

DESIGN, COMMUNITY & ENVIRONMENT



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F I R M D E S C R I P T I O N

Founded in 1995, Design, Community & Environment (DC&E) provides a comprehensive range of planning and design services. DC&E believes that responsible planning and design reflect the communities they serve and work in concert with the natural environment.

As its name implies, DC&E's work is based on three basic principles:

- ◆ *Design.* Almost every planning decision affects our physical environment. DC&E is committed to ensuring that development projects and planning policy have positive design implications.
- ◆ *Community.* DC&E believes that planning and design decisions must reflect local communities' needs. DC&E stresses community involvement and public participation as cornerstones of its work.
- ◆ *Environment.* In order to sustain itself into the future, our society must find development patterns that respect the natural environment. Therefore, DC&E stresses environmental responsibility and stewardship in planning and design.

We provide our clients with state-of-the-art technology and methods in all aspects of planning, design and landscape architecture. We have in-house capabilities in GIS, CAD, computerized graphics production, visual simulations, and report production. DC&E also maintains a comprehensive electronic image library illustrating planning and design issues for use in reports and at public presentations.

DC&E's landscape architecture practice is the successor to Wolfe Mason Associates, a firm recognized nationally as a leader in creek restoration and ecological planning. DC&E staff now carry forward WMA's strong track record in restoration planning and park, trail and streetscape design.

DC&E's success is based on a group of energetic and enthusiastic professionals who work in a collaborative atmosphere to meet clients' needs on a daily basis. We strive to ensure that our work is functional, sustainable, maintainable, economically sound, and enduring.



CURRENT AND PAST CLIENTS

Cities and Counties

Alameda County
City of Albany
City of Atwater
City of Benicia
City of Berkeley
City of Burlingame
City of Calistoga
City of Central Point (Oregon)
City of Ceres
City of Chico
City of Chino
City of Clayton
City of Coachella
Contra Costa County
Town of Corte Madera
City of Cotati
Town of Danville
City of Davis
City of Emeryville
City of East Palo Alto
City of El Cerrito
El Dorado County
Town of Fairfax
City of Fremont
City of Fresno
City of Greenfield *
City of Grover Beach
City of Healdsburg *
City of Hercules
Town of Hillsborough
City of Hughson
City of Kapolei
City of Lafayette
City of Larkspur
City of Lemoore *
City of Livermore
City of Lodi *
Marin County
City of Millbrae
Mendocino County
City of Modesto *
Monterey County
City of Morgan Hill
City of Napa
City of Newark
City of Newman
Napa County
City of Oakland
City of Oroville
City of Pacifica
City of Palo Alto
City of Petaluma
City of Redwood City
City of Reno
City of Richmond
Riverside County
City of Roseville
City of Sacramento
City of San Jose
City of San Leandro
San Luis Obispo County
City of San Mateo *
City of San Pablo
City of Santa Cruz
Santa Cruz County *
City of Santa Monica *
City of Sebastopol
Solano County
City of Sonoma
City of South San Francisco
City of Sparks (Nevada)
City of Stockton
City of Suisun City
City of Sunnyvale
City of Tracy
Town of Truckee
City of Union City
City of Vallejo
City of Walnut Creek
Town of Windsor
Yolo County

CURRENT AND PAST CLIENTS

Other Government Entities

AC Transit
Alameda County Clean Water Division
Alameda County Congestion Management Agency
Alameda County Clean Water Program
Applied Marine Sciences, for the Clean Estuary Partnership
Association of Bay Area Governments
Bay Area Rapid Transit District
Bay Area Air Quality Management District
Berkeley Unified School District
California Air Resources Board *
California Department of Fish and Game, Office of Spill Prevention and Response
California State University Hayward, Contra Costa County Campus
City/County Association of Governments of San Mateo County
Contra Costa Transportation Authority
Contra Costa County Water District *
Contra Costa County Redevelopment Agency
Golden Gate Bridge Highway and Transportation District *
Golden Gate National Parks Conservancy
Lawrence Berkeley National Laboratory
Livermore Amador Valley Transit Authority
Metropolitan Transportation Commission
Midpeninsula Open Space District
Napa County Flood Control and Water Conversation District
Napa County Transportation Planning Agency
National Aeronautics and Space Administration, Ames Research Center
National Park Service
Oakland Unified School District
Petaluma City Schools
Sacramento Housing and Redevelopment Agency
San Francisco Bay Water Transit Authority
San Joaquin Council of Governments *
San Mateo County Local Agency Formation Commission
San Mateo County Transit Authority
San Ramon Valley Unified School District *
Santa Clara County Cities Association
Santa Clara Valley Water District
Sonoma County Community Development Commission *
Sonoma County Agricultural and Open Space District
Sonoma County Transportation Authority

CURRENT AND PAST CLIENTS

Sonoma-Marín Area Rail Transit Commission
Tahoe Regional Planning Agency
University of California, Berkeley
University of California, Davis
University of California, Merced Campus
University of California, San Francisco
University of California, Santa Cruz
U.S. Army Corps of Engineers
U.S. Forest Service *
Washington Group International
Yosemite Area Transportation System Joint Powers Authority

Corporations and Developers

1625 Shattuck Avenue Investors
Alexandria Real Estate Equities
Anderson Pacific, LLC
Barber Land Company
Burbank Housing Corporation *
Bay Area Economics
BRE Properties
DuPont Corporate Remediation Group
Focus Realty
Gray-Bowen and Company
Hillside Homes Group Inc.
Kaiser Permanente *
Lamar Advertising Group
Lennar Partners, Inc.
Madison Park Financial Corporation
Masonic Homes of California
New America Homes
Oyster Development Corporation
Pacific Bell
Pacific Gas & Electric Company
Padre Associates Inc.
Presley Homes
Rogal, Walsh & Mol
Simon Martin-Vegue Winkelstein Moris
Stephanie Yee

CURRENT AND PAST CLIENTS

Thomas Enterprises
Trammel Crow Company
Triad Communities
Washington Group International
The Waterstone Group
Webb Homes
URS Corporation

Non-Profit Organizations

Audubon Canyon Ranch
Bay Area Relocalize
Bernal Heights Neighborhood Association
Catholic Diocese of Oakland *
Chaplaincy to the Homeless
Community Alliance with Family Farmers
Downtown Fresno Neighborhood Community Development Corporation
East Bay Habitat for Humanity
East Palo Alto Historical & Agricultural Society
Ecumenical Association for Housing
Every Child Counts Alameda County
Golden Gate National Parks Conservancy
Greenbelt Alliance
Hangtown's Gold Bug Park Development Committee, Inc.
Inter - Regional Partnership
Livable Berkeley
Monument Community Partnership
National Community Development Institute
North Shattuck Association
Rhythm of the Seasons Project
Rockridge Community Planning Council *
Russian Riverkeeper
Silicon Valley Manufacturing Group
Spanish Speaking Unity Council *
StopWaste.org Alameda County
Tahoe Lakefront Owners' Association
Trust for Public Land
Urban Ecology, Inc.

* Clients served by DC&E staff as Principal or project manager at another firm.



DESIGN, COMMUNITY & ENVIRONMENT

Statement of
QUALIFICATIONS



U R B A N D E S I G N

U

R B A N
D E S I G N

DC&E offers a team of talented urban designers who are thoroughly versed in urban design, downtown revitalization, site planning, building design and streetscape design. DC&E's urban design projects create a cohesive network of streetscapes, open spaces and plazas that reflect local community characteristics and incorporate physical elements appropriate to the surrounding context.

*Residential Design Guidelines
Town of Hillsborough*

DC&E prepared a revision and thorough updating of the Town of Hillsborough's design guidelines for residential development. Located on the San Francisco Peninsula, Hillsborough has a varying topography, extensive native tree species and a significant representation of single-family residences by many of California's most illustrious 20th Century architects. A key component of the project was to implement rules and standards that allow for new construction and residential remodeling but also protect the sensitive context for residential development in Hillsborough.

The Residential Design Guidelines

won Honorable Mention in

Outstanding Planning for

Focused Issue Planning *by the*

Northern Section of the California

Chapter of the American Planning

Association in 2005.



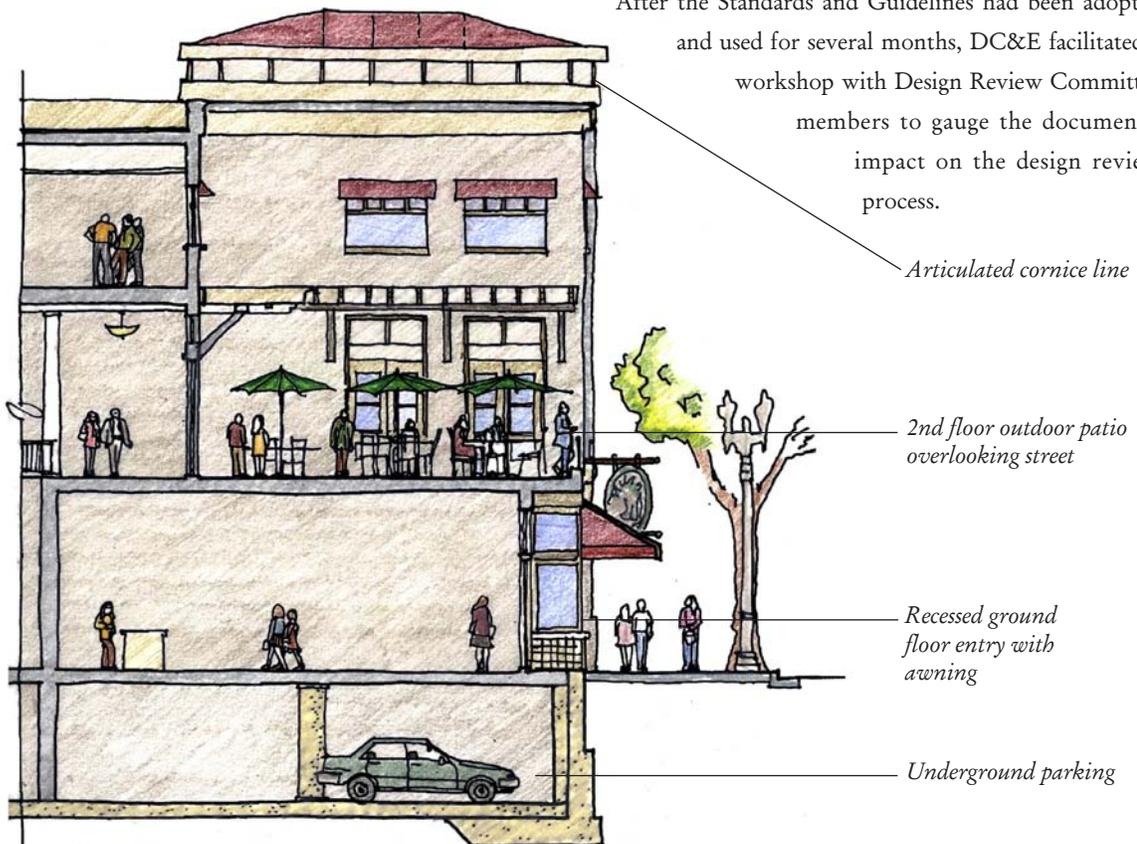


The Residential Chapter illustrates the use of a porch as a semi-public transition space.

Design Standards and Guidelines Update City of Livermore

DC&E prepared a comprehensive revision of the City of Livermore’s Design Guidelines. DC&E worked collaboratively with City staff and the Livermore Design Review Committee to prepare an illustrated document that includes guidelines and development standards for all land uses outside of the downtown. The document also includes a new section to implement commercial mixed-use development on specific sites. The guidelines update followed previous work that DC&E performed for the City, including the Livermore Vision Project and the Livermore General Plan update.

After the Standards and Guidelines had been adopted and used for several months, DC&E facilitated a workshop with Design Review Committee members to gauge the document’s impact on the design review process.



The Mixed-Use Chapter illustrates concepts for underground parking and building elements along the sidewalk.

*Santa Rosa Downtown Station Area Specific Plan
City of Santa Rosa*

Downtown Santa Rosa is the site of one of 14 future train stations for the Sonoma-Marín Area Rail Transit (SMART) commuter rail service. Within the next few years, the downtown area is likely to be significantly transformed by the construction of this station, particularly through higher-density transit-oriented development. DC&E is preparing the Downtown Station Area Specific Plan to help ensure that this transformation results in attractive, appropriate and transit-friendly development that preserves downtown Santa Rosa as the cultural heart of Sonoma County, promotes the economic vitality of the City and the region, and encourages walking, bicycling and other transportation alternatives. As part of the Specific Plan process, DC&E will lead community workshops to help residents and business owners formulate a unified vision for the entire study area, and will establish land use policies, design guidelines, market strategies and infrastructure improvements to support the implementation of that vision.



Railroad Square



Courthouse Square

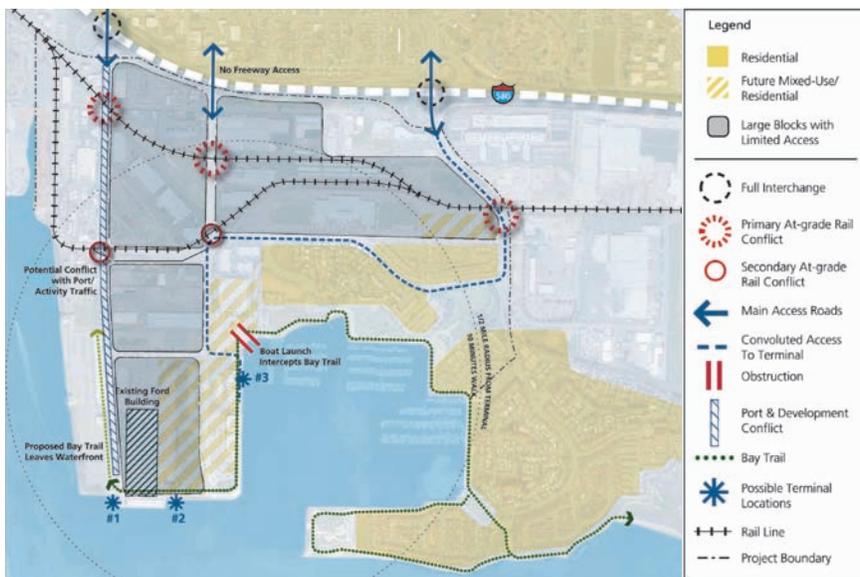


Preferred Alternative



Richmond Waterfront TOD Plan
San Francisco Bay Water Transit Authority

The Water Transit Authority is considering establishing ferry service to San Francisco from one of three sites on Richmond’s Ford Peninsula. In order to support this service’s ridership, WTA has hired DC&E to lead a team to prepare a plan for coordinated transit-oriented development on the peninsula. The peninsula was formerly an industrial area, dominated by the historic Ford Assembly Plant, which is listed on the National Register of Historic Places. Today, the area is experiencing significant development activity, including the new Richmond City Hall, office and residential development, and proposed mid- to high-rise apartment buildings. The potential ferry terminal sites are located between the Port of Richmond to the west and the Richmond Marina to the east. DC&E is working with WTA, City staff, local developers, and Port and Marina representatives to build consensus on appropriate high-quality, well-designed development that will support the ferry terminal. The DC&E team will also plan for the infrastructure, circulation improvements and financing necessary to implement development.



*Northeast Area Alternatives Report and Northeast Area Specific Plan
and EIR
City of Sebastopol*

DC&E worked with the Sebastopol community to create three alternative development scenarios for Sebastopol’s northeast area, which is a gateway to the city accommodating a mix of light industrial and retail uses. Key issues addressed included appropriate land use and zoning, quality urban design, the circulation system, a diverse economy and open space amenities. Building on that work, DC&E is now preparing a Specific Plan and EIR for this same area. Both processes have included multiple public workshops as well as focus group meetings with area property and business owners. The Specific Plan will address community goals such as creating a vibrant pedestrian-friendly area, integrating with the adjacent downtown, connecting with the open space amenity of the Laguna de Santa Rosa, respecting local floodplain conditions, and providing services and jobs for local residents. The Specific Plan will include a SmartCode, which will allow for flexibility in use while providing building and streetscape design that is consistent with Sebastopol’s small town character.



Preferred Conceptual Site Plan

Petaluma Property Urban Design Study
Washington Group International (WGI)

DC&E assisted WGI with the initial design phase for the future development of a 35-acre site along the Petaluma River within the Central Petaluma Specific Plan Area. DC&E prepared two alternative design plans for the site, based on input from both the land owner and the City. The alternatives addressed land use mix, development potential, building massing, historic character, multi-modal circulation and riverfront connections and opportunities. The urban design character of the alternatives reflected the mix of uses already envisioned for other properties along the waterfront.

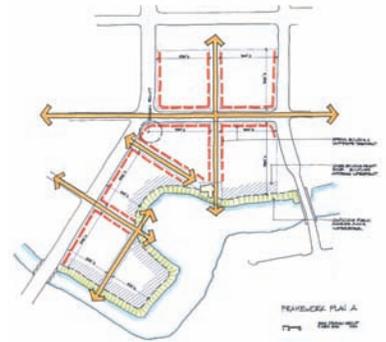


*Integrated Site Development Plan
City of Petaluma*

DC&E worked closely with City staff and the major property owners to create a plan that will help guide the formation of a mixed-use, transit-oriented infill development on a site along the Petaluma River. The site is close to Petaluma’s downtown, situated between industrial land, aging commercial developments, a potential future Sonoma-Marin Area Rail Transit (SMART) Depot site, and a revitalizing riverfront. To take advantage of this prominent location in the heart of Petaluma, development on the site will connect to existing surrounding development by establishing a new street pattern based on the historic Petaluma street grid. DC&E’s Integrated Site Development Plan encourages a vibrant and interactive community; safe and efficient circulation for pedestrians, bicyclists and vehicles; public access to the riverfront; buildings that focus on the street and on common open space areas; and sustainable uses.



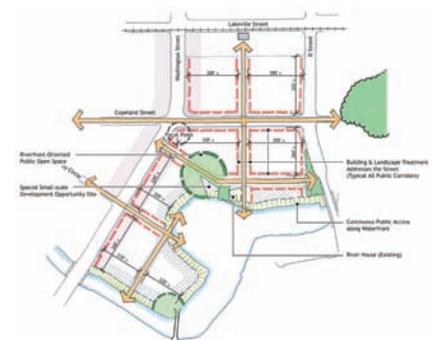
Development Plan for Parcel A



Alternative A



Alternative B

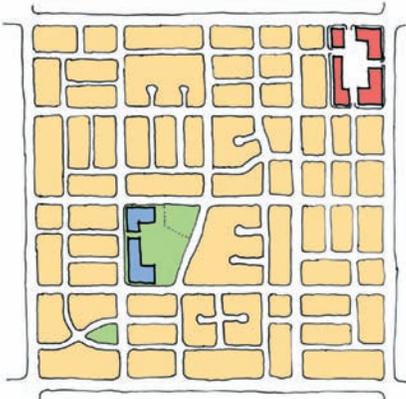


Preferred Alternative

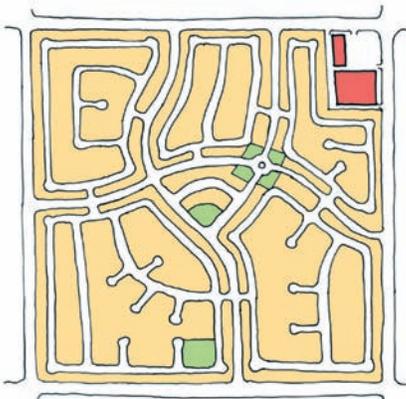
Brisa Neighborhood Plan
City of Livermore

The 42-acre Ageno Trust Site is located on the east side of Livermore, immediately adjacent to an existing ACE Train station. The site consists of two vacant parcels bordered by industrial development and bisected by an existing street. The ACE line runs along the south edge of the site and includes a potential alignment for the Patterson Pass Trail. An extension of the Iron Horse Trail is planned on the north side of the site along another railroad alignment. Due to the Ageno Trust Site's location along the ACE line, the Livermore General Plan, also authored by DC&E, designates it as an appropriate location for medium-density mixed-use development. To implement development on the site, DC&E is creating a Neighborhood Plan that will guide a pedestrian-oriented, cohesive development of the site, including a neighborhood park and parking for ACE Train commuters. The Neighborhood Plan will establish a framework for circulation and land use as well as guidelines for building design, signage and landscaping. It will also address compatibility with surrounding land uses.





Example of good connectivity



Example of poor connectivity

*The Vision Plan won the Inland
Empire APA Chapter Award for
Comprehensive Planning in 2007.*

Vision Plan
City of Coachella

DC&E developed a detailed vision for the sustainable development of the City of Coachella’s 4,000-acre Entertainment Commercial District. Ongoing growth in the Coachella Valley has put development pressure on this area, and the City’s General Plan provides only limited guidance to delineate the types, locations and sizes of development. DC&E developed a strategic approach to guiding development of an international entertainment destination with appropriate land use, circulation and open space components. The Commercial Entertainment District Vision Update provides design guidance to help define the visual texture of the district, identifies a more sustainable approach to development and encourages innovative development concepts. It balances the interests of property owners, City leaders and stakeholders by providing needed job and housing growth capacity in a way that respects the natural environment and meets the financial and fiscal goals of both the City and potential developers.



