City Council Hearing - Present Vision

The consultant team will prepare for and attend one (1) City Council hearing to present the Vision Poster.

Deliverable: Prepare for and attend one (1) City Council/Agency Hearing. Prepare meeting notes and summary of actions.

Phase C. Project Management and Communication

Keeping the project running smoothly is paramount to its success. RRM will coordinate and manage all project aspects for the City. Also to keep the community informed on upcoming workshops and with the latest progress as the Vision Plan is crafted, RRM will develop newsletters and post material to the project website. This phase will generally include the following scope of services:

Task C.1: Newsletters

RRM will prepare newsletters that the city can mail out to residents and businesses in the plan area. The newsletter can be used to advertise workshops, share workshop results, show products. This task is for three (3) 8 ½ X11 newsletters double sided in color.

Deliverables: Format and draft three (3) Newsletters as described above. One (1) electronic copy and one (1) camera ready hard copy.

Task C.2: Web Page Administration

RRM will provide a web page that will be linked to the 'city's website. The web page is for informational purposes for this project and it will provide project background information, project products/drafts, and meeting announcements only.

Deliverables: Web page as described above

Task C.3: Ongoing Project Coordination and Management

Throughout the preparation of the Vision Plan, the consultant team will need to coordinate with City staff, various departments, sub-consultants, and interest groups. This task is intended to allow for necessary coordination between the consultant team, City staff, and the community throughout the planning and design process. This will include meetings with City staff, informal teleconferences meetings, research correspondence, status reports, record keeping, project coordination, report production, formatting, electronic file management, graphic preparation, and all other coordination during the preparation of the Vision Plan.

Deliverables: Ongoing project coordination and management throughout Specific Plan process as described above, including brief monthly status reports.