*Adams Point Urban Design Plan
City of Oakland*

The Adams Point neighborhood is located adjacent to Lake Merritt along Grand Avenue, which creates a strategic link between downtown Oakland and the neighborhood areas to the east. Grand Avenue serves as both a thoroughfare for traffic entering the Downtown and a pedestrian-oriented retail district with a number of small shops, restaurants, offices and multi-family buildings. DC&E led a team of consultants in the preparation of a plan that will guide future development in this strategically located neighborhood. The Urban Design Plan includes streetscape improvements, building design guidelines and economic and marketing strategies for the neighborhood. The Plan also developed a conceptual design for the reconfiguration of El Embarcadero Street through the park adjacent to Grand Avenue. The new street configuration will allow for greater use of the park space and easier access to Lake Merritt for visitors and community members alike. The El Embarcadero reconfiguration is scheduled to be implemented through Measure DD, passed by Oakland voters in November 2002.



Conceptual Gateway Element

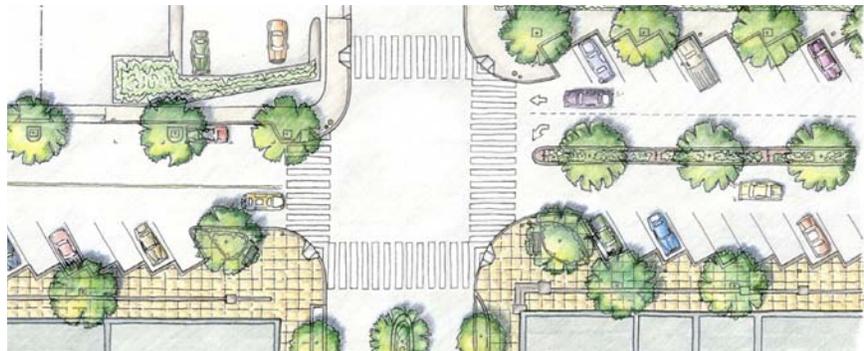


Adams Point Library Park Design



Fairmount Avenue Streetscape Master Plan
 City of El Cerrito

DC&E has prepared two Streetscape Master Plans for Fairmount Avenue: one for the commercial segment connecting San Pablo Avenue and the El Cerrito Plaza BART station, and a second for Upper Fairmount Avenue, a primarily residential segment. Together, the Master Plans establish a conceptual framework for improvements in the public realm that will facilitate a more active, safe and accessible street life along the length of Fairmount Avenue. For each project, DC&E conducted community workshops to assess the needs of community members and stakeholders, develop a vision and gather input. DC&E then developed conceptual street lighting plans, street tree plans and street furniture programs reflecting the unique characters of each segment. The Master Plan for Upper Fairmount Avenue also included a school crossing location and a gateway to statement at the street’s west end, where it enters El Cerrito. Through the use of curb bulb-outs and new tree wells, the Streetscape Master Plan for the western segment laid the groundwork for the development of a more pedestrian friendly street, while maintaining adequate parking capacity. DC&E’s work on the Lower Fairmount Avenue Streetscape Master Plan led to a grant from the Metropolitan Transportation Commission for implementation and construction. Construction of the project was completed in 2004.

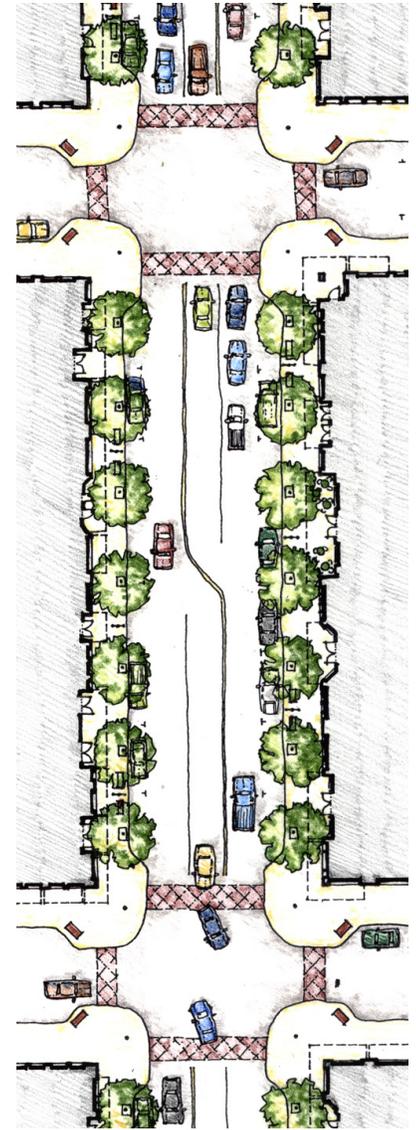


*Downtown Revitalization Plan
City of Central Point, Oregon*

DC&E developed a plan to revive the historic main street and the surrounding areas in this small city adjacent to Medford. Like many traditional downtowns, downtown Central Point has suffered from competition from malls and big box retailers, and also from high volumes of traffic that move through the Downtown without stopping. DC&E worked with the City to find the appropriate commercial mix and other uses that can help the town thrive, and to define circulation patterns that foster a more livable pattern in the Downtown. DC&E also developed building façade studies to help downtown Central Point merchants envision possible renovations to individual buildings in the Downtown. The Downtown Revitalization Plan for Central Point has led to the creation of a city-funded Façade Improvement Loan Program, implementation of streetscape enhancements and the construction of a city-sponsored parking lot in the Downtown.



The Revitalization Plan calls for the reintroduction of a pedestrian scale to Pine Street, with street trees, appropriately-scaled streetlights, the promotion of sidewalk uses and building renovations.



Plan of Pine Street with reconfigured travel lanes and consistent build-to lines.



Windsor Downtown Plan
Town of Windsor

DC&E updated Windsor's Downtown Plan to provide implementable planning solutions for the "Old Town." Once a railroad hub, this area contained several historic residences of the late 1800's, intermixed with stores, vacant buildings and undeveloped parcels. The Plan provided a framework for new development projects and strengthened the value of recently developed and approved projects. The Plan foresaw improvements in the area such as a town green, streetscape improvements, new office buildings and mixed-use residential-retail buildings. Additionally, transit improvements, including a station for the SMART regional commuter line, are a part of the plan. The planning process for the Downtown Plan, which included a downtown walking tour and an alternatives workbook process, ended with a strong community consensus in favor of the final plan. In 2005, the development constructed under the Downtown Plan was one of twelve projects recognized in the Sierra Club's "Building Better: A Guide to America's Best New Development Projects," which highlights projects that "offer transportation choices, revitalize neighborhoods, and preserve local values."

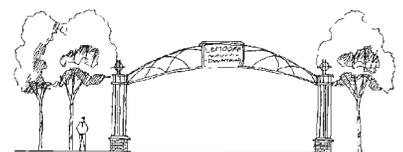


*Lemoore Downtown Revitalization Plan
City of Lemoore*

This award-winning downtown plan created marketing and design solutions for the revitalization of the core area of this Central Valley town. Drawing on market analyses and seismic and historical building evaluations, the plan set up a framework for the preservation and enhancement of existing buildings and uses, and suggested methods to attract new uses and businesses to the Downtown. Major components of the Plan included a Naval Air Museum celebrating the nearby Naval Air Station, a regional entertainment center, and downtown housing.*



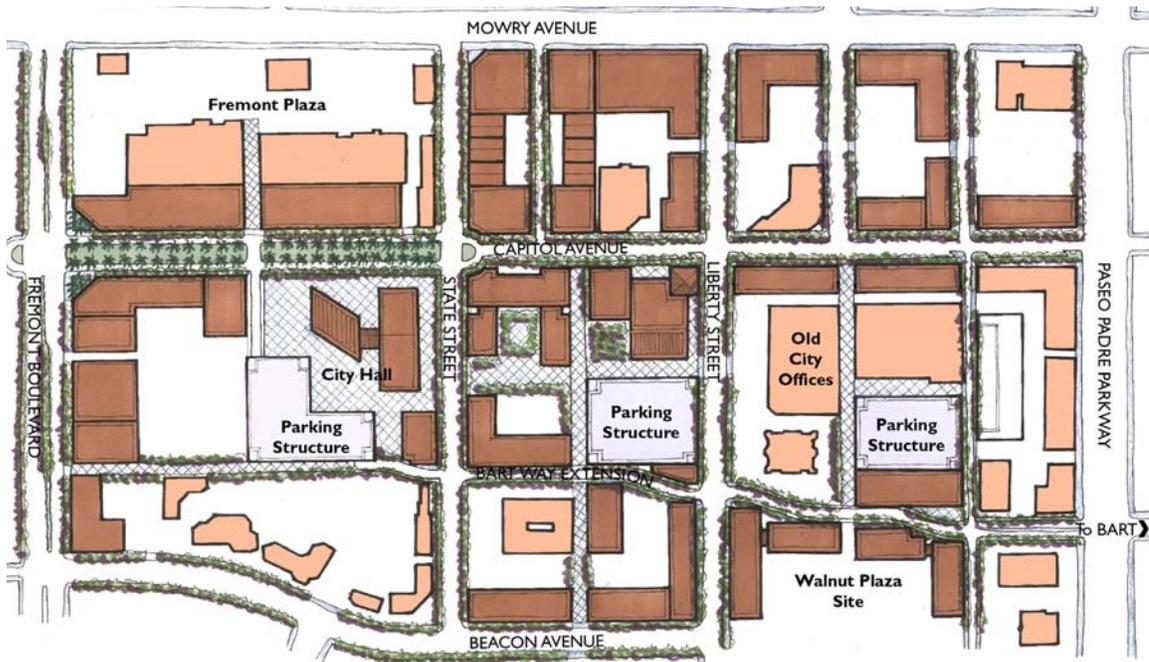
*The Lemoore Downtown
Revitalization Plan received the
National Award for Outstanding
Planning Implementation by a small
jurisdiction from the American
Planning Association.*





*Fremont Central Business District Concept Plan
City of Fremont*

DC&E worked with a team of subconsultants to prepare a downtown Concept Plan for Fremont, the Bay Area’s fourth largest city. Incorporated in 1950 and developed largely on a suburban model, Fremont has a low density Central Business District (CBD) that lacks many of the amenities associated with a downtown. DC&E developed a concept plan to turn Fremont’s CBD into a true downtown, with a mixture of offices, shops, housing and other uses. Since the completion of the Central Business District Concept Plan, the City of Fremont has implemented several housing projects in the vicinity of downtown Fremont’s BART station, many of which will contain a ground floor retail component.



Final Concept Plan

*Irvington Concept Plan
City of Fremont*

Originally a small community on a major rail line, Irvington joined four other towns in 1950 to incorporate and become Fremont, the Bay Area's fourth largest city. DC&E worked with a team of subconsultants to prepare a plan that guides future development in this historic district. The planning area is part of Fremont's redevelopment area, and is also the potential home to a future BART station. The Concept Plan includes land use changes, design guidelines and economic strategies to direct new development consistent with the small-scale pedestrian character desired by community members while taking advantage of development opportunities inherent in the siting of a BART station.



Five Corners



Perspective view of the Main Street terminus

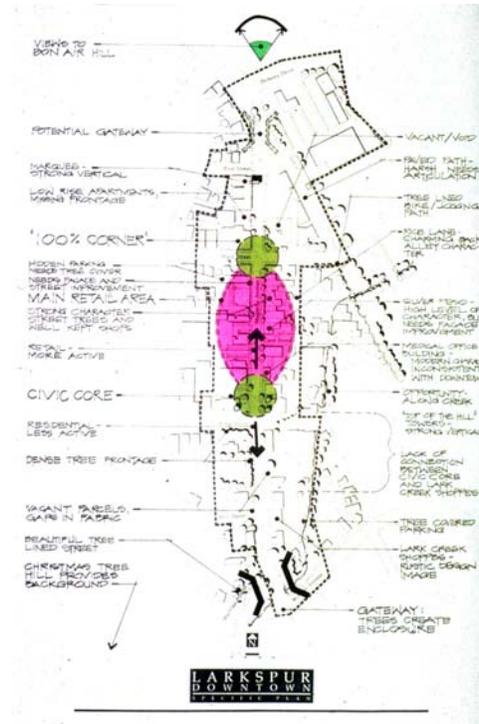


The terminus of Main Street links pedestrians to a BART station nearby.



Downtown Specific Plan
City of Larkspur

This plan allowed for the revitalization of the “main street” shopping district in the city of Larkspur, located in Marin County. It set land use, circulation and design policy, and resulted in a major restructuring of Downtown zoning and parking regulations. The plan focused on the creation of improved pedestrian circulation and retail vitality, and set aside locations for two downtown plazas.*



The Larkspur Downtown Specific Plan won awards from local chapters of both the American Society of Landscape Architects and the American Planning Association.

*Avila Beach Specific Plan and EIR
County of San Luis Obispo*

DC&E prepared a Specific Plan and EIR for the small coastal town of Avila Beach, a popular summer destination for locals and tourists due to its old-fashioned resort appeal and its sunny, south-facing beach. The call for the Specific Plan resulted from the need to remediate groundwater and soil contamination under the town's buildings and road system, which required the removal of a substantial number of buildings along the town's main commercial street. DC&E's efforts centered around a community visioning process with a series of eight well-attended workshops. The completed Specific Plan includes land use, circulation, community design, public space, infrastructure, economic recovery and implementation components. Specific design elements of the plan include design guidelines, a town center plan, gateway designs, streetscape plans and detailed designs for key opportunity sites. DC&E's work on the Avila Beach Specific Plan has led to the construction of a number of projects in Avila Beach, including a new pedestrian-only boardwalk, new retail buildings along the ocean frontage, and a marine biology exhibit center.

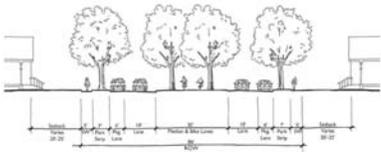


*The Avila Beach Specific Plan won
the 2001 State award for Planning
Implementation for a Small Jurisdiction
from the California Chapter of the
American Planning Association.*



Northwest Chico Specific Plan and EIR
 City of Chico

DC&E led a consultant team to develop a comprehensive plan for a 632-acre area of undeveloped or underutilized land known as the Northwest Chico Development Area (NCDA). The NCDA is located at the edge of the City’s sphere of influence line and has faced ongoing development pressure. Although land use designations and zoning requirements can potentially change through the Northwest Chico Specific Plan process, existing development includes rural residential, agricultural and industrial uses, an elementary school and scattered commercial enterprises. A number of parcels are proposed for residential development, although these proposals are generally being made in a piecemeal fashion rather than comprehensively. In response, DC&E developed a strategic and comprehensive approach to land use, circulation and open space planning, with an emphasis on maintaining connectivity for

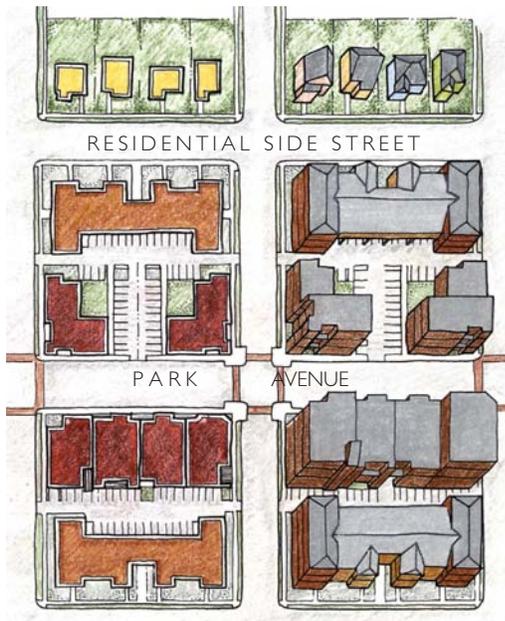


pedestrians and bicyclists. DC&E also planned for a mixed-use commercial core adjacent to a proposed 36-acre community park. In addition to a careful analysis of stormwater runoff associated with future development, other infrastructure issues will require new development in the NCDA to be comprehensively planned in order to ensure appropriate and sustainable development while adequately addressing existing and proposed impacts.



Park Avenue Visioning Study
City of Chico

DC&E prepared a vision plan for Park Avenue, the original alignment of Highway 99 and the southern entrance to Chico’s historic and picturesque downtown. Today, Park Avenue is a commercial strip with a predominance of automobile-oriented businesses, flanked on either side by quiet, tree-lined residential streets laid out in a simple and walkable street grid. The Chico General Plan identifies Park Avenue as a potential component of an inner ring transit loop. The Visioning Study addressed the future of Park Avenue over a 15- to 20-year horizon, and imagined future growth along the corridor as being interrelated to the intensification of bus service. It gave clear guidance as to how Park Avenue could be developed as a transit-supportive mixed-use corridor, with increased housing opportunities on the adjacent streets. The Park Avenue Visioning Study resulted in concrete proposals for new housing in the area, including a mixed-use below-market-rate residential project sponsored by Butte County.



These drawings illustrate plan and axonometric views of a vision of Park Avenue emphasizing three-story buildings with no setbacks. On the residential street behind Park Avenue, the building massing transitions to two- and three-story residential buildings with setbacks comparable to the existing single-family homes in the area.

*North Broadway Neighborhood Plan
Contra Costa County Community Development Department*

DC&E utilized a community participation process to develop a plan for an eight-acre brownfield site in the unincorporated Contra Costa community of Bay Point. Located within a half mile of the Pittsburg/Bay Point BART station, the plan called for a mixture of single-family and multi-family residences in addition to a neighborhood commercial component on Willow Pass Road. The DC&E plan knits together older existing neighborhoods on either side of the site and envisions a style of housing consistent with the established neighborhoods. The project has now been constructed by a developer selected by the County.



Final Alternative



Existing Conditions



Simulation of Proposed Changes



*Old Redwood Highway and Charles Street Master Plan
City of Cotati*

Community members, property owners and developers participated in a joint process led by DC&E to develop a vision for a sixteen-acre site at the edge of downtown Cotati. The primary issues addressed by the project included the incorporation of existing wetlands and creeks, the creation of a cohesive and interconnected street, pedestrian and bicycle network, establishment of a downtown gateway, and feathering of density across the site to permit a transition from the existing rural-density housing at one edge of the site to the central commercial area at the other. Significant design features included twin buildings with two- to three-story tower elements at the gateway and a pergola on both sides of the highway with a special vehicular paving treatment to celebrate the Cotati Creek crossing. The plan includes the use of alleys to minimize garage visibility and to increase the continuity of the streetscape for pedestrians within the residential areas. The development of the plan was guided by community members, City staff, individual property owners and developers working together in a public workshop format.



23rd Street Specific Plan
City of San Pablo

DC&E prepared a Specific Plan to guide pedestrian-oriented, mixed-use development in the 23rd Street corridor of San Pablo. The project was built on a successful façade improvement program that 23rd Street merchants utilize for renovation of their properties and businesses. The planning process included bi-lingual community involvement, creation of development concepts for infill opportunity sites, and an outreach effort to include the input of local and regional developers of urban residential and mixed-use projects. The Plan established building standards and parking regulations that facilitate new development and help to revitalize underutilized properties in this important part of San Pablo. This project won the 2008 Northern Section of the California Chapter of the American Planning Association Award in the Best Practices for Planning Implementation category.



ENVIRONMENTAL REVIEW

E NVIRONMENTAL REVIEW

DC&E is one of the few firms in Northern California that offers services in environmental review as well as comprehensive planning and design. We provide a complete range of services to fulfill both CEQA and NEPA, including Initial Studies, Negative Declarations, Environmental Assessments, Environmental Impact Reports, and Environmental Impact Statements. Our integrated capabilities ensure that the environmental documents we prepare are useful to decision-makers and result in meaningful project improvements.

*Downtown Vallejo Specific Plan and
Virginia Street Mixed-Use Project EIR
City of Vallejo*

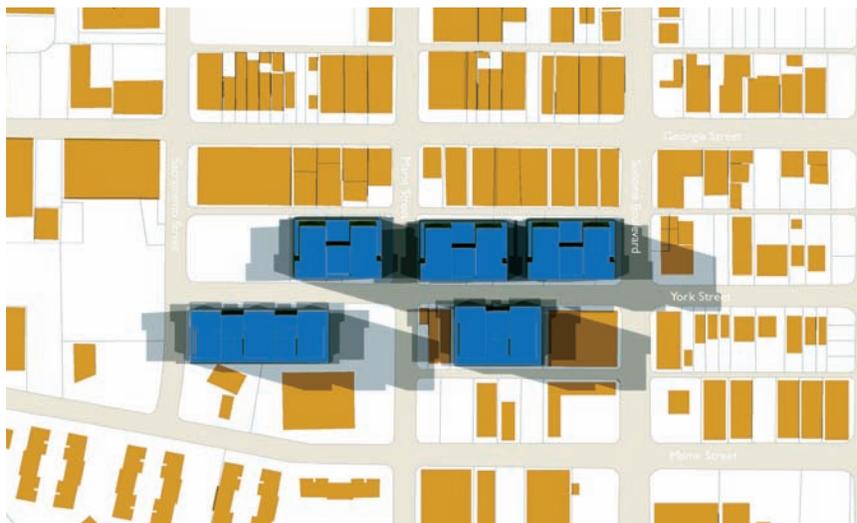
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Existing view of Virginia Street



Proposed view of Virginia Street



Shadow study of Virginia Street buildings



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University of California, Berkeley

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As part of the Southeast Campus Integrated Projects, (SCIP) program, the University of California, Berkeley is proposing a significant upgrade to Memorial Stadium, which was constructed in the early 1920s. The project includes an earthquake retrofit, the addition of new sections on the west and east sides, and construction of an athletic training building on the west side of the stadium. Other components of the SCIP program include constructing a parking garage at Maxwell Family Field, restoring historic buildings on Piedmont Avenue, installing landscape and circulation improvements along Piedmont Avenue, and constructing a new business-law building between Boalt Hall and the Haas School of Business. DC&E prepared the EIR on the SCIP projects, which focused on critical environmental issues of seismic safety, aesthetics, light and glare, noise, transportation, parking and cultural resources. DC&E prepared the EIR on a fast-track schedule in order to meet the University's timeline requirements.



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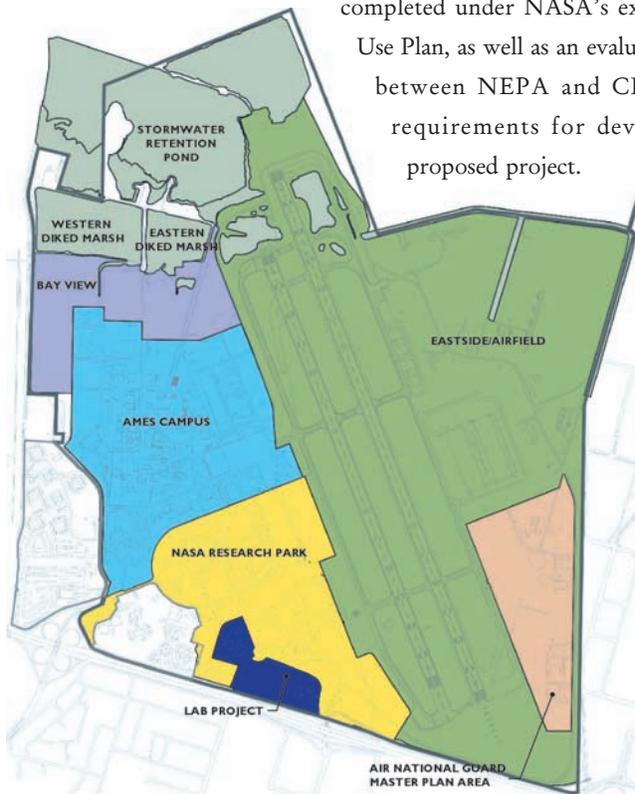


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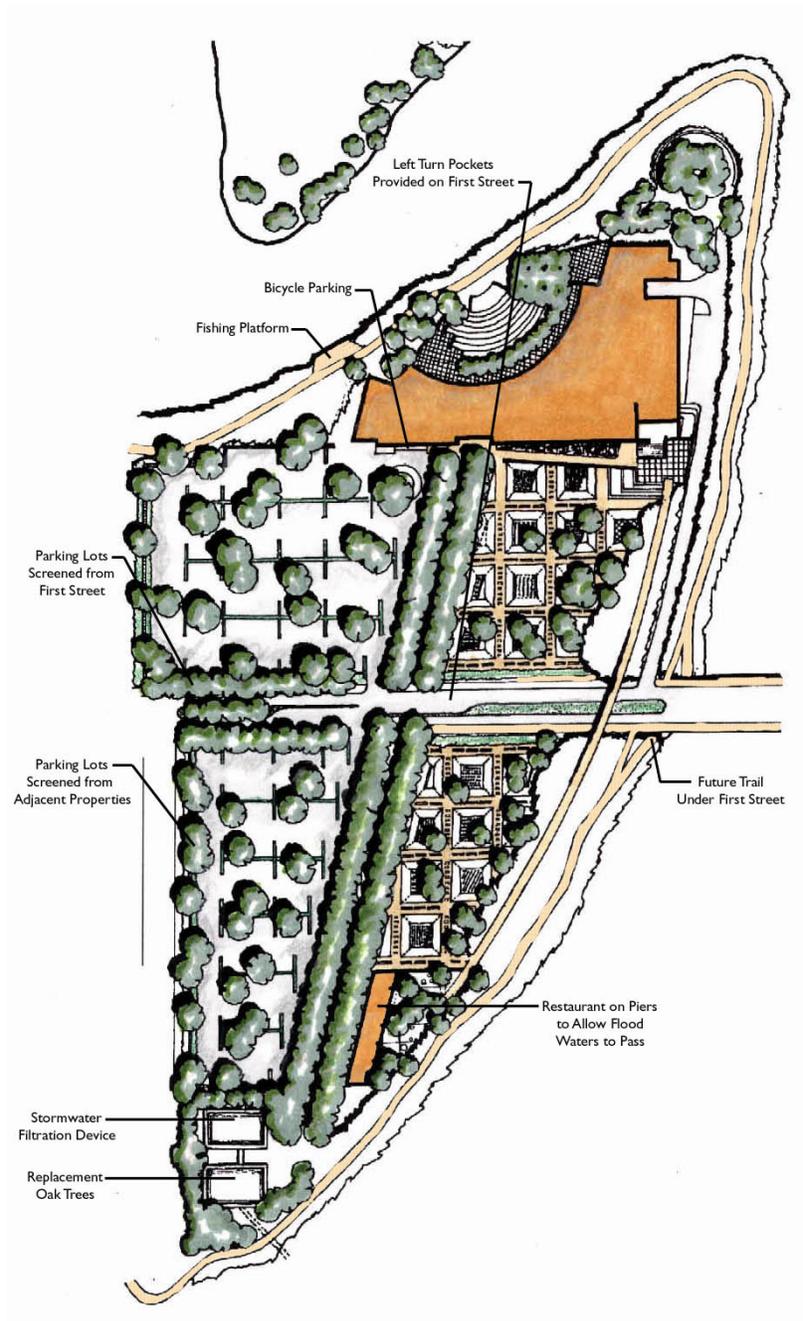
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City of Napa*

The American Center for Wine, Food and the Arts is a major tourist destination in downtown Napa that brings together culinary and artistic interests centered around a theme of the Napa region's renowned wines. The project is expected to help to revitalize downtown Napa, while also respecting the sensitive biotics and flood control issues of its river-edge site. DC&E prepared the EIR for this project, which focused on hydrologic, biotic, noise and traffic impacts. The EIR also considered a complete range of alternatives, which were designed and assessed by DC&E.



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DC&E served on a consultant team that assisted the City of San Leandro in developing a transit-oriented development (TOD) strategy for its downtown area. The two primary goals of the project were to create a vibrant and distinct destination with a high level of transit and pedestrian accessibility, and to encourage increased use of existing transit infrastructure. The project identified sites and developed designs to achieve these goals through infill development and increased density within a half-mile radius of a proposed Bus Rapid Transit (BRT) station and the existing San Leandro BART station. DC&E prepared the programmatic EIR on the TOD Strategy, which required careful consideration of issues associated with higher density residential and commercial development, including increased population, potential noise impacts to new residents downtown, aesthetic impacts, and impacts to historically significant structures within the plan area. This project won the 2008 Northern Section of the California Chapter of the American Planning Association Award in the Focused Issue Planning category.

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DC&E is preparing an EIR for the proposed East Washington Place mixed-use project on the 40.5-acre site containing a former junior high school and city-owned swimming pool and skate park. A private developer has proposed to construct about 330,000 square feet of retail uses on the northern portion of the project site, with a residential component of about 230 units on the southern portion of the site. Major issues that will be addressed in the EIR are the need to relocate existing on-site recreational facilities, incorporate mitigation measures to address freeway and speedway generated noise, and determine and mitigate the impacts of the project on adjacent roadways. As part of the alternatives analysis, DC&E will create an alternative that is designed to avoid many of the significant impacts associated with the proposed project.

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The undeveloped 30-acre Redwood Technology Center site in Petaluma was a prime location for new retail development due to its size and location at the junction of Highway 101 and the Old Redwood Highway. The site remained undeveloped due to constrained traffic conditions, the potentially sensitive existing environmental conditions, and a lack of coordinated planning among the site's three owners. DC&E assisted the City of Petaluma in preparing an Opportunities and Constraints Analysis and EIR that determined the site's overall development potential and addressed the key issues of site design, traffic and circulation, hydrology and drainage, biological resources and marketability.

*Housing Element Update Preparation and CEQA Review
County of Napa*

DC&E led a consultant team in a multi-pronged update of Napa County's Housing Element. The project included the following components:

- ◆ Preparation of the Housing Element itself, which was eventually certified by the State Department of Housing and Community, resulting in Napa County's first certified Housing Element in 13 years.
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- ◆ Draft language for a new affordable housing zoning overlay.
- ◆ Combined programmatic and project-level environmental analysis of the Housing Element Update under Section 65759 of the California Government Code. On the programmatic level, the DC&E team analyzed potential environmental impacts from the Draft Housing Element Update ranging from new policies to encourage the construction of farmworker housing to changes in the number of annual permits allowed for affordable housing development. On the project level, the DC&E team analyzed potential impacts from the addition of an affordable housing zoning overlay on the fourteen sites.
- ◆ An urban design study to consider the conversion of the 220-acre Syar industrial site to residential use. This site is one of the last developable, non-agricultural parcels in the county that could provide land for badly-needed housing. DC&E developed conceptual site plans for multi- and single-family housing and supporting commercial uses on the site.
- ◆ An analysis of the reauthorization of the County's growth control ordinance, known as Measure A.

*Housing Element EIR
Town of Corte Madera*

DC&E conducted an environmental review of the Town of Corte Madera's draft Housing Element, which included policies to create several different kinds of "Affordable Housing Overlay Zones" and lower multi-family housing parking requirements. In addition, the EIR provided environmental review of the impacts of permitting construction of affordable housing in four different parts of the town on sites whose development was foreseen in the Housing Element. DC&E developed several conceptual alternative site plans for this multi-family housing, while also overseeing analysis of biological, geotechnical, visual and other impacts related to the sites' rezoning.

*Lower Codornices Creek Improvements Plan Initial Study
City of Albany*

DC&E prepared an Initial Study for the Lower Codornices Creek Improvements Plan for the City of Albany. The City, along with the University of California and the City of Berkeley, proposed to restore a half-mile reach of Codornices Creek by removing culverts and constructing a meandering path within a new right-of-way. In addition, the restoration project incorporated recreational opportunities such as a Class I bicycle path along the banks of the restored creek and sports fields in the immediate area. Critical issues addressed in the Initial Study included potential impacts on sensitive species such as steelhead trout, past flooding of the creek into adjacent residential areas, and the possible presence of hazardous materials due to historic industrial uses on the site.

Verizon/Cellular One Transmission Facility EIR***City of Napa***

Verizon Wireless and Cellular One submitted an application for a co-located 55-foot simulated tree antenna tower on a visually prominent ridgetop in the City of Napa. Due to the potentially significant visual impacts associated with the project, the City of Napa determined that the project required an EIR. DC&E's analysis of the project focused on potential visual and land use impacts. DC&E also oversaw an engineering team that identified technically feasible alternatives to the project, which were evaluated in the EIR at an equal level of analysis as the project itself.

Paradise/San Clemente Drive Specific Plan EIR***Town of Corte Madera***

DC&E prepared a focused EIR for the proposed Paradise/San Clemente Commercial Area Specific Plan in Corte Madera. The Specific Plan proposes a series of traffic improvements, implements a unified set of design guidelines and a shared parking scheme, proposes amenities for residents and workers in the area, and promotes economic development of the area as a larger highway serving commercial destinations. DC&E's team investigated potential impacts in the subject areas of land use and public policy, visual quality and design, open space and recreation, traffic and circulation, geology, hydrology and water quality, hazardous materials, noise and air quality.

Seismic Replacement Building 1 EIR***University of California at Berkeley***

DC&E prepared the environmental review for a new building that will house departments that are temporarily displaced while their existing buildings on campus undergo seismic retrofitting. After the University completes its seismic retrofitting program, the building will provide office and classroom space for one or more University departments. Key environmental issues included traffic impacts on residential neighborhoods from the proposed parking garage, visual impacts, and potential land use conflicts from siting a new structure on land that some community members perceive as open space.

Meriam Park EIR
City of Chico

DC&E is preparing an environmental impact report for Meriam Park, a 230-acre New Urbanist mixed-use development in the City of Chico. The project will create a new pedestrian-oriented neighborhood within Chico, including more than 1,600 units of single-family and multi-family housing within walking distance of new parks and neighborhood-serving retail. The development also includes a 5,000-seat minor league baseball park and shared parking to serve the housing, retail and recreation amenities. Key issues on the project include traffic and parking as well as the existence on the site of Butte County Meadowfoam, an endangered species. Little Chico Creek also runs through the site, requiring sensitive site planning. DC&E is also conducting a review of a new form-based zoning code to be adopted for the area.

Hillside Village EIR
City of Petaluma

DC&E prepared the Draft EIR for the Hillside Village, a mixed-use subdivision proposed for construction on the 123-acre Varnhagen Ranch. Development was intended to be sensitive to the site's natural resources, with over 60 percent of the site's rolling hills and oak woodlands preserved as open space. Two hundred to 240 residential units were to be clustered on approximately 39 acres of the site, along with a market, a school or community building, and playing fields. DC&E prepared the Draft EIR for the project, which presented an evaluation of environmental and policy ramifications, including changes to the General Plan, annexation of the site to the City, agricultural preservation, traffic and circulation, visual impacts and resource issues.

Siena Hill EIR
Hillside Homes Group, Inc.

DC&E prepared an EIR for a high-density, 32-unit infill housing project in the Oakland hills. The EIR focused on visual quality, traffic, slope stability, hydrology and site access. Additionally, DC&E was involved in an iterative design process with the client and the City of Oakland to develop the site in an environmentally sensitive manner that minimized alterations to the existing landscape.



ENVIRONMENTAL REVIEW

E NVI RONMENTAL REVIEW

DC&E is one of the few firms in Northern California that offers services in environmental review as well as comprehensive planning and design. We provide a complete range of services to fulfill both CEQA and NEPA, including Initial Studies, Negative Declarations, Environmental Assessments, Environmental Impact Reports, and Environmental Impact Statements. Our integrated capabilities ensure that the environmental documents we prepare are useful to decision-makers and result in meaningful project improvements.

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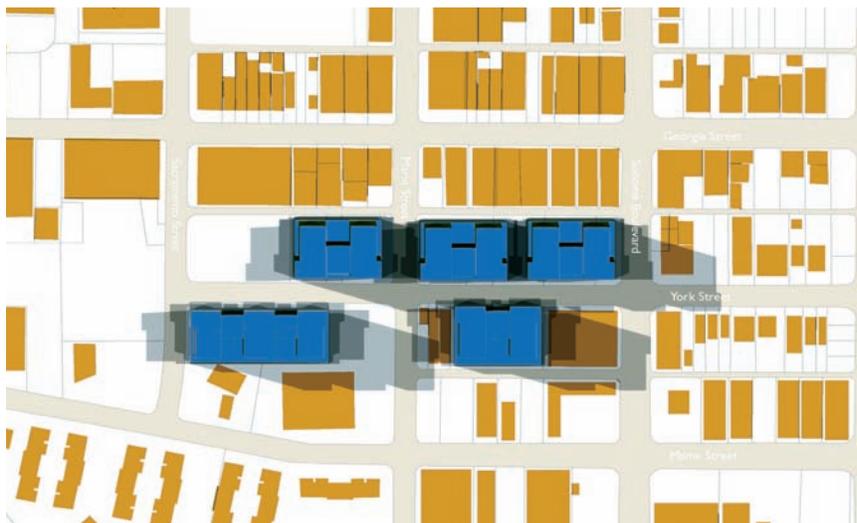
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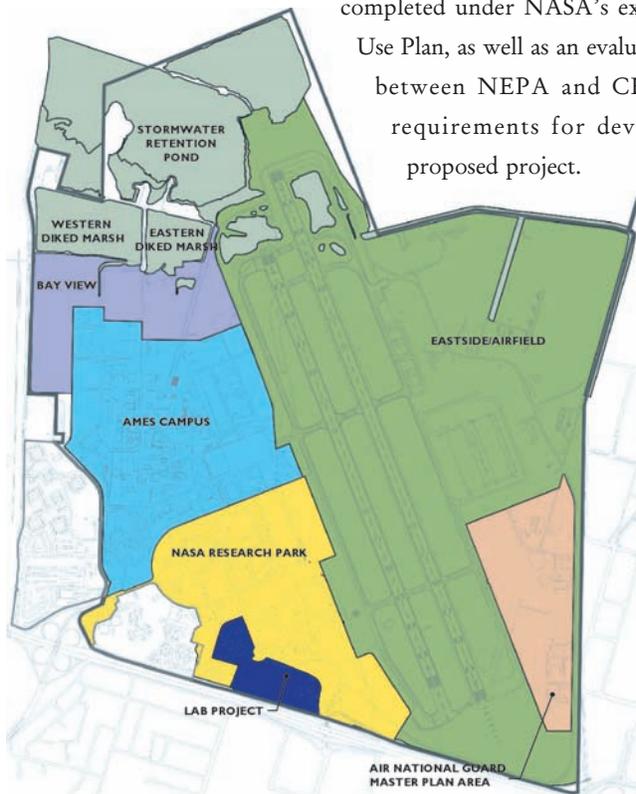


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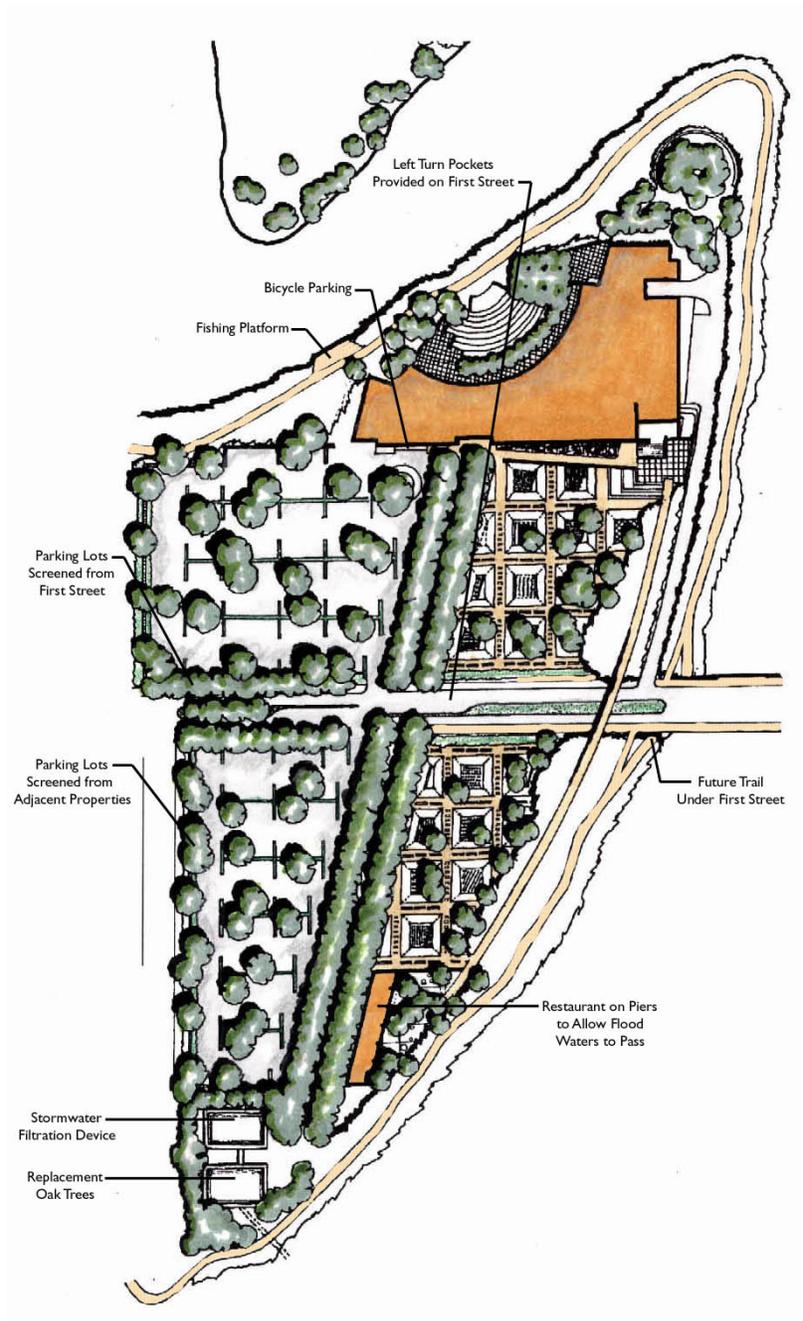
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*Housing Element EIR
Town of Corte Madera*

DC&E conducted an environmental review of the Town of Corte Madera's draft Housing Element, which included policies to create several different kinds of "Affordable Housing Overlay Zones" and lower multi-family housing parking requirements. In addition, the EIR provided environmental review of the impacts of permitting construction of affordable housing in four different parts of the town on sites whose development was foreseen in the Housing Element. DC&E developed several conceptual alternative site plans for this multi-family housing, while also overseeing analysis of biological, geotechnical, visual and other impacts related to the sites' rezoning.

*Lower Codornices Creek Improvements Plan Initial Study
City of Albany*

DC&E prepared an Initial Study for the Lower Codornices Creek Improvements Plan for the City of Albany. The City, along with the University of California and the City of Berkeley, proposed to restore a half-mile reach of Codornices Creek by removing culverts and constructing a meandering path within a new right-of-way. In addition, the restoration project incorporated recreational opportunities such as a Class I bicycle path along the banks of the restored creek and sports fields in the immediate area. Critical issues addressed in the Initial Study included potential impacts on sensitive species such as steelhead trout, past flooding of the creek into adjacent residential areas, and the possible presence of hazardous materials due to historic industrial uses on the site.

Verizon/Cellular One Transmission Facility EIR***City of Napa***

Verizon Wireless and Cellular One submitted an application for a co-located 55-foot simulated tree antenna tower on a visually prominent ridgetop in the City of Napa. Due to the potentially significant visual impacts associated with the project, the City of Napa determined that the project required an EIR. DC&E's analysis of the project focused on potential visual and land use impacts. DC&E also oversaw an engineering team that identified technically feasible alternatives to the project, which were evaluated in the EIR at an equal level of analysis as the project itself.

Paradise/San Clemente Drive Specific Plan EIR***Town of Corte Madera***

DC&E prepared a focused EIR for the proposed Paradise/San Clemente Commercial Area Specific Plan in Corte Madera. The Specific Plan proposes a series of traffic improvements, implements a unified set of design guidelines and a shared parking scheme, proposes amenities for residents and workers in the area, and promotes economic development of the area as a larger highway serving commercial destinations. DC&E's team investigated potential impacts in the subject areas of land use and public policy, visual quality and design, open space and recreation, traffic and circulation, geology, hydrology and water quality, hazardous materials, noise and air quality.

Seismic Replacement Building 1 EIR***University of California at Berkeley***

DC&E prepared the environmental review for a new building that will house departments that are temporarily displaced while their existing buildings on campus undergo seismic retrofitting. After the University completes its seismic retrofitting program, the building will provide office and classroom space for one or more University departments. Key environmental issues included traffic impacts on residential neighborhoods from the proposed parking garage, visual impacts, and potential land use conflicts from siting a new structure on land that some community members perceive as open space.

Meriam Park EIR
City of Chico

DC&E is preparing an environmental impact report for Meriam Park, a 230-acre New Urbanist mixed-use development in the City of Chico. The project will create a new pedestrian-oriented neighborhood within Chico, including more than 1,600 units of single-family and multi-family housing within walking distance of new parks and neighborhood-serving retail. The development also includes a 5,000-seat minor league baseball park and shared parking to serve the housing, retail and recreation amenities. Key issues on the project include traffic and parking as well as the existence on the site of Butte County Meadowfoam, an endangered species. Little Chico Creek also runs through the site, requiring sensitive site planning. DC&E is also conducting a review of a new form-based zoning code to be adopted for the area.

Hillside Village EIR
City of Petaluma

DC&E prepared the Draft EIR for the Hillside Village, a mixed-use subdivision proposed for construction on the 123-acre Varnhagen Ranch. Development was intended to be sensitive to the site's natural resources, with over 60 percent of the site's rolling hills and oak woodlands preserved as open space. Two hundred to 240 residential units were to be clustered on approximately 39 acres of the site, along with a market, a school or community building, and playing fields. DC&E prepared the Draft EIR for the project, which presented an evaluation of environmental and policy ramifications, including changes to the General Plan, annexation of the site to the City, agricultural preservation, traffic and circulation, visual impacts and resource issues.

Siena Hill EIR
Hillside Homes Group, Inc.

DC&E prepared an EIR for a high-density, 32-unit infill housing project in the Oakland hills. The EIR focused on visual quality, traffic, slope stability, hydrology and site access. Additionally, DC&E was involved in an iterative design process with the client and the City of Oakland to develop the site in an environmentally sensitive manner that minimized alterations to the existing landscape.



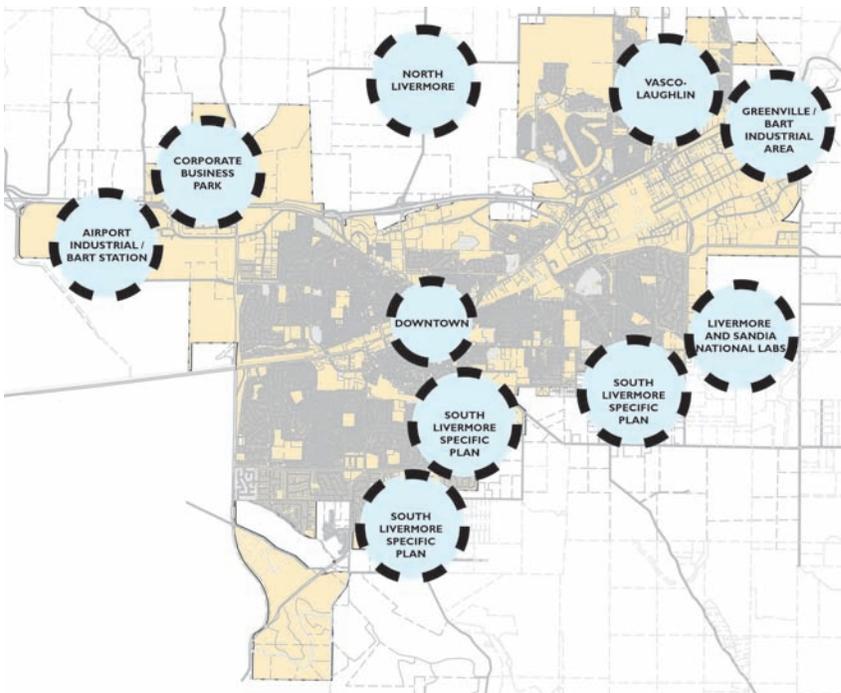
PUBLIC PARTICIPATION

PUBLIC PARTICIPATION

DC&E excels in public participation and meeting facilitation, and has won both national and local awards for this type of work. We incorporate public involvement into nearly every project we undertake, through interactive websites, stakeholder interviews, focus groups, community advisory committees, and public workshops. This section describes projects whose major focus was public outreach and involvement. Public outreach and facilitation has also been a part of many of other DC&E projects that are described elsewhere in our Statement of Qualifications.

*Livermore Vision Project
City of Livermore*

DC&E led a major community-wide participation process for the City of Livermore to obtain broad public input on the types of land use and development that should occur in and around the city. First, DC&E conducted three months of extensive outreach and background work, including a community-wide mail survey. Then, DC&E led five public workshops over three months to bring together residents, landowners, business owners, interest groups and community organizations to formulate a shared community vision of the future. The outcome of the workshop process was forwarded to the City Council as physical alternatives and policy directives. The results of the process helped to guide future plans for Livermore, including DC&E's work on the Livermore General Plan update.



DC&E also created a website for the Livermore Vision Project.



The Vision Project, along with the Livermore General Plan, won the Northern California APA Section Award for Comprehensive Planning in

2003.



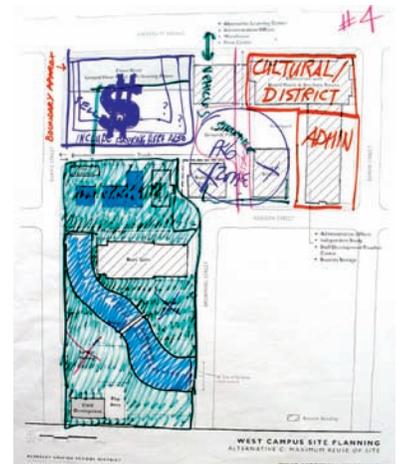
*Measure J Outreach, Facilitation and Strategic Planning
Contra Costa Transportation Authority (CCTA), as a subconsultant to
Gray-Bowen Associates*

DC&E was part of a consultant team that performed strategic planning, polling and public outreach services for CCTA in its efforts to pass Measure J, which was an extension of the previously existing Measure C 1/2-cent sales tax that funds transportation projects in Contra Costa County. DC&E led an extensive public participation and outreach campaign, including a series of workshops and public meetings to educate the public and local staff about transportation needs, land use planning challenges, and Measure J and its related reauthorization efforts. DC&E also facilitated meetings with CCTA staff and an Advisory Committee to identify key issues and evaluate relative effectiveness of growth management activities. Measure J passed in November 2004 with over 70.5% of the vote.



*West Campus Master Plan
Berkeley Unified School District*

Responding to BUSD's need to consolidate administrative spaces into seismically safe structures, DC&E conducted a planning process to evaluate the District's existing administrative facilities at three sites. First, DC&E worked with a District Steering Committee to complete a stakeholder and staff interview process to determine overall space and facility needs for all District administrative departments. Using the resulting architectural program as a basis for discussion, DC&E then facilitated seven community workshops focusing on a potential District administration center at the District's West Campus site. DC&E developed land use and design alternatives that proposed a range of options for building reuse, circulation and open space amenities. With additional community and District input, DC&E then developed a preferred alternative plan for the site, which was evaluated for estimated costs. The School Board accepted the West Campus Master Plan in June 2005 and is moving forward with consolidation of its administrative spaces at the West Campus site.



Public Science Community Outreach Project
University of California, San Francisco

DC&E led a comprehensive public involvement process to help UCSF design a public science program to be focused at its new Mission Bay campus. As a part of the process, DC&E teamed with UCSF staff to conduct approximately 50 stakeholder interviews with UCSF faculty, leaders of private industry, directors of nationally-recognized science education programs, and community leaders from the San Francisco neighborhoods surrounding Mission Bay. DC&E also assisted with 19 focus groups with UCSF stakeholders, San Francisco Unified School District educators, students, and parents. The final part of the public outreach process consisted of a large, hands-on public workshop designed to test different approaches to science education. DC&E synthesized the results of the public process into several alternative approaches for the Public Science Program, which were presented to the UCSF administration and resulted in a Planning Report that makes four primary recommendations for enhancing UCSF's public science programs, with an emphasis on community health education, workforce training and classroom education.

Advisory Committee Meeting Facilitation
Metropolitan Transportation Commission

DC&E worked with MTC staff to facilitate a workshop that considered ways of increasing the effectiveness of MTC's three Advisory committees: the Elderly and Disabled Advisory Committee, the Minority Citizens Advisory Committee and the Advisory Council. Issues addressed included improving communication between the Advisory Committees and MTC Commissioners, clarifying the interrelationship among the committees, and clarifying the roles and responsibilities of the Advisory Committees as conduits for public input into MTC's decision making processes.

*Clean Air Strategy Community Workshops
Bay Area Air Quality Management District*

DC&E assisted the Bay Area Air Quality Management District (BAAQMD) with the preparation and facilitation of two separate sets of public workshops to receive community input on strategies to reduce ozone pollution in the Bay Area, in preparation for the 2004 Ozone Attainment Strategy and Clean Air Plan. DC&E worked with BAAQMD to present technical information in an accessible format, and invited meeting attendees to ask questions and comment on ozone pollution and prevention.

*Air Toxics New Source Review Public Workshops
Bay Area Air Quality Management District*

DC&E facilitated workshops in four low-income, environmental justice communities in the Bay Area — Richmond, West Oakland, Bayview-Hunter's Point and East Palo Alto — to solicit public input on BAAQMD's proposed rule for new or modified sources of toxic air contaminants. The workshops were designed to educate the public on existing BAAQMD programs, solicit input on the Air Toxics New Source Review program, and obtain information about air quality issues in each community. DC&E was responsible for facilitating the workshops, recording all public comments, advising BAAQMD on effectively reaching out to environmental justice communities, and preparing a summary report of the public comments. The information obtained from the workshops will be used by the BAAQMD Board as they consider the adoption of the Air Toxics New Source Review program.

*Growth Management Assessment Program
City of Tracy*

DC&E led a public input and involvement program to evaluate the existing planning and development framework in the City of Tracy. DC&E conducted committee meetings, stakeholder interviews, focus groups and public meetings to identify key planning issues facing the City and to gather input regarding the amount, location and pace of development. At the close of the process, DC&E recommended actions that the City should consider to amend its Urban Management Plan, its Growth Management Ordinance and/or its Specific Plan process.

Flare Control Workgroup Facilitation
Bay Area Air Quality Management District

David Early facilitated a series of workgroup meetings convened by the Bay Area Air Quality Management District to create a new rule controlling flare emissions at Bay Area petroleum refineries. Flares are used to burn off excess or poor quality gases produced during the refining process; however, they are also associated with air pollutants of concern to the District and local environmental groups. At the workgroup meetings, representatives of the District, other concerned agencies, the petroleum industry, and environmental organizations provided input that was used to create a rule that appropriately balances the safety and operational needs of the refineries with the need to minimize air pollution and negative environmental impacts associated with flaring. David Early and DC&E staff ensured that the process was clear and fair, taking account of all stakeholders' opinions.

Downtown Transportation Management Plan Public Outreach
City of Oakland, as a subconsultant to Kimley-Horn Associates

The City of Oakland is beginning construction on five different streetscape improvement and development projects simultaneously in its downtown, and is therefore preparing a Traffic Management Plan (TMP) to comprehensively address how to minimize the impacts of construction on traffic, parking and access to local businesses. DC&E is completing an extensive public outreach process to help educate and inform downtown stakeholders of the proposed streetscape projects and their anticipated construction schedules, as well as the strategies identified in the TMP. DC&E will hold a series of stakeholder meetings with local businesses, solicit input from business owners about issues that should be addressed in the TMP, and conduct two public workshops to explore in detail the draft and final strategies contained in the TMP.

*Napa County Land Use and Housing Meeting Facilitation
Assemblymember Patricia Wiggins and Napa County Governments*

David Early facilitated a series of meetings convened by Assemblymember Patricia Wiggins that brought together City Council members, County Supervisors and senior staff members to discuss ways in which planning in Napa County could be coordinated to meet State mandates while also ensuring the preservation of Napa County's rural character. The meetings were aimed at developing a ground-breaking, County-wide Land Use and Housing Plan, while also allowing jurisdictions to assist each other in meeting their regional housing allocations.

*Transportation Demand Management Study
City of Berkeley and University of California, Berkeley*

Working as part of a team led by Nelson-Nygaard Associates, DC&E assisted the City of Berkeley and the University in planning for the transportation future of both Downtown Berkeley and the Southside area adjacent to the campus. DC&E was responsible for public participation on the project, which brought together diverse interest groups from throughout the city and the university. DC&E also provided urban design expertise to help to create an urban environment that is maximally conducive to walking, bicycling and the use of transit.

*SMART Community Outreach Project
Sonoma-Marin Area Rail Transit Commission, as a subconsultant to
The Results Group*

DC&E is working with The Results Group to assist SMART in its public education and outreach campaign in support of development of rail service in the former Northwest Pacific Railroad right-of-way, from Larkspur to Cloverdale. DC&E is responsible for education regarding land use, planning, transportation and access issues; coordination of the EIR/EIS public review process; and logo and presentation development.

DAVID EARLY, AICP
FOUNDING PRINCIPAL

Professional Experience

Design, Community & Environment Inc., Berkeley, California. Founding Principal. 1995 through present. Responsible for corporate guidance and all aspects of project and business management on planning, environmental review, urban design and transportation projects. Professional emphasis on community involvement, urban design, land use planning, environmental and visual impact analysis, and bicycle planning.

Brady and Associates, Inc., Berkeley, California. Principal. 1988 through 1995 (Principal beginning in 1992). Responsible for project management and major planning efforts on diverse planning and design projects. Professional emphasis on urban design, land use planning, policy analysis, bicycle planning, and environmental and visual impact analysis.

Education

Master of Architecture and Master of City Planning, University of California, Berkeley. Emphasis on mixed-use urban design, pedestrian environments and transit-oriented suburban development.

Residential Course, International Laboratory for Architecture and Urban Design, Siena, Italy.

Bachelor of Arts, Community Studies, University of California, Santa Cruz. Honors on the thesis. Honors in the major.

Teaching and Public Speaking

Instructor, UC Davis Extension, Updating General Plans and Preparing Specific Plans, both courses taught on an annual basis.

Speaker and Panelist at diverse conferences and classes, including:

American Planning Association National Conference

American Planning Association California Chapter Conference

Association of Environmental Professionals State Conference

Riverside County

City of Santa Clarita

University of Florida
California Polytechnic University San Luis Obispo
American Institute of Architects Wisconsin
California Planning Directors' Association
University of California, Berkeley

Teaching Assistant, *Department of Architecture, University of California, Berkeley*, 1986 through 1988.

Honors and Fellowships

Numerous award-winning projects, including:

- ◆ *Bay Area Regional Smart Growth Strategy* for the Association of Bay Area Governments and other regional agencies: **Congress for New Urbanism Charter Award**, 2002.
- ◆ *Hillsborough Design Guidelines* for the Town of Hillsborough: **Honorable Mention in Outstanding Planning for Focused Issue Planning** by the Northern Section of the California Chapter of the APA, 2005.
- ◆ *Ames Research Center EIS* for NASA/Ames Research Center, which received the **NASA Group Achievement Award** in 2003.
- ◆ *Livermore Vision Project and General Plan* for the City of Livermore, which received the **Northern California APA Chapter Award for Comprehensive Planning, Small Jurisdiction** in 2003.
- ◆ *Avila Beach Specific Plan*, which received the California Chapter of the American Planning Association's **State Award for Planning Implementation for a Small Jurisdiction** in 2001.
- ◆ *Lemoore Downtown Revitalization Plan*, which received the American Planning Association's **1995 National Outstanding Planning Award for Plan Implementation by a Small Jurisdiction**.
- ◆ *Larkspur Downtown Specific Plan*, which received the 1993 award for **Best Comprehensive Plan, Small Jurisdiction** from the Northern California Section of the American Planning Association California Chapter and

the **Outstanding Planning Award** from the Northern California Chapter of the American Society of Landscape Architects.

- ◆ **John K. Branner Fellowship.** 1988 through 1989. Major one-year fellowship award for study of architecture and urban design in Western Europe.

Professional Affiliations

Member, American Institute of Certified Planners.

Volunteer and Professional Activities

Emeritus Member, California Planning Roundtable. Composed of 34 leaders in public- and private-sector planning in California, the Roundtable provides leadership and excellence in planning.

Past-President, Livable Berkeley. Livable Berkeley is a non-profit organization that encourages smart growth in the City of Berkeley.

Past-President, Urban Ecology, Inc. Urban Ecology advocates for sustainable urban development. Urban Ecology published the award-winning *Blueprint for a Sustainable Bay Area*, for which Mr. Early served as a project chair.

TOM FORD, AICP
PRINCIPAL

Professional Experience

Design, Community & Environment, Berkeley, California. Principal. 1999 through present. Project Manager for urban design and planning projects, including the *North Burlingame/ Rollins Road Specific Plan and EIR* for the City of Burlingame, the *Irvington Concept Plan* for the City of Fremont, the *Adams Point Urban Design Plan* for the City of Oakland, the *Fairmount Avenue Streetscape Master Plan* for the City of El Cerrito and the *Downtown Revitalization Plan* for the City of Central Point, Oregon.

Calthorpe Associates, Berkeley, California. Urban Designer. 1994 through 1999. Responsible for development plans for walkable, mixed-use neighborhoods for various projects in the United States and abroad; production of planning and design guideline graphics for inclusion in reports and Specific Plans; preparation of the full range of typical drawings, from site analysis drawings for stakeholder workshops to colored illustrations.

Taisei Corporation, Tokyo, Japan. Intern Architect. 1993. Observed and worked in the Japanese system of design-build construction. Produced schematic design for the renovation of 300-seat auditorium at Shinjuku Station.

Industrial Light and Magic, San Rafael, California. Set Designer. 1993 through 1995. Responsible for the drafting of drawings from which scenic carpenters could build theatrical sets. Liaison between Art Director and Construction Foreman. Also produced the graphics package for a multi-scenario document to guide future building strategy at the Lucas Arts media production facilities. Produced building permit drawings.

Urban Construction Laboratory, Berkeley California. Researcher, Special Projects Facilitator. 1990 through 1993. Prepared papers, drawings, and other materials for Emeritus Dean Richard Bender's Urban Construction Laboratory, which studies both new and continuing forms of infrastructure and related technology and design issues. Coordinated the logistical components of travel to and observation of large, North American and European urban projects with members of the GC-5, a consortium of Japanese design-build companies. Assisted a visiting Japanese architect with a study of the management of the architectural design process in multinational projects.

Skidmore, Owings & Merrill, San Francisco, California. **Urban Designer.** 1990. Produced drawings, models, and planning documents for urban design and planning products. Representative projects included Mission Bay; Campus Master Plan, Quad District Precinct Plan and Arts District Precinct Plan for UC Davis; and landscape and road alignment studies for UC Berkeley's century-old Central Glade.

Education

Master of Architecture, *University of California, Berkeley.* American Institute of Architects Scholarship.

Bachelor of Arts, Dramatic Art, *University of California, Davis.* Undergraduate Achievement Award.

Professional Affiliations

Certified Charrette Planner, *National Charrette Institute.*

Member, *American Institute of Certified Planners.*

Publications and Speaking

Panelist, *American Planning Association,* National Convention, 2003.

The Regional City: Planning for the End of Sprawl, by Peter Calthorpe and William Fulton. Contributed drawings.

Great Streets, by Allan B. Jacobs. Contributed drawings.

Urban Revisions, edited by Russell Ferguson. Contributed drawings.

Honors and Awards

Honorable Mention, *Village Center Design Competition.* Channahon, IL.

Charter Signatory, *The Congress for the New Urbanism.*

Compact Development Committee Member, *Greenbelt Alliance.*

Taisei International Fellow, *Taisei Corporation.* Tokyo, Japan.

STEPHEN T. NOACK, AICP
PRINCIPAL

Professional Experience

Design, Community & Environment, Berkeley, California. Principal. 2002 through present. Responsible for leading teams preparing environmental documents for a wide variety of projects including the *U.C. Berkeley Long Range Development Plan EIR*, the *Gasser Master Plan EIR* for the City of Napa, *Meriam Park EIR* for the City of Chico, *Southeast Campus Integrated Projects EIR* for UC Berkeley, and the *General Plan EIR* for the City of Walnut Creek.

Parsons Brinckerhoff, San Francisco/Sacramento, California. Senior Environmental Planner. 1998 through 2002. Managed and wrote environmental documents for a wide range of projects, including transportation corridor studies and site-specific plans. Worked with local, State and federal regulatory agencies to identify critical environmental issues related to the projects and provide technical analysis. As project manager, provided strong team development and led work on collaborative resolution of a myriad of issues.

Pacific Municipal Consultants, Sacramento, California. Senior Associate. 1996 through 1998. Provided contract planning and project management services for the cities of Orinda, Belmont and Saratoga. Prepared an urban design study for the City of Sand City (Monterey County) and completed a hazardous waste management plan for the City of Oakland.

Tetra Tech, Inc., Lafayette, California. Business Development Director. 1995 through 1996. Prepared and implemented marketing plan for research and development division of a national architectural and engineering company. Made presentations to clients throughout the United States. Conducted in-house training seminars, prepared proposals and coached presentation sessions.

Woodward-Clyde Consultants. Project Scientist/Senior Business Development Manager. 1988 through 1995. Managed a wide range of EIRs and EISs for industrial and research facilities, transportation corridors, commercial and residential projects. Developed and implemented focused market plans for five technical discipline groups. Conducted meetings with potential clients and developed strategies to pursue strategic opportunities for the department.

Creegan & D'Angelo, Pleasanton, California. Senior Planner. 1986 through 1988. Managed U.S. Navy Land Use Compatibility Studies at NAS Moffit Field and NAS Whidbey Island, Washington.

Ruth & Going, Inc., San Jose, California. Associate Planner. 1985 through 1986. Prepared environmental documentation for a wide range of projects. Worked with municipalities in preparing general plan amendments and with private-sector clients on conditional use permit applications.

Carpenter Associates, San Carlos, California. Assistant Planner. 1984 through 1985. Provided full range of consulting planning services, including environmental impact reports and contract planning services.

City of Daly City, Daly City, California. Assistant Planner. 1981 through 1983. Responsible for administration of city's zoning ordinance, which included code enforcement, reviewing discretionary permit applications, managing consultant and making presentations to the Planning Commission.

Education

Master of Science, *Urban and Regional Planning, San Jose State University, California.*

Bachelor of Science, *Urban and Regional Government, Willamette University, Salem, Oregon.*

Professional Affiliations

Member, American Institute of Certified Planners.

Member, Association of Environmental Professionals.

Luncheon Director, Professional Environmental Marketing Association, 1996 through 1997.

Member, American Planning Association.

Director Northern Section, California Chapter, 1993 through 1995.

Fundraising Chair, 2005 National Conference Steering Committee.

BRUCE BRUBAKER
SENIOR ASSOCIATE

Professional Experience

Design, Community & Environment, Berkeley, California. Senior Associate. 2005 through present. Responsible for management of a diverse range of urban design projects. Areas of expertise include site planning, design guidelines, public participation and education, and writing of specific plans and neighborhood plans. Project Manager of the *Santa Rosa Station Area Specific Plan* for the City of Santa Rosa, the *California Avenue Master Plan* for the Housing Authority of Fresno, the *Southwest Chico Neighborhood Plan* for the City of Chico, the *Railyards Design Guidelines* for the City of Sacramento, the *Downtown Infill Development Study* for the City of Lafayette, and the *Marinwood Shopping Center Master Plan* for Marin County.

Yellow Studio Sustainable Design, Point Richmond, California. Founding Principal. 2001 through 2005. Responsible for all aspects of management, including design, document production, permitting and construction coordination, on residential and light commercial architectural projects. Promoted sustainable design strategies, including energy efficiency, resource conservation and use of healthy building materials.

Lyndon/Buchanan Associates, Berkeley, California. Associate. 1990 through 1998. Project Architect and Project Manager for all phases of architectural and urban design projects, including the *Menlo Park Downtown Urban Design Plan*, streetscape and building projects for the Bayer Biotechnology Campus in Berkeley, the Nolo Press Building and the Sea Ranch Village (with Charles Moore and Lawrence Halprin). Responsibilities included production of concept proposals, client presentations, public workshops, schematic design, design development, construction documents and construction coordination.

East Bay Habitat for Humanity, Oakland, California. Project Architect. 1991 through 1995. Responsible for design, construction documents, client coordination, permitting and construction services for Spencer Court, an eight home development in Richmond, California.

Education

Master of Architecture, *University of California, Berkeley.*

Residential Course, *International Laboratory for Architecture and Urban Design, Siena, Italy.*

Bachelor of Science, Architecture, *California Polytechnic State University, San Luis Obispo.*

Honors and Awards

Northern Section California APA Merit Award for the **Downtown Station Area Specific Plan**, City of Santa Rosa, 2008.

Central Section California APA Honor Award for the **California Avenue Master Plan** for the Housing Authority of Fresno, 2008

St. Vincent's/Silviera Design Competition in San Rafael, California. Second Place. Entry was subsequently published in *Places* magazine.

Honorable Mention, Vietnam Women's Memorial Competition, Washington, D.C.

Thomas Church Award, University of California, Berkeley. First Place.

Volunteer Activities

Steering Committee. Trails for Richmond Action Committee. TRAC is committed to completing the Bay Trail pedestrian/bicycle improvement along the shore in Richmond, California.

Board Member. Point Richmond Land Use Committee.

Member. Architects, Designers and Planners for Social Responsibility.

Professional Registration

Architect, California License #22756.

TED HEYD
ASSOCIATE

Professional Experience

Design, Community & Environment, Berkeley, California. Associate. 2006 through present. Responsible for project management and analysis for environmental review studies, including project-level and programmatic EIRs, as well as detailed Initial Studies/Mitigated Negative Declarations. Project Manager of the *San Leandro Downtown Transit Oriented Development (TOD) Program EIR* for the City of San Leandro, the *Mission Square EIR* for the City of Sonoma, the *East Washington Place EIR* for the City of Petaluma, and the *North Chico Retail and Annexation EIR* for the City of Chico. Provided project management and analysis support for *Truckee General Plan Program EIR for Town of Truckee* and the *Santa Rosa Station Area Specific Plan Program EIR* for the City of Santa Rosa.

CirclePoint, San Francisco, California. Project Manager. 2003 through 2006. Managed completion of a range of CEQA and NEPA documents, scheduled and managed internal quality control processes, maintained communication with clients and teams of multi-disciplinary subconsultants. Project Manager of the *Silicon Valley Rapid Transit Corridor Supplemental EIR* for the Santa Clara Valley Transportation Authority, the *Forest Green Residential Project EIR* for the City of Richmond, and the *I-580/Castro Valley Interchange Project Initial Study/Environmental Assessment* for Caltrans.

Parsons Brinckerhoff, Quade and Douglas, Inc. San Francisco, California. Planner. 1999 through 2002. Responsible for a variety of environmental analyses evaluating issues such as consistency local land use plans, impacts to historic resources, potential for transit-oriented development, and aesthetics. Provided primary analysis on *San-Francisco Oakland Bay Bridge East Span Seismic Safety Project EIR/EIS*.

Education

Master of Urban and Regional Planning, San Jose State University, California. Special Planning Study Topic: *Evaluation of Maryland's Statewide Smart Growth Legislation (Priority Funding Areas Act)*.

Bachelor of Arts, American History, Hobart College, Geneva, New York.

Honors and Awards

AICP Student Award, Market-Almaden Neighborhood Improvement Plan, 2003 (City of San Jose).

Professional Development

APA Statewide Conference. 2007. Attended.

APA National Conference. 2005. Volunteer tour guide for Bay Area orientation tour offered to conference attendees.

Association of Environmental Professionals (AEP). **Facilitator**. 2001. Speakers' Panel for California State Conference.

Community Service

Association of Bay Area Governments, Oakland, California. **Facilitator**. 2001. Facilitated small-group map exercises in four counties as part of DC&E's work on the Regional Livability Footprint Project, which developed a 20-year sustainable land use scenario for the region.

BRAD JOHNSON
PROJECT URBAN DESIGNER

Professional Experience

Design, Community & Environment, Berkeley, California. Project Urban Designer. 2006 through present. Responsible for design, analysis, research, report writing and graphic production for urban design and comprehensive planning projects.

The Reinvestment Fund, Inc., Philadelphia, Pennsylvania. Planning Intern. 2006. Assisted in the preparation of revitalization plans for several low-income neighborhoods in Washington D.C. and Philadelphia. Assembled GIS databases and created GIS maps.

City of Iowa City, Iowa. Planning Consultant. 2004 through 2005. Assisted with neighborhood planning. Conducted surveys on neighborhood land use and design. Produced reports and made oral presentations.

City of San Marcos, Texas. Planning Intern. 2004. Tracked all planning and zoning applications. Conducted research assignments and database management projects. Assisted with review of a new land development code.

Education

Master of Arts, Urban and Regional Planning, The University of Iowa, Iowa City, Iowa.

Bachelor of Science, Geography, Texas A&M University, College Station, Texas.

Urban Design Certificate, University of Pennsylvania, School of Design.

Honors and Awards

Graduate Tuition Award, University of Iowa.

Summer Study Abroad Scholarship, University of Iowa.

KYLE SIMPSON
PROJECT PLANNER

Professional Experience

Design, Community & Environment, Berkeley, California. Project Planner. 2006 through present. Responsible for analysis for environmental studies, including project-level and programmatic EIRs, as well as detailed Initial Studies/Mitigated Negative Declarations. Provided analysis support for the *Downtown Transit Oriented Development (TOD) Program EIR* for the City of San Leandro, the *Mission Square EIR* for the City of Sonoma, the *Broadway Plaza Retail Project EIR* for the City of Walnut Creek, and the *Downtown Specific Plan and EIR* for the City of Ceres.

Springboard Forward, Mountain View, California. Coordinator. 2006. Developed and initiated growth strategies for a sustainable volunteer program. Worked with clients from low-income backgrounds to develop meaningful careers. Initiated and managed new corporate partnerships. Designed and applied new marketing strategies. Compiled and tracked statistical data.

Greenbelt Alliance, San Jose, California. South Bay Program Coordinator. 2004. Managed campaigns to protect open space and create sustainable communities in Santa Clara and San Mateo Counties. Published environmental and economic critiques of projects in San Jose and Santa Clara Valley. Served on action committees and task forces advocating housing and smart-growth issues. Coordinated community outreach and citizen participation.

Office of Councilmember Ken Yeager, District 6, San Jose, California. Council Aide. 2003 through 2004. Researched planning and environmental issues and advised Councilmember on policy direction. Maintained and developed good working relationships with private and public agencies. Crafted correspondence, talking points, and external communication. Coordinated with City of San Jose staff and constituents.

Education

Bachelor of Science, Political Science, Santa Clara University.

Strategic Economics

Firm Description

Strategic Economics is a consulting and research firm specializing in urban, regional and real estate economics. The firm helps local governments, community groups, developers, and non-profit organizations to understand the economic and development context in which they operate in order to take strategic steps towards creating high-quality places for people to live and work. Strategic Economics is a fifteen-person firm headquartered in Berkeley, California with a second office in Seattle, Washington. The firm, a sole proprietorship, is led by its founding President, Ms. Dena Belzer.

Strategic Economics' work style is characterized by creativity, flexibility, and close collaboration with clients. Through its work on numerous public processes Strategic Economics has developed a specialization in making economic information legible and relevant to both public and private stakeholders. The firm's team members bring extensive experience and expertise in a number of disciplines, including urban economics, city planning, regional economic development, public policy, public finance, and real estate economics. Examples of past work include: downtown revitalization and neighborhood planning efforts, economic baseline studies and economic development strategies, regional growth management projects, retail development strategies, transit-oriented development, and real estate feasibility analyses.

In addition to our main consulting practice, Strategic Economics is also a partner in the Center for Transit Oriented Development (C-TOD), a non-profit venture. The C-TOD was formed to conduct ongoing research and advance the state of practice related to creating development around transit that supports transit ridership, creates a greater array of housing and workplace choices, and delivers the many economic, environmental, and social benefits associated with reduced auto-dependency. Strategic Economics leads major research initiatives for the C-TOD and has an ongoing role in many C-TOD projects. This creative partnership is enabling Strategic Economics to develop unique expertise in a wide range of TOD related topics that also informs our standard consulting assignments.

Key Project Experience

Downtown Tracy Urban Design and Specific Plan

City of Tracy

Strategic Economics worked with Freedman, Tung & Bottomley, a San Francisco based urban design firm, to prepare a Downtown Urban Design and Specific Plan for Downtown Tracy. Critical to the downtown revitalization effort was the development of the “Bowtie Area,” so named because of land pattern formed by the diagonal intersection of two railroad tracks. The Bowtie Area contains approximately 61 acres of land owned by the Union Pacific Railroad (UP). The City sought to encourage development of both commercial and residential uses in the area.

Strategic Economics completed a targeted market analysis of the downtown to assess the demand for additional retail and housing in the downtown, and the effect of retail revitalization on the existing business mix. Strategic Economics also completed a detailed analysis testing the financial feasibility of a mixed-use project that could serve as a catalyst project and anchor the downtown.

Webster District Strategic Plan

Alameda Development Services Department

Located in the City of Alameda, Webster Street is an older neighborhood shopping district whose economic vitality has been challenged over the years by such issues as dynamic retail market competition and the departure of a significant support base with the closure of the Alameda Naval Air Station. Currently the street’s economic performance suffers from an inconsistent physical character and a business mix that is out of step with large segments of the local population. The strategic planning process involved a series of community workshops and regular meetings with a city-appointed task force. The planning process also included: the creation of a property and business database; analysis of the current business mix; identification of key opportunity sites through extensive interviews with property owners and developers; demographic and buying power analyses; and matching up opportunity sites with developers and retailers that will meet market demand and local policy objectives. Ultimately, the Strategic Plan recommended development projects and strategies that the city should undertake to restore the street to a full-service, vital neighborhood shopping district.

King City Downtown Addition Market and Fiscal Analysis

HDR/LCA/Sargent Town Planning

King City is an agricultural town adjacent to Highway 101 in the heart of the fertile Salinas Valley, in Monterey County, CA. In response to a high-pressure housing market, and the City’s need for commercial revitalization and a fiscal boost, property owners Smith/Monterey LLC planned a mixed-use, traditional neighborhood development on a 115-acre parcel immediately adjacent to the historic downtown. Strategic Economics completed a market analysis and presented the results as part of a community-oriented charrette sponsored by the urban design team. Strategic Economics studied the market for a variety of new housing types for the area, including smaller clustered homes, townhouses, and compact but high-end detached homes, rather than focusing on the conventional, single family detached product type being developed elsewhere in the Valley. The commercial market study proposed a neighborhood retail center that would enhance the existing historic downtown corridor. Finally, Strategic Economics completed a dynamic fiscal analysis projecting the net fiscal impact on the City’s General Fund, as well as the additional tax increment revenue to the Redevelopment Agency.

San Mateo County Projects

Menlo Park Smart Growth

City of Menlo Park

To assist the community of Menlo Park in maximizing the benefits and minimizing the impacts of rapid growth, Strategic Economics conducted a land utilization assessment for all areas in the City. This study evaluated regional economic trends, current real estate market conditions, and existing land use patterns, based on parcel-specific GIS mapping, to determine what options and opportunities future growth might offer for improving, rather than denigrating, the quality of life in Menlo Park. An extensive community visioning process and a community mobility study were undertaken at the same time to assist the community in better understanding its goals for the future and to identify specific strategies that could assist the city in reaching these goals.

Colma BART Development Opportunities Analysis

San Mateo County Transit District

Strategic Economics worked with Daly City and the San Mateo County Transit District (SamTrans) to prepare a market analysis addressing development opportunities for the SamTrans Park and Ride lot on the west side of the Colma BART station. While the east side of this station has realized many of the development goals set forth in the 1993 BART Station Area Specific Plan, plans for higher-density Class A office development to the west of the station have not materialized since the 2000 collapse of the office market. As the national and regional economies recover, SamTrans and Daly City are reassessing the vision for this area and this site. Strategic Economics worked with these stakeholders to take a fresh look at the site, given changing conditions in the local and regional economy. SE's analysis looked at the current commercial and residential development context, at projected growth trends, and at developer interest in alternative development programs for the site. The analysis also explored tradeoffs between supporting BART ridership and financial performance for SamTrans, and fiscal benefits for Daly City. Ultimately, the goal of this work was to enable SamTrans and Daly City to develop a vision and a strategy for development around the station that can effectively balance all of these goals.

SamTrans Study of Transit-Oriented Development Opportunities

San Mateo County Transportation Authority

Strategic Economics was part of a consultant team commissioned by SamTrans to provide a comprehensive study of transit-oriented development strategies and opportunities at BART and Caltrain rail stations in San Mateo County. This project involved two phases of work. In the first, the team provided a corridor-level assessment of existing conditions and market opportunities for promoting transit-oriented development. This phase included a projection of demand for transit-oriented housing by household type and age group for the year 2030, as well as a station area analysis of the market for medium and high density residential, office, retail, and entertainment uses. In the second phase of work the team identified strategies for promoting TOD at particular station areas. One of the main perceived barriers to TOD at many stations was a lack of large opportunity sites for development. To address this issue, Strategic Economics conducted financial analysis to determine the feasibility of development on three small lot sizes commonly found in the corridor. The findings from this analysis contributed to the final presented research on ways to intensify land uses at these stations through incremental development of small parcels and land assembly. Additionally, Strategic Economics completed a 'TOD-Intensive' land use forecast for all station areas in San Mateo County, in order to test the transit ridership benefits of TOD through the regional transportation model.

Project References

Menlo Park Smart Growth (Menlo Park, CA)

Beverly Beasley
Administrative Assistant
Planning Division, City of Menlo Park
(650) 330-6717

Downtown Tracy Urban Design and Specific Plan (Tracy, CA)

Andrew Malik
Economic Development Director
City of Tracy
(209) 831-4104

Webster District Strategic Plan (Alameda, CA)

Bruce Knopf
Vice President of Development
Catellus Development Group
(510) 267-3404

Staff Contacts

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Secondary:

Nadine Fogarty, Principal
nfogarty@strategieconomics.com
(510)647-5291 x103

NADINE FOGARTY, PRINCIPAL

Work Experience

Strategic Economics, Berkeley, California

2005-Present

Principal

Nadine Fogarty conducts a wide range of consulting assignments, including economic planning, financial feasibility and market analysis. She specializes in evaluating the market and financial feasibility of transit-oriented development, and assisting with development strategies. Most recently, Ms. Fogarty evaluated the potential for joint development at ferry terminals in the Washington State Ferry system. She is also currently assisting the Sonoma Marin Rail Transit District (SMART) in a developer solicitation for joint development at a future commuter rail station in Santa Rosa California.

Ms. Fogarty has also worked on a variety of research and technical assistance projects with the Center for Transit-Oriented Development (CTOD). She recently completed a national study for the FTA of the real estate value created as a result of transit investments, and “value capture” mechanisms that the public sector can use to capitalize on this value. For the City of St. Paul, Minnesota, she is currently conducting a series of financial analyses for several key sites along the corridor, to provide the City with a better understanding of what kinds of development are realistic to expect over both the short- and long-term, and how the introduction of transit will influence development potential. In an analysis for the McKnight Foundation, she evaluated land use, demographic and economic indicators along the Central Corridor to assist in understanding how current residents and businesses in neighborhoods along the corridor are likely to be impacted by the new light rail extension.

Economic Research Associates, San Francisco, California

2001-2005

Associate

Ms. Fogarty conducted and managed a wide range of consulting assignments for both private and public sector clients focusing on real estate economics and market analysis. Ms. Fogarty conducted market and feasibility analyses for a wide variety of real estate projects ranging from affordable housing to high-end resorts. Her work included downtown retail strategies in Racine, Wisconsin and Lincoln, Nebraska, and large-scale mixed-use projects in Santa Fe, New Mexico, and Brisbane, California. Ms. Fogarty also provided ongoing assistance to the San Diego Redevelopment agency including project feasibility, tax increment projections and assistance with developer negotiations.

MIT Center for Real Estate, Cambridge, MA

1999-2001

Consultant/Senior Research Analyst

Ms. Fogarty managed the development of a complex model to estimate sales and use tax losses to state and local governments in the US resulting from internet retail sales, incorporating local information about tax rates and product sales. Ms. Fogarty performed a variety of research and analysis related to island housing markets and produced a report for the Bermuda government recommending a strategy for ongoing monitoring of the housing market. Ms. Fogarty also assisted in developing the prototype Bermuda Housing Price Index and prepared a report comparing housing policies and market outcomes in Guernsey and Bermuda.

Education

Bachelor of Art, Geography, University of California, Berkeley, 1994

Master of City Planning, Master of Science in Real Estate Development, Massachusetts Institute of Technology, 1999

ERICA SPAID, ASSOCIATE

Work Experience

Strategic Economics, Berkeley, CA *Associate*

August 2006-present

Ms. Spaid has completed numerous economic impact studies of potential land use changes. She recently completed an evaluation of the changing role of San Jose's industrial lands, as well as a presentation highlighting the viability of maritime-related industries near the Port of Richmond, CA. She is currently working on an assessment of the economic benefits of introducing light rail transit to the San Gabriel Valley, in Los Angeles, CA. In addition, Ms. Spaid has completed feasibility analysis for intensifying land uses near existing and proposed transit stations. She is currently completing an evaluation of the market for higher intensity uses near the relocated ferry terminal in the City of Alameda. She also recently completed a financial feasibility analysis of developing small parcels with higher density uses in San Mateo County, CA.

University of California Berkeley, Berkeley, CA *Graduate Student Researcher for Professor Karen Chapple*

April 2005-August 2006

- Conducted an extensive literature review on mixed-income neighborhoods and related topics
- Collaborated on the construction of a study design aimed at defining the term "mixed-income," what that looks like and what types of decisions impact a neighborhood's ability to stay mixed-income
- Performed extensive data analysis
- Created an interview guide for local stakeholders
- Conducted interviews with key informants

Famicos Foundation, Cleveland, OH *Director of Property Management*

December 2003-August 2004

- Supervised property management and maintenance staff of 8 people
- Ensured adherence to the rules, regulations, and legal requirements governing housing activity
- Designed and implemented departmental policies and procedures
- Created and adhered to departmental budget of nearly \$500,000
- Prepared and monitored annual property budgets totaling nearly \$1.4 million
- Conducted quarterly analysis of property performance
- Strove to achieve efficiency and financial soundness in Famicos' portfolio of assets (233 units)
- Served as a member of senior staff
- Participated in strategic planning sessions with the board of directors
- Helped organize ribbon cutting and ground breaking events for newly completed properties

Famicos Foundation, Cleveland, OH**November 2000-August 2004*****Project Manager***

- Managed all aspects of an 8-million dollar renovation of an apartment complex and the new construction of an on-site community center
- Managed the predevelopment of a 12-unit scattered site Low Income Housing Tax Credit project
- Co-managed many aspects of a 5-million dollar Historic Tax Credit and Low Income Housing Tax Credit project
- Coordinated the design, construction, and sale of market-rate townhouses
- Managed the adaptive-reuse of a community and social services center
- Completed successful applications for Low Income Housing Tax Credits and Historic Tax Credits in 2002
- Created and maintained development and operating proformas for a variety of projects
- Worked with many financing sources including: Low Income Housing Tax Credits, Historic Tax Credits, HUD up-front grants, HOME funds, CDBG funds, City of Cleveland float loans, Bridge Loans, Empowerment Zone loans, and conventional construction and permanent loans
- Acted as the point person managing project architects, funders, lenders, attorneys, residents, contractors, engineers, planners, and political representatives.

Famicos Foundation, Cleveland, OH**September 2000-October 2000*****Intern***

- Utilized writing skills to craft proposals and applications for funding
- Led a resource development campaign to raise funds to turn a school's basement into a community center
- Attended proposal writing training
- Received project management training

KRW International, Minneapolis, MN**April 1999-February 2000*****Project Coordinator***

- Utilized project management skills to oversee the timelines, quality standards, and project design of client accounts while acting as the main contact and administrative lead on accounts
- Created partnering relationships with members of the internal client team
- Delegated, directed, and supervised project responsibilities
- Participated in company meetings, focus groups, and training sessions
- Implemented final quality control review of documents before shipping them to the client

Education

Bachelor of Arts, Psychology and Spanish, Macalester College, St. Paul, MN, 1998

Master of City Planning, University of California-Berkeley, Berkeley, CA, 2006

FIRM OVERVIEW

Introduction

Kimley-Horn is one of the most respected and fastest growing full-service consulting engineering firms in the United States. With over 2,200 employees in 61 offices nationwide, we can draw from a large pool of resources to respond to your specific needs. Our professionals are experienced in solving complex design and planning issues for both private and public clients. What's more, our staff's capabilities encompass all phases of a project, from early planning through final design and construction administration.

Much of our growth extends from the confidence and trust that clients have in us. Kimley-Horn's long record of technical achievements is enhanced by our reputation for effective management and personal service.

The principals, associates, and technical directors at Kimley-Horn have formed successful and long-lasting relationships with our clients because we believe in solid firm management combined with technical excellence. In addition to project work, each individual plays a role in maintaining the policies and practices which have helped us build an unusually experienced and stable professional staff, a strong project management system, and a close professional rapport with clients and public officials.

In 2008, Kimley-Horn topped *Engineering News-Record's* rankings in general building for retail and multi-unit residential. This is testament to the success of our clients' projects nationwide. With offices located throughout the nation, our staff utilizes the latest technology and information to achieve results for our clients. Our project managers serve as the primary liaison to clients, and with the support of our technical and administrative staff, meet the needs and expectations of the client.

Transportation Planning and Traffic Engineering

Kimley-Horn offers unparalleled expertise in transportation planning, downtown revitalization, transit-oriented development, traffic and transportation impacts, transit planning, engineering design, and financing mechanisms for transportation improvements. We provide comprehensive transportation planning and engineering services to land developers throughout the United States including:

- Transportation and corridor planning
- Multimodal roadway design
- Roadway and transit alternatives assessment
- Major investment studies and corridor studies
- Parking plans and facilities
- Parking policies
- Street lighting design
- Transit planning and design
- Modeling and simulation
- Bridge design
- Station area planning and design
- Traffic studies and forecasting
- Intelligent Transportation Systems (ITS)
- Traffic signal system design, timing and coordination
- Traffic impact analysis
- Advanced traffic management systems
- General, specific and master planning
- Pedestrian safety studies
- Accident analysis and testimony
- Work zone traffic control plans
- Bicycle planning and design

2008 ENR Rankings

31	Top 500 Firms
11	Top 100 Pure Design Firms
1	General Building – Retail
1	General Building – Multi-Unit Residential
9	Transportation – Airports
11	Transportation
6	Among Top U.S. Green Design firms (first year for this category)

Source: McGraw-Hill's *Engineering News-Record*; based on total annual fees

Traffic Impact Analysis

Preparing and reviewing traffic impact analyses has been a major part of our services since our founding in 1967. Our staff has reviewed or performed hundreds of traffic impact studies, from minor infill developments to large scale multi-use developments with major impacts on the transportation system. We understand that transportation must be quantified and documented based on an analysis which considers how many trips are generated, how they are assigned to the transportation system, and over what time periods. Existing traffic and future conditions, with and without the project, must be considered.

Kimley-Horn has the proven expertise to identify what types of improvements or mitigation measures are warranted and assess their respective impacts. In addition to operational impacts, we can also identify environmental impacts such as air and noise pollution, safety impacts, and impacts on pedestrians, bicycles, and transit. As a result of our extensive experience in traffic impact assessment, we understand what type of data is needed to determine needs, solutions, and impacts. We know when and how to perform all traditional traffic engineering studies, including volume studies (turning movement and link volumes), gap and delay studies, speed and travel time studies, origin-destination studies, accident studies, and parking studies.

Multimodal Access and On-Site Circulation

Kimley-Horn engineers have developed access and circulation plans for numerous mixed-use developments ranging from one-half acre to more than 34,000 acres. With expertise in traffic, pedestrian, transit, and bicycle planning and design, we develop plans that fully integrate all modes of travel and ensure safe and efficient integration. Moreover, our firm has prepared the circulation elements of specific plans, downtown revitalization plans, and station area plans for numerous cities and large development projects throughout the United States.

Context Sensitive Transportation Design

Kimley-Horn is a national leader in integrating context-sensitivity in the transportation project development process. Our staff is comprised of leaders in this field through developing and leading courses on Context Sensitive Solutions (CSS) to professional planners and engineers, and state and local DOT's through the National Transit Institute program. Our staff was selected by the Institute of Transportation Engineers, Federal Highway Administration and the Environmental Protection Agency to develop a national Recommended Practice for integrating CSS in multimodal street design.

Parking Planning and Design

Kimley-Horn has considerable experience performing major parking studies for developments and downtown districts, surface and deck designs, and access, circulation, and parking studies for planned communities, transit centers, shopping centers, universities, and other high activity multimodal centers. Kimley-Horn develops integrated parking strategies for mixed-use and transit oriented downtowns and development projects and is often asked to research parking trends and innovations ranging from policies to parking management implementation plans. Kimley-Horn has designed surface lots that blend into historic surroundings and award-winning parking decks integrated with transit stops, retail businesses, and municipal offices. We have helped clients save money by better utilizing existing facilities. We have developed leading-edge technical solutions for revenue collection and control. And where parking issues have become community concerns, we have successfully brought competing interests to agreement. Public agencies from coast to coast—governments, airport authorities, hospitals, and downtown development districts—rely on us for realistic parking projections for specific facilities, special events, or entire cities.

Bicycle and Pedestrian Planning and Design

We recognize the importance of planning and designing for alternative modes of transportation—whether bicycle, pedestrian, or transit. Kimley-Horn employs state-of-the-art techniques to accommodate and encourage the use of alternative transportation modes and minimize vehicular conflicts. Our team members have led numerous pedestrian and bicycle planning and design projects throughout the West. Our diverse experience in pedestrian and bikeway planning and design ranges from developing safe routes to school to designing single-intersection bike lane improvements to preparing city bicycle master plans. We have completed many local city bicycle facility master plans, developed comprehensive statewide plans and requirements for pedestrian/bicycle facilities, and designed over 200 miles of bicycle and multi-use trails. Our plans often emphasize connectivity with adjacent sites (or jurisdictions) and destinations. In helping to create walkable communities, Kimley-Horn applies a context sensitive design approach to the unique circumstances of each project.

Transit-Oriented Design and Mixed-Use Development

Kimley-Horn understands that the benefits of transit-orientation and mixed-use development go beyond improving the efficiency of the transportation system. A diversity of uses combining residential with retail, employment, entertainment and civic uses creates neighborhoods and unique places that are economically vital with lasting value and character for the community. Successful mixed-use districts improve the viability of local shops and businesses, increase housing options, provide social diversity, increase personal safety and convenience, and most importantly, offer people choices.

Transportation choice is a primary benefit of transit-oriented and mixed-use districts. By creating compact pedestrian and transit-oriented places, people can choose to walk to local destinations, use transit, or choose not to own a car because of the opportunities afforded by a diversity of uses and transportation modes. Land use diversity in close proximity encourages walking and bicycling for everyday needs, reducing the demand on local streets, improving air quality, and resulting in a more effective circulation system.

Mixed-use districts along transit corridors create transit-oriented places. The efficiency and viability of public transportation is significantly improved in mixed-use districts because transit stops serve multiple destinations and both residential and employment ends of trips, improving transit utilization. Creating successful mixed-use districts requires complementary transportation design and services. Critical supporting infrastructure includes:

A well connected, pedestrian-scaled circulation system – a system of urban blocks that are walkable with appropriate pedestrian facilities such as lighting, street furniture, landscaping, urban design, wide sidewalks and public spaces. Visual interest is an important factor in encouraging people to walk, and walk longer distances than in auto-oriented places.

Transit orientation - a successful mixed-use district should be well served by transit with bus stops designed for convenience, comfort and safety.

- Adequate parking – depending on the types of land uses, a convenient supply of public and private parking is necessary to ensure economic vitality, and
- An efficient street system – one that serves local and community needs for longer distance travel, goods movements, and emergency services.

Mixed-use can only be effective with a well-integrated multimodal transportation system. This requires a coordinated effort, in addition to zoning, to adopt mixed-use development guidelines, comprehensive transportation plans, and context sensitive design standards for mixed-use areas.

Kimley-Horn's team of local staff and national experts understand the difficulties associated with incorporating mixed-use and transit-oriented development within a mature urban environment.

Land-Development and Infrastructure Consulting Services

Land development is complex. There are many challenges and obstacles that arise throughout the life of any project. As site development consultants, we work closely with you to provide the highest level of service and expertise we can to make your projects successful. One way we accomplish this is by understanding our role in the project and the roles of our client and other team consultants. Working as a team, with open and honest communication, we develop workable, constructible designs within project objectives and budgets. Throughout the process, we keep everyone aware of the project status and progress to stay in front of any issues that may be just around the corner.

Planning and Entitlements

Our staff has experience investigating and solving complex planning issues. Conducting field investigations, collecting and analyzing background data, and establishing meaningful goals and objectives are all prerequisite steps in the planning process. We are aware of political and financial constraints normally associated with all private land development and we are committed to developing plans that work for you. Working in concert with you, we provide land planning and entitlements services to help create site plans with maximum development yield. Some of the planning services we provide include:

- Site feasibility
- Preliminary land planning
- Annexation
- Rezoning
- General and Specific Plan Amendments
- Preliminary Drainage Analysis
- Design Review Board packages
- Due diligence
- Conditional Use Permits
- Development Agreements
- Mitigation plans
- Easements

Master Infrastructure Planning and Design

Kimley-Horn understands the importance of master infrastructure to your project's success. From due diligence through master planning, preliminary and final design to construction specifications and construction observation, our land development team works closely with you, land planners, local jurisdictions, and other key stakeholders to develop creative solutions to requirements for water and wastewater infrastructure systems often associated with large-scale projects. We provide master planning services to identify and evaluate existing and future infrastructure, including water storage facilities, wells, pipelines, pump stations, holding tanks, and treatment facilities. We coordinate permits and work with the jurisdictions to meet the requirements of an entire service area.

Our staff can provide utility engineering services for any size project – we computer models for regional water supply planning, wastewater treatment facilities, or we can coordinate simple utility connections. Our staff has also designed several hundred miles of water and wastewater lines ranging in size from 6" to 120."

Wet and Dry Utilities

Infrastructure planning and design are critical to the success of your site development projects. Kimley-Horn provides utility planning and design services for land development projects of any size and scope, including retail, mixed-use, residential and other types of projects. We provide a full range of services, including but not limited to assessment of existing infrastructure, capacity



studies, provider coordination, design, permitting, and construction and materials specifications. From demolition and relocation of existing utilities to planning and design of new utility lines, we develop creative and cost-effective solutions to overcome obstacles and enhance the overall site design. We also work closely to coordinate with all utility providers to streamline design, permitting, and approvals.

Grading and Drainage

Clients consistently enlist our civil engineers for grading and drainage design services for diverse retail, residential, mixed-use, and other types of land development projects. Our staff has the expertise to conduct the necessary studies to prepare master drainage plans and has also completed drainage plans based on previously prepared studies. We have designed master storm water management plans, pump stations, and various water control structures.

Agency Coordination, Permitting, and Approvals

The firm's engineers, planners, and environmental scientists maintain regular contact with virtually all key regulatory agencies and their decision makers. This network of interpersonal relationships enables us to provide expeditious services relative to agency reviews and approvals. Our staff not only understands agency procedures but also their expectations, enabling us to minimize delays and rework of your submittals.

Our staff has successfully represented developers before numerous federal, state, and local agencies, including regional planning councils, the U.S. Army Corps of Engineers, water management districts, and state and county engineering divisions. We are experienced in preparing permit applications for these agencies, know what is required to gain approval, and excel in providing the high level of coordination that facilitates the permitting process.

Construction Observation and Administration

Our construction phase services include providing a full- or part-time construction observation representative, reviewing monthly pay estimates, evaluating equipment delivered as compared to shop drawings, coordinating punch list observations, and coordinating materials testing. We understand that good design means nothing if it doesn't translate into buildable, workable plans. Our staff is highly experienced in working closely with contractors and other construction professionals to make sure what we design is what gets built and to troubleshoot unforeseen challenges that arise during construction.

Stormwater

In addition to transportation planning for transit-oriented development and redevelopment of mature infill areas, Kimley-Horn has extensive experience planning and designing for **stormwater** infrastructure in urban high density environments throughout California. Controlling stormwater runoff and providing Best Management Practices (BMPs) in dense urban areas presents challenges that are different from suburban areas. There are frequently conflicts with existing utilities that create challenges in locating facilities. Locating detention may require underground facilities, which can be under parking areas, parking garages, or parks. Since there may be little room for vegetation-related BMPs (although Kimley-Horn has experience in implementing bio-filtration devices integrated into urban streetscapes), the importance and use of pervious pavement is significant. Where the proposed development is located will significantly impact the required BMPs: areas close to the Bay may not require hydromodification, and areas that are in a master planned watershed may have additional stormwater quality requirements imposed on them. All of these issues require close cooperation with the utility agencies to identify creative and cost effective solutions.

The San Francisco Bay Region of the California Regional Water Quality Control Board requires programs to address the increase in runoff rate and volume from new and redevelopment projects. The Alameda Countywide Clean Water Program and the member agencies are under the Bay Area municipal stormwater discharge permit that requires the development and implementation of hydro modification management plans and the implementation of associated management measures. These measures will help control hydrologic changes downstream of the development that increase the potential for erosion, and help to reduce and control the flow of stormwater pollutants from the development site. Our approach is to study drainage for sites to identify deficiencies and develop alternative and innovative stormwater improvements to meet requirements at a minimum, and ideally to create unique models of efficient and green urban development. Kimley-Horn uses the Bay Area Hydrology Model, which includes Alameda County, to model and design stormwater BMPs to meet the requirements of the stormwater permit. For modeling the site hydraulics, Kimley-Horn uses models that are appropriate for the site being addressed, including WSPG, HECRAS, and StormCAD. Recent projects include drainage study and stormwater BMPs for the Swanston Station Transit Village in Sacramento, the redevelopment of the Railyards site in Sacramento, and the Oakland Army Base redevelopment.

Wastewater Systems

Wastewater systems have not witnessed the technological advancements or regulatory attention that stormwater management has experienced. The higher density and more intense development of transit-oriented development are still subject to the same constraints as any form of development – downstream sewer capacity. Kimley-Horn’s specialists in land development and wastewater systems understand redevelopment in older urban areas such as Alameda County and have proven experience in assessment, rehabilitation, layout, design, routing, and construction management. The challenges and issues we address in urban areas include collection system and pump station capacity, older asbestos-concrete systems that cause environmental problems when upgraded, bay fill which can cause settlement issues, and unique soils conditions that require unusual trenching methods. The increase in wastewater discharge resulting from the higher density development may require on-site facilities such as flow equalization storage as an alternative to up-sizing the downstream systems.

Our experience with transit-oriented development has found that many municipalities require moderate to significant changes to their policies, codes and regulations to permit the levels of density, height, parking, traffic impact analysis guidelines and building orientation needed to create successful transit-oriented developments. We work closely with municipalities and their partnering agencies such as BART, AC Transit, MTC, and the Alameda County CMA to develop strategic regulatory changes. This frequently occurs through working sessions with key stakeholders, Citizen and Technical Advisory Committees, Planning Commissions, and City Councils to build consensus on potentially controversial issues. Our participation in the recent award winning *Downtown San Leandro TOD Strategy* followed this practice and resulted in a unified agreement on a revised zoning code and unanimous approval by the City Council.

QUALIFICATIONS OF THE FIRM

Relevant Experience

Our team members have proven experience and offer the City of Menlo Park the high level of attention to detail and client service that has become a hallmark of Kimley-Horn. The following pages outline comparable experience that has been completed by professionals on our team, and includes references. We invite you to contact our clients and talk to them about our work history, quality of service, and if they would again select us for similar services.

Transit-Oriented Development Planning and Design

Downtown San Leandro TOD Strategy, San Leandro, CA

Focused Issue Planning Award, APA Northern California Chapter, San Leandro Downtown TOD Strategy, 2008

Breathe California Award, Smart Growth/Green Building category, 2008

Association of Bay Area Government's "Growing Smarter Together" Award, 2008

Kimley-Horn is preparing the transportation and parking elements for the City of San Leandro's Downtown Transit-Oriented Development Strategy. Served by a BART station and AC Transit's upcoming Bus Rapid Transit (BRT) system, downtown San Leandro provides an opportunity to create a model of transit-orientation in the San Francisco Bay Area. Kimley-Horn is assessing existing and future transportation and parking systems to ensure that the TOD strategy integrates all modes of transportation and provides an environment that encourages walking, bicycling and transit use. Areas of emphasis include: linking all parts of the downtown to BART and BRT stations for pedestrians and bicyclists; identifying locations for high-density housing and mixed-use development to optimize transit ridership; reviewing city parking policies to ensure mixed-uses and transit-oriented housing and commercial sites provide appropriate levels of parking; and developing transportation capital projects that balance the needs of all downtown users, residents, and employees.

Reference:
Kathleen Livermore
City of San Leandro
PH: (510) 577-3350
Kimley-Horn Team:
Jim Daisa, Deborah Fehr



The Railyards Mixed-Use and Transit-Oriented Development Shared Parking Study, Sacramento, CA

Kimley-Horn was retained by Thomas Enterprises to assist in the planning and engineering of this mixed-use, transit- and pedestrian-oriented development in downtown Sacramento. The historic Railyards is a 240-acre transformation into a master-planned, mixed-use development located on one of the nation's most historically rich sites – the western terminus of the 1869 Transcontinental Railroad. The project will practically double the size of downtown Sacramento and turn the area



Reference:
Richard Rich
Thomas Enterprises
PH: (916) 329-4500
Kimley-Horn Team:
Jim Daisa, Deborah Fehr

into an urban mecca of mixed-used, including a mass transit hub, a hotel, office, residential, entertainment, plazas, historic renovations and cultural attractions with specialty shops, dining, marketplace retailing in this historic revitalization project. Being designed as a regional destination, it is poised to revitalize the downtown core of Sacramento. When Kimley-Horn became involved in the project in early 2006, the

alignment and master plan of the project were given to us as part of a 15-year evolution of planning, iterations, and ownerships. One of the circulation issues was a difficult connection into a busy, five-legged intersection. Kimley-Horn quickly provided a cost-saving solution by identifying a couple of blocks of potential one-way feeder streets and eliminating an overcrossing structure which saved several million dollars. The concept was warmly received by both the City of Sacramento and the developer. Kimley-Horn also worked in collaboration with the City and their traffic consultant to develop a circulation system that balances pedestrian safety, alternate travel mode opportunities, vehicle access to proposed uses, and maintaining acceptable Levels of Service for roadways within the site. Our efforts have also resulted in solutions for integrating light rail transit within the site, and resolving a number of design issues where the Railyards interfaces with the existing street network. Kimley-Horn has been assisting the developer in determining parking needs that reflect the mixed-use and transit-oriented character of the site with a comprehensive shared parking assessment and the development of parking ratios that balance shared parking with tenancing requirements. Kimley-Horn also prepared preliminary parking structure designs, and a parking phasing plan that identified temporary surface parking lots as the project site develops.

The project is currently in the entitlements phase with the city and has an estimated construction cost of \$5-6 billion over the next 15 years. Kimley-Horn is currently providing roadway and structure design, preliminary traffic analysis, and a parking analysis.

Critical tasks performed to date include developing the roadway network and intersection configurations. Kimley-Horn worked with City staff, their consultants, and the development team to revise the circulation patterns, intersection lane configurations, and site access locations to minimize potential traffic impacts and maintain pedestrian-friendly street sections.

Santa Clara Rapid Transit BART Station Concept Planning & Parking Assessment and Management Toolbox, Santa Clara Valley Transportation Authority

As part of the station area planning for the BART extension to San Jose, Kimley-Horn was retained by the Santa Clara VTA to develop conceptual station designs for each of the six proposed stations, specifically access and circulation, bus transit center designs, loading areas, and pedestrian and bicycle facilities. Kimley-Horn also assessed the near-term and long-term parking supply for individual stations and system wide. Over concerns from local agencies that too much parking was being provided, Kimley-Horn developed a methodology for reducing parking demand through parking pricing strategies, improvements to alternative mode access, and through transit-oriented development (TOD). The study reviewed BART's lessons on developing parking management strategies in the core system and Kimley-Horn developed a set of management strategies and tools for each individual station. The methodology is a tool for decision-makers to identify parking needs as Santa Clara VTA moves forward into station design.

Reference:

*Marian Lee-Skowronek
Santa Clara Valley
Transportation Authority
PH: (408) 321-5779*

Kimley-Horn Team:

Jim Daisa, Deborah Fehr

Walnut Creek BART Transit-Oriented Development Plan, Walnut Creek, CA

Kimley-Horn assisted BART and its developer BRE Properties to build a mixed-use project at the Walnut Creek BART station. The project is comprised of over 600 dwelling units and a combination of resident and BART patron-serving commercial uses. Kimley-Horn serves as the project's transportation planner and traffic engineer with responsibility for developing internal multi-modal circulation and access plans, redesigning the station's bus transit center, addressing parking ratios appropriate for transit-oriented development, and preparing preliminary traffic studies.

Reference:

*Don Reber
BRE Properties, Inc.
PH: (949) 863-4200*

Kimley-Horn Team:

Jim Daisa, Deborah Fehr



Warm Springs BART Specific Plan, Fremont, CA

Kimley-Horn prepared the circulation and transportation element of the Warm Springs BART Station Specific Plan and the traffic impact analysis which will be integrated in the future EIR for the plan. The Warm Springs BART Station was the long planned end of the line station for the Fremont BART line, but now will be the beginning station for the San Jose BART extension. The City of Fremont desires a Specific Plan to establish land use and development guidelines for the surrounding area, currently a mixture of low density housing and light industrial. The transportation element focuses on design standards to optimize accessibility to the station, parking management strategies for surrounding development and for the future development of the BART station surface parking lot, and transit ridership and traffic impacts of the station as both an end of the line station and a future mid-system station.

Reference:

Michael Smiley

BMS Design

PH: (415) 249-0130

Kimley-Horn Team:

Jim Daisa, Deborah Fehr

Napa Intermodal Station and Mixed-Use Development Planning, Napa, CA

Kimley-Horn assisted in the planning of a downtown multimodal transit center and mixed-use development in Napa. The project involved assessing the transportation opportunities and constraints of two alternative sites, and assisting the city in selecting the optimal site. Once selected, Kimley-Horn conducted a shared parking evaluation for the transit center, the on-site mixed-use development, and the nearby Exposition Center. The transportation element involved evaluation of the site's access and circulation, and a traffic study.

El Camino Real Corridor Transit-Oriented Development Plan/Bay Meadows Specific Plan, San Mateo, CA

For the past seven years, Kimley-Horn has been working on multiple phases of this mixed-use, transit- and pedestrian-oriented development in San Mateo. The first phase Specific Plan, including reconstruction of the US 101/Hillsdale interchange, has been completed. The current Specific Plan is part of a corridor wide study of El Camino Real and proposes a new mixed-use community on the site of the Bay Meadows racetrack. This phase includes relocation of the Hillsdale CalTrain station, development of dense walkable grid of streets, and providing substantial new street connections to the existing city system. Key issues include the development of a transit-oriented trip generation model and shared parking standards, as well as mitigating the off-site impacts of this large-scale suburban activity center. The project is now in the design phase with construction slated to begin in 2009.

Reference:

Larry Patterson

City of San Mateo

PH: (650) 522-7303

Kimley-Horn Team:

Jim Daisa, Ali Mustafa

Transit-Oriented Development Research

Statewide Urban Infill/TOD Trip Generation Research, Caltrans Office of Community Planning

Kimley-Horn is preparing a research project to develop trip generation rates for urban infill development around high quality transit. This research project is intended to provide empirical trip generation data for many common land use types in California's mixed-use and transit-oriented urban areas. The project defines "urban" in terms of qualitative and quantitative criteria including population and employment density, proximity to high quality transit, and characteristics of location. The collection of data and development of the trip generation rates for urban infill areas is being coordinated with ITE for ultimate inclusion in upcoming Trip Generation manuals.

Reference:

Terry Parker

*Caltrans Department of
Transportation Administration*

PH: (916) 654-5547

Kimley-Horn Team:

Jim Daisa, Ali Mustafa



Trip Generation Rates for Traffic Impact Analyses of Urban Infill/TOD, National Cooperative Highway Research Program, Academy of Sciences

Kimley-Horn is the Principal Investigator for this research program to develop a methodology for analyzing the traffic and parking impacts of urban infill development and TOD. At the national level there is a significant need for a standardized methodology and data for transportation professionals to determine the traffic and parking generation of urban infill and TOD. This study, working in conjunction with the Institute of Transportation Engineers, and the State of California Office of Community Planning will provide a state-of-the-practice methodology for consistent analysis.

Best Practices Manuals – Streetscape, Walkable Street Design, Smart Growth, and Integrating Land Use and Transportation

“The New Transit Town – Best Practices in Transit-Oriented Development,” Island Press, 2004

Kimley-Horn’s staff authored the traffic and parking chapter of this publication geared towards addressing the critical issues surrounding TOD, its implementation, benefits, and financing.

“Community Design & Transportation: Best Practices for Integrating Transportation and Land Use,” Santa Clara Valley Transportation Authority, 2001

Kimley-Horn’s staff prepared the transportation elements of VTA’s Best Practices manual to support transit and pedestrian-oriented development in VTA’s designated transit cores and corridors. The manual presents state-of-the-practice principles, guidelines, and strategies for high density, mixed-use, transit-oriented development integrated with multimodal street design. This manual expands on the concept of designing streets to accommodate the needs of adjacent land uses with model street types and associated street design priorities.

“Creating Livable Streets: Street Design Guidelines for 2040,” Portland Metro, 1997

Environmental Protection Agency “Way to Go Award,” 1998

Prior to joining Kimley-Horn, Jim Daisa worked with Metro, the regional government agency for Portland Oregon, to prepare regional street design guidelines supporting the region’s 2040 growth concept plan and transportation growth management policies that integrate transportation facilities with the adjacent land use. The study resulted in a publication titled “Creating Livable Streets: Street Design Guidelines for 2040.” The handbook, distributed worldwide, contains **context sensitive design** guidelines on 26 multi-modal design elements ranging from street width to sidewalk functionality to streetscape, and urban design, building frontages and landscaping. As part of the regional street design study, Jim conducted a street connectivity study that resulted in Metro’s ordinance specifying street spacing requirements and non-motorized connections for both infill and greenfield development. The street connectivity study was based on five case studies of actual Oregon communities.

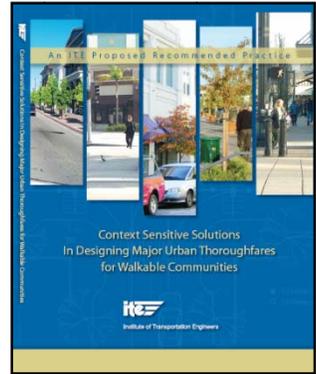
“Green Streets: Innovative Solutions for Stormwater and Stream Crossings,” Portland Metro, 2001

Kimley-Horn’s staff prepared the transportation element of Portland Metro’s Green Streets design manual. This manual, a companion document to Creating Livable Streets presented sustainable ways to address stormwater runoff and street design in environmentally sensitive areas. The transportation element focused on optimal street design networks, bridges, street width, and street design to minimize the impacts on streams, wetlands, and sensitive riparian areas.



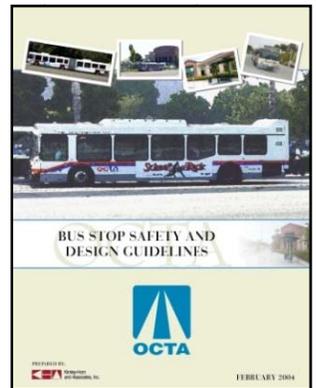
“Proposed Institute of Transportation Engineers Recommended Practice: Context-Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities”

Kimley-Horn is the Principal Author of this project to develop a Recommended Practice intended to develop and disseminate to state and local agencies, standard-setting organizations, and design professionals, new guidance for context-sensitive design of major streets. This handbook synthesizes existing and new design guidance for implementing the principles of context sensitivity, smart growth, and new urbanism in urbanized areas. The project emphasis is on walkability, and focuses on multi-modalism and street design that effectively integrates transit, bicycles, and other modes of travel. The project emphasizes compatibility of roads with adjacent environment, mostly along highways. This project will extend and expand that objective to effectively integrate urban street design with land use, community character and urban design.



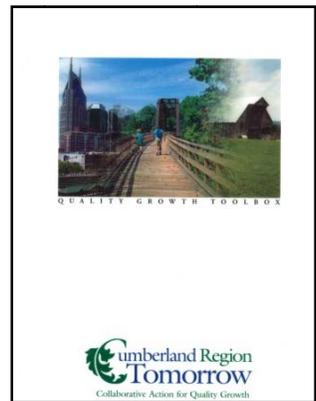
“Bus Stop Safety and Design Guidelines” – Orange County Transportation Authority (OCTA), CA

Kimley-Horn was selected by OCTA to update their Bus Facilities Manual, one of the most comprehensive bus stop design guidelines in the country, often used as a model by other transit agencies. The update is in response to litigation in another jurisdiction that found the transit agency liable for unsafe conditions leading to their bus stop. Kimley-Horn’s work involves researching state-of-the-practice bus stop and transit facilities design standards and guidelines from around the country, and developing an evaluation and design process for selecting and establishing new bus stops. This work resulted in OCTA’s Bus Stop Safety and Design Guidelines handbook used by local agencies and consultants as part of transit and transit-oriented development planning and design.



“Quality Growth Toolbox” – Tennessee Department of Transportation and Cumberland Regional Tomorrow, Nashville, TN

Kimley-Horn was retained by TDOT and Cumberland Regional Tomorrow to prepare a manual of Smart Growth planning tools for the ten-counties forming Nashville’s metropolitan region. The Toolbox is in response to dramatic increases in Tennessee’s growth. It is intended to be the region’s lead resource for planning and design strategies and tools, and training and technical assistance to ensure quality growth and economic development. The Toolbox provides strategies and tools for reinvesting in town and city centers; creating a variety of housing choices; conserving land, water, natural and cultural resources; integrating land use and transportation planning; infrastructure investments for sustainable growth; and ensuring economic vitality through quality growth.



“Smart Growth Design Guidelines” – San Diego Association of Governments (SANDAG)

Kimley-Horn is preparing the transportation and multi-modal street design chapter of SANDAG’s Smart Growth Design Guidelines supporting their Smart Growth Concept Place Types. This manual is intended to provide local agencies, community members, and elected officials information on Smart Growth and how it may be implemented as well as specific design guidance for streets, sites, and individual development projects.



Community and Professional Education

Lead Instructor for Federal Transit Administration/National Transit Institute/Rutgers University Course on Context Sensitive Street Design, 2003.

Kimley-Horn, specifically James Daisa, was recently selected by the Federal Transit Administration and Rutgers University's National Transit Institute to develop and conduct a professional course on context-sensitive design (CSD), "Thinking Beyond the Pavement." This interactive three-day course covers a broad range of multi-disciplinary topics helping planning and engineering professionals, public agency staff, and decision makers work with communities to plan and design streets that preserve community values, provide multi-modal mobility and safety, and enhance the natural environment. The course objective is present the beginnings, scope and tools of CSD and how it can be used to solve problems in real situations. Through case studies, participants interactively learn of the multiple and inter-disciplinary roles in CSD and techniques to creatively engage the community and design projects that respect transportation, environmental, economic, human, and historic contexts.

- *Metropolitan Technology Transfer Program, Various Seminars, 2007-2008.*
- *Lead Instructor for UC Davis Extension course "Multi-Modal Transportation Planning" for Caltrans Staff, 2005-2006.*
- *Instructor "Traditional Neighborhood Design Fundamentals," Cal Poly, San Luis Obispo, Department of Civil Engineering, California, 2002-2003.*
- *Workshops for Public Agencies for Santa Clara Valley Transportation Authority's "Community Design & Transportation: Best Practices for Integrating Transportation and Land Use," 2001.*
- *Multiple training seminars and design charrettes nationwide:*
 - Context-sensitive street design
 - Traffic calming
 - Transit oriented development
 - New town planning
 - Downtown revitalization
 - Parking
 - Road diets
 - Arterial speed management

Stormwater Management, Sewer Planning and Design

Swanston Station Transit Village Plan, Sacramento, CA

Since the area surrounding the Swanson Station is predominately industrial, the City of Sacramento has decided to revise their land use plan in order to encourage and increase more transit-friendly land uses. Kimley-Horn, working with another consultant, is in the process of evaluating the surrounding infrastructure to make sure that the area can handle more intense development. In addition, Kimley-Horn is identifying what new infrastructure, such as mixed-use buildings, will be needed in order to increase transit use. Because an EIR is required for CEQA compliance, Kimley-Horn is also performing the traffic impact analysis and updating the circulation polices to encourage alternate modes of transportation.

Reference:

*Mukul Malhotra
Moore Iacofano Goltsman
(MIG)*

PH: (510) 845-7549

Kimley-Horn Team:

Mike Fisher



Infrastructure Design and Engineering Management Services/Pre-Development Activities at the Former Oakland Army Base OBRA, Oakland, CA

Reference:

*Andrew Clough
Oakland Redevelopment
Agency (ORA)*

PH: (510) 238-6124

Kimley-Horn is providing civil engineering support through environmental cleanup at the 422-acre site located on the Oakland waterfront, approximately two miles northeast of downtown



Oakland and the Oakland City Hall. The firm is coordinating infrastructure issues with the adjacent Port of Oakland and East Bay Municipal Utility District (EBMUD). Kimley-Horn is assessing existing utility systems, coordinating with various utility agencies and ensuring that proposed systems are in line with the master plan. Furthermore, it is performing traffic analysis, master planning, and infrastructure design including roadways and utilities, as well as providing hydrology and hydraulics sizing, storm water quality treatment design and obtaining support from Public Works Agency Maintenance Division.

Parking Studies and Design

Vallejo Downtown Specific Plan, Vallejo, CA

Kimley-Horn prepared the transportation and parking elements of a downtown specific plan on behalf of Triad Communities. The City of Vallejo, as part of a redevelopment project to revitalize downtown, contracted with Triad Communities to develop six municipal parking lots with retail and housing projects. The City is committed to increasing housing in the downtown area within walking distance to the civic center, new bus transit center, and the San Francisco Bay ferry system. Kimley-Horn addressed critical parking issues related to replacing underutilized municipal parking lots with diagonal parking on reconstructed pedestrian-oriented streets. Kimley-Horn also prepared the circulation element of the Specific Plan EIR evaluating near-term and long-term parking and traffic impacts of the plan.

Reference:

John Thompson

JP Thompson

PH: (707) 448-7637

Kimley-Horn Team:

Jim Daisa, Deborah Fehr



James M. Daisa, P.E.

Special Qualifications

- Over 18 years of transportation planning experience with public and private sector clients
- Extensive experience in Context Sensitive Solutions, multi-modal street design, and new urban town planning
- Authored several manuals on Best Practices for Integrating Transportation and Land Use and Context Sensitive Street Design
- Expertise in pedestrian and transit-oriented developments, school safe route projects, transit station area planning, transit center design, parking studies and parking management, and downtown revitalization plans, as well as conventional highway and urban street analysis and design
- Lead instructor for the National Transit Institute at Rutgers University's "Context Sensitive Solutions" course for professionals since 2003
- Principal Investigator for the National Cooperative Highway Research Program (NCHRP) project: "Trip Generation Rates for Transportation Impact Analysis of Urban Infill Developments"
- Principal Investigator for Caltrans research project: "Trip generation Rates for Urban Infill Land Uses in California"

Experience and Areas of Emphasis

Recent Project Experience

- San Ramon City Center EIR, San Ramon, CA
- Crow Canyon Specific Plan, San Ramon, CA
- Northwest Specific Plan, San Ramon, CA
- Mt. Diablo Boulevard Precise Plan, Walnut Creek, CA
- Downtown Gateway Specific Plan and EIR, Roseville, CA
- Warm Springs BART Station Area Specific Plan, Fremont, CA
- San Leandro Downtown TOD Strategy, San Leandro, CA
- Bay Meadows Mixed-Use and Transit Oriented Development Specific Plan, San Mateo, CA
- Richmond Transit Village, Richmond, CA
- Walnut Creek BART Station Mixed-use Development, CA
- University Town Center Mixed-Use Development, Sarasota County, FL
- Redwood City Transportation Options Study, Redwood City, CA
- Napa SMART Corridor Intermodal Station Planning
- Downtown Vallejo Specific Plan and EIR, Vallejo, CA
- Downtown Precise Plan Parking Study, Mountain View, CA
- Statewide Urban Infill/Transit-Oriented Trip Generation Study, Caltrans
- "Community Design & Transportation: Best Practices for Integrating Transportation and Land Use", Santa Clara Valley Transportation Authority, CA
- Proposed Institute of Transportation Engineers Recommended Practice: "Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities"
- "Quality Growth Toolbox", Cumberland Region Tomorrow, TN
- Hercules Citywide Mobility Plan and Public Facilities Financing Plan
- "Blueprint Denver", Regional Land Use/Transportation Plan, City and County of Denver, CO

EDUCATION

- BS, Mechanical Engineering, San Francisco State University, 1988
- Institute of Transportation Engineers – Fellow Grade
- Congress for New Urbanism

AWARDS

- Individual Achievement Award, Institute of Transportation Engineers, District 6, 2007
- EPA "Way to Go" award for Authoring "Creating Livable Streets", 1998
- American Planning Association Awards:
 - *Pittsburg General Plan, 2000*
 - *Arcata General Plan, 2001*
 - *Vallejo Downtown Specific Plan, 2006*
 - *Focused Issue Planning Award, APA Northern California Chapter, San Leandro Downtown TOD Strategy, 2008*
 - *California Avenue Improvement Plan, City of Fresno, Caltrans EJ Grant, APA Central Section*
- San Leandro Downtown Transit-Oriented Development Strategy, Breath California Award, Smart Growth/Green Building category, and Association of Bay Area Government's "Growing Smarter Together" Award, 2008

CERTIFICATION

- Licensed Traffic Engineer, CA

ADVISORY POSITIONS

- Technical Review Committee, New Jersey DOT Flexible Design Of New Jersey Main Streets, Rutgers University, 2000
- Technical Advisor, California State Highways: Balancing State and Local Objectives project, Congress for the New Urbanism, 2001
- Joint Institute of Transportation Engineers/Congress for the New Urbanism Recommend Practice for New Urban Street Design "Street Design Guidance for Smart Growth", 2003



James M. Daisa, P.E., continued

- "Forward Dallas!", Regional Land Use/Transportation Plan, City of Dallas, TX

Master Planning Experience

- Superstition Vistas Visioning Plan, Pinal County, AZ
- Master Development Plan for the Center for Food, Wine and the Performing Arts (COPIA), City of Napa, CA
- Master Development Plan for Gilead Sciences Worldwide Headquarters, Foster City, CA
- Penn-American Master Development Plan, City of Bloomington, MN
- Fresno Public Transportation Infrastructure Study (PTIS), Fresno Council of Governments

Traffic Engineering and Transportation Management

Experienced in conventional and innovative operations and design solutions for urban streets including traffic signals, roundabouts, traffic calming, pedestrian crossings, bicycle lanes/paths, site access, access management, and innovative signing and markings. For the past four years have managed Caltrans District 4 Transportation Management Planning (TMPs) for the Interstate 880 and US 101 corridors in support of construction projects. Currently developing a statewide TMP guidance handbook for the Utah Department of Transportation.

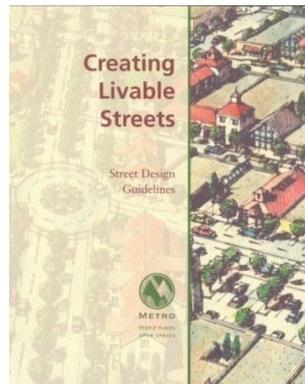
- Caltrans District 4 Planning and Engineering Services:
 - Jameson Canyon (SR-12) Widening and Grade-Separations Study
 - I-880 Corridorwide Transportation Management Plan (TMP)
 - High Street Overhead Replacement TMP
 - I-880 / SR 92 Interchange Reconstruction TMP
- Caltrans I-880 TMP Project Manager
- UDOT Logan Corridor (SR 252) Transportation Management Plan, Logan Utah

Multi-Modal Transportation Planning

Emphasis in multi-modal transportation systems, transit-oriented development, and transportation demand management and transportation system management alternatives to conventional highway solutions. Manage major circulation studies and environmental assessments for large-scale development projects, citywide transportation plans, strategic master plans, and specific and general plans.

Multi-Modal Street Design and Best Practices Manuals

Project Manager for development of multi-



ADVISORY POSITIONS (Cont.)

- Advisory Board, Context Sensitive Solutions Clearinghouse for FHWA, representing the Institute of Transportation Engineers, 2006

PUBLICATIONS AND PRESENTATIONS

- "The New Transit Town – Best Practices in Transit-Oriented Development", Co-Author (Traffic and Parking Chapter), Island Press, 2001
- "Children, Traffic and Safety: Responding to the School Commute", presented at ITE conferences in Fresno and Minneapolis, 1999
- "Narrow Residential Streets: Do They Really Slow Down Speeds?" presented at ITE conferences in Tampa and Boston, 2000
- "Does Increased Street Connectivity Affect the Operation of Regional Streets? A Sensitivity Analysis from the Metro Regional Street Design Study", ASCE conference, Portland, OR, 1997
- "Creating Livable Street Design Guidelines for Metro's 2040 Growth Concept and Regional Transportation Plan", ASCE conference, Portland, 1997
- "Harmonizing Pedestrian-Oriented Development with Commuter Traffic Demands", ITE Annual Meeting, Las Vegas, 2000
- "Converting One-Way Streets to Two-Way: Evaluating the American Downtown Street Model", ITE Annual Meeting, Las Vegas, 2000
- "Training Engineers in Flexible Street Design", ITE Annual Meeting, Philadelphia, PA, 2002
- Lead instructor for the National Transit Institute at Rutgers University's "Context Sensitive Solutions" course for professionals since 2003.
- Instructor for "Introduction to Multi-Modal Transportation Planning" for University of California Davis Extension offered to California state DOT, 2003-06
- "Planning & Managing Effective Transportation & Parking Systems", Greyfields Meeting, San Diego, 2002
- "Making Streets Fit for Cities and Towns", Rail-Volution, San Francisco, 2005 Cities and Towns", Rail-Volution, San Francisco, 2005



James M. Daisa, P.E., continued

modal street design guidelines for Metro, Portland’s regional government. Guidelines address street design elements and provide procedures and prioritization for accommodating all modes of travel on streets within constrained right of way. The Regional Street Design Study resulted in the publication “Creating Livable Streets: Street Design Guidelines for 2040” which received an award from the Environmental Protection Agency in 1998.

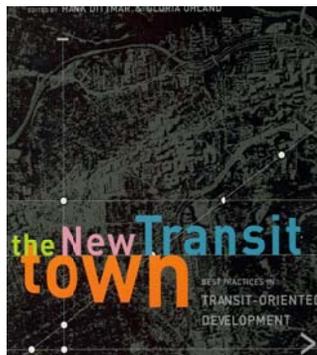
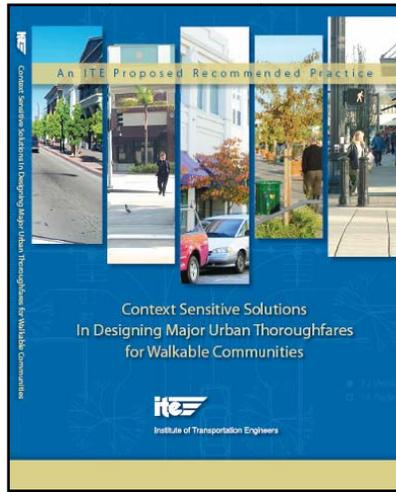
Project Manager for the

transportation element of Santa Clara Valley Transportation Authority’s “Community Design & Transportation” a manual of Best Practices and state-of-the-practice research project that integrates multi-modal street design, urban design, and land development practices in transit-oriented areas of the County. Project Manager and lead author for the Institute of Transportation Engineer’s Proposed Recommended Practice “Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities”. Authored the traffic and parking chapter of “The New Transit Town – Best Practices in Transit-Oriented Development”, published by Island Press.

Parking

One of Mr. Daisa’s specialties is developing parking plans for urban development, large-scale activity centers, shopping centers, institutions, transit stations, and downtowns. Experience in evaluating parking conditions, supply and demand analysis, shared parking evaluation, and developing specialized parking standards for transit-oriented and mixed-use development. Develop parking policies for General Plans, Specific Plans, Master Plans, and downtown revitalization plans. Prepare Parking Management Plans for a variety of conditions from citywide to large developments and individual buildings. Selected parking projects include:

- Downtown Vallejo Comprehensive Parking Study
-



PUBLICATIONS AND PRESENTATIONS (Cont.)

- “TOD and Transit Use – State of the Art, California Urban Infill Trip Generation Study”, Rail-Volution, Miami Beach, 2007
- “Context Sensitive Solutions: People, Places, Choices”, Houston-Galveston Area Council, 2007
- “California Urban Infill Trip Generation Research – A Status Report”, Institute of Transportation Engineers Annual Meeting, Pittsburg 2007
- “Level of Service in Transit Oriented Districts: Service for Who?”, Smart Growth Technical Session I: LOS Methodologies: Barrier to Infill?, Association of Bay Area Governments, 2003
- “Implementing Context Sensitive Solutions: Conversation Circle”, Institute of Transportation Engineers, Las Vegas, San Diego, Pittsburgh, Milwaukee, 2006-07
- Context Sensitive Design Full Day Workshops (Lead Instructor): Providence, RI (ITE District 1 Annual Meeting 2007), Milwaukee, WI (ITE Annual Meeting 2006), Washington DC (Metropolitan Washington Council of Governments, 2006)
- “Sharing Streets: Designing Arterials so People can Safely Walk”, Washington Regional Network for Livable Communities, Washington DC, 2006
- “Context Sensitive Solutions, Urban LOS and Smart Growth Index”, ITE California Border Section, San Diego, 2006
- “Linking Land Use and Transportation through Street Design”, Urban Street Symposium, TRB, Dallas, 1999
- “Quality Growth Toolbox and Training”, Cumberland Regional Tomorrow, Nashville, TN, 2007
- “Design of Efficient Suburban Activity Centers”, Federal Transit Administration, 1997
- “Federal Enclave to Urban Village: A New Vision for DC Waterfront”, Congress for the New Urbanism, Portland, OR, 2000

James M. Daisa, P.E., continued

- The "Railyards" Shared Parking Analysis and Phasing Plan (Downtown Sacramento)
- Downtown Portland Comprehensive Parking Study
- Lloyd District Parking Plan (Portland)
- Downtown Pittsburg Parking Strategy
- Downtown San Leandro Transit-Oriented Parking Strategy and Policy
- Bay Meadows Specific Plan Parking Management Plan
- Silicon Valley Rapid Transit (BART) Toolkit for Assessing Station Parking Supply
- Elk Grove Commuter Rail Station and Parking Design
- Arizona High Speed Rail Station and Parking Planning and Conceptual Design
- Marin County Civic Center Master Parking Plan
- San Ramon Civic Center Shared Parking Analysis
- East Bay Regional Park District Master Parking Plan
- Historic Downtown Folsom Parking Implementation Plan

Transportation Impact Fee/Financing Studies

- City of Tracy Traffic Impact Fee
- Public Facilities Finance Plan (PFPP), Manteca, CA
- Redwood City Traffic Impact Fee
- Oasis Specific Plan Financing and Fee Program, Redding, CA
- Off Site Improvement Program (OSIP), Concord, CA
- Countywide Regional Impact Fee, Transportation Agency of Monterey County (TAMC)
- County Traffic Impact Fee, Monterey County, CA
- City of Sacramento Transportation Development Impact Fee (TDIF)
- Traffic Impact Fee Study, City of Pittsburg, CA
- City of Hercules Public Facilities Finance Plan

Downtown Revitalization Studies

Experienced in the visioning, development of strategies, planning and implementation of downtown revitalization plans and new town centers. Recent projects include developing policies and implementation actions, evaluating street conversions (one-way to two-way and vice versa), pedestrian and transit enhancements, traffic calming, bicycle planning, parking supply and demand analysis, transportation demand and parking management plans, streetscape design and circulation plans. Work closely with land use planners and public agencies to integrate the transportation system with redevelopment in realistic and feasible projects. Work closely with stakeholders (Chambers of Commerce, Downtown Business Associations, property owners and city commissioners) to develop transportation visions, strategies and financing plans to meet the needs and resources of downtowns.

Public Participation and Facilitation

Trained under nationally known experts in conducting community workshops and facilitating public meetings. Have led hands-on workshops to develop neighborhood, traffic calming, downtown, and community plans. Work closely with public agencies, organizations and

PUBLICATIONS AND PRESENTATIONS (Cont.)

- "ITE Committee Report Summary: CSS in Designing Major Urban Thoroughfares for Walkable Communities", *ITE Journal*, 2006
- "Redesigning Central Avenue in the Nob Hill/Highland Area – A CSS Approach", *45th Paving and Transportation Conference*, Albuquerque, NM
- "Transforming Major Urban Thoroughfares", *American Planning Association 100th National Planning Conference*, Las Vegas, 2008
- "Transforming Major Urban Thoroughfares", *Congress for the New Urbanism XVI*, Austin, 2008
- "Is it Time to Consider a New Functional Classification System?", *ITE National Annual Conference*, Anaheim, 2008



James M. Daisa, P.E., continued

interested parties in public forums. Facilitated contentious meetings and successfully built consensus on controversial plans and issues. Have conducted seminars, study sessions and public workshops on traffic calming projects, downtown plans, general plans, regional transportation plans, traffic impact fees and transportation policy. Conducted technical training for public agencies on the use of complex computerized transportation and parking models. Selected charrette involvement includes:

- Anacostia Waterfront, Congress for the New Urbanism, Washington DC
- Pleasant Hill BART Station, Contra Costa County, California
- Hercules District Plan Design Charrette, Hercules, CA, Dover Kohl Associates, California
- Southwest Neighborhood Design Charrette, Chico, California
- University Town Center Charrette, Sarasota County, Florida
- Creating Livable Communities Workshop, Honolulu, HI
- Pedestrian Injury Solutions Forum, Los Angeles, CA
- Downtown Austin Redevelopment Design Charrette, Austin, TX
- Southwest Neighborhood Design Charrette, Chico, CA
- Southwest Neighborhood Plan, Fresno, CA
- Paso Robles Downtown Plan Charrette, Paso Robles, CA

Neo-traditional, New Urbanism and Transit-Oriented Development Studies

Area of emphasis for 16 years. Managed numerous pedestrian, rail, and transit-oriented development and transportation plans nationwide. Responsible for developing circulation plans, street design guidelines/ standards, pedestrian and bicycle networks, transit streets and overseeing technical analysis. Conduct research to support travel characteristics of high density, mixed-use transit-oriented development. Prepare comprehensive Transportation Demand Management programs, and local and citywide traffic calming programs. Develop rail station transit center, and access and circulation evaluation, planning, and design. Frequently work with communities and agencies to develop neighborhood-based plans, traffic calming designs, streetscapes and pedestrian and transit enhancements.

Paul J. Krupka, P.E., T.E.

Professional Credentials

- Bachelor of Engineering, Transportation Engineering, Dartmouth College, 1980
- Bachelor of Arts, Engineering, Dartmouth College, 1979
- Professional Engineer (Civil and Traffic) in California
- American Public Works Association
- Institute of Transportation Engineers
- President, South Bay Transportation Officials Association (SBTOA), 1992

Special Qualifications

- Over 27 years of diverse transportation engineering experience, emphasizing traffic engineering, highway and intersection operations, and corridor planning and engineering.
- Direct involvement with Caltrans branches responsible for highway operations and traffic signal design.
- Experienced project manager with technical specialties including traffic engineering, traffic control device design, ITS, traffic and transportation planning, transit and highway corridor planning and engineering, and parking.
- Excels in applying traffic engineering principles to solve site design challenges as well as street and highway design and operations issues.

Relevant Experience

Richmond BART Station Access Improvements, Richmond, CA – Project Manager. Kimley-Horn completed plans, specifications, and quantities for transit center and parking improvements at the Richmond BART Station. The work involved modifying bus berths and drive aisles to reroute bus exit routes to a single intersection. The project was necessary to provide room for housing and parking structure construction in conjunction with the Richmond Transit Village. The design was done in accordance with BART standards and included stage construction, demolition, layout, lighting, signing and striping elements, and details. Kimley-Horn's design team worked closely with BART and the City of Richmond to make sure each party's needs were fulfilled in the final product.

Richmond Transit Village Project, Richmond, CA – Project Manager and Principal Investigator responsible for facilitating delivery of construction documents and required paperwork to support approval of funds by Caltrans. Coordinated with project sponsors and the architectural team responsible for design of a new station building and landscaped entry walkway. Provided advisory services to project partners including the Redevelopment Agency, the developer of the "transit village," and the West Contra Costa Transportation Advisory Committee (WCCTAC).

Pleasant Hill BART Parking Garage, Walnut Creek, CA – Project Manager. Kimley-Horn provided design review management services for this 1500-space expansion of the existing 1500-space BART parking garage at the Pleasant Hill BART station, part of the Contra Costa Centre Transit Village mixed-use project.

Downtown Oakland Traffic Management Plan (TMP), Oakland, CA – Project Engineer. Paul helped develop construction staging ideas to present to involved parties in the study area. The City of Oakland, along with ACCMA and AC Transit, are collaborating on six major downtown improvement projects: The Uptown Development Project (Forrest City), Telegraph Avenue Streetscape, Broadway Sidewalk Improvements, Uptown Transit Center, Fox Theater Project, and Latham Square Streetscape Improvements. Needing a unified Traffic Management Plan for them, they turned to Kimley-Horn, who developed the plan to avoid conflicting detours and construction routing among the projects. This effort entailed reviewing impacts to all modes of

Paul J. Krupka, P.E., T.E., continued

transportation, including vehicular, pedestrian, bicycle, and transit. In addition, Kimley-Horn held a series of public outreach meetings in order to inform residents and businesses in the area about the potential impacts to parking and building access.

Central Alameda County Freeway System operational Analysis, Hayward, CA – Project Manager. The purpose of the Central Alameda County Freeway System Operational Analysis is to develop a technical report that addresses the short- and long-range planning and the sequencing of freeway improvements that will be required to achieve the most practical traffic relief in the I-880, I-580 and I-238 corridors within a fund availability constraint. This will include the following components: a program of freeway system projects that will relieve congestion in the corridor; Measures of Effectiveness (MOEs) to compare and contrast alternatives and provide the foundation to identify improvement priorities; a planning-level traffic operational analysis to identify existing and future deficiencies and test candidate system improvements; a prioritized list of funded and unfunded, short- and long-term, improvements that addresses traffic operations, goods movement, and systems management; an implementation strategy to sequence the short-and long-range improvements to achieve the greatest benefit; and a summary of procedures and findings, suitable for citation in subsequent Project Study Reports (PSRs). The limits of the Analysis are I-880 between Davis Street and Whipple Road; I-238 between I-880 and I-580; and I-580 between I-238 and Crow Canyon Road. Project services included project management, highway operations analysis, conceptual improvement plans, cost estimating, evaluation of alternatives with respect to measures of effectiveness, goods movement evaluation, integration of ITS, and environmental review.

On-Call Transportation Planning Services, Monterey County, CA – Project Manager. Kimley-Horn was engaged by the Transportation Agency for Monterey County (TAMC) to provide on-call transportation planning services to TAMC member agencies. Kimley-Horn and the other on-call consultants are being shared by all member agencies, and can assist them with environmental document and design assistance, planning, and other services that would otherwise require member agencies to hire a staff person or a consultant. Kimley-Horn currently provides on-call transportation planning services to TAMC member agencies. The firm's current task involves updating the Regional Impact Fee Nexus Study, which documents the procedures and findings regarding the establishment of a developer impact fee for Monterey County that provides funding specifically for improvements on the regional highway system.

Hercules Integrated Mobility Plan, Hercules, CA – Project Manager. Kimley-Horn is providing transportation planning and engineering services to the City of Hercules to enable the development of a set of cohesive transportation solutions. This is essentially a strategic plan for the integration of roadway/intersection and transit design to help shape elements of the City's General Plan, Circulation Element, The Plan for Central Hercules (CHP), the new Redevelopment Plan, and current private development proposals (such as the New Town Center, Waterfront, and Hill Town proposals). The focus of the work will be on the improvement and development of the thoroughfares serving central Hercules and will include a plan to provide multi-modal linkages to support the thoroughfares. The project will require Kimley-Horn to provide the following services: Define study area and study roadways/intersections for engineering study; Background plan & study review to include the New Town Center, CHP, General Plan, Caltrans, BART, WestCat, and the CCTA; Prepare Funding requirements for Thoroughfares; Develop, assess and provide feasible alternate solutions; Provide preliminary engineering solutions; Assist in solutions implementation for thoroughfares; Provide access and linkage planning; Prepare funding requirements for transit; Coordinate and integrate transit and thoroughfares solutions; Assist in transit solutions implementation.



Deborah K. Fehr, P.E.

Professional Credentials

- Bachelor of Science, Civil Engineering, California State Polytechnic University, San Luis Obispo, 1998
- Professional Engineer in California and Arizona
- American Society of Civil Engineers, Member
- Institute of Transportation Engineers, Member

Special Qualifications

- Over 10 years of experience in transportation planning and modeling, traffic engineering, traffic impact studies, and transportation elements of environmental impact reports
- Has managed and participated in transportation impact studies, general plan circulation studies, sub-area planning studies, corridor studies and transportation elements of environmental impact reports
- Engineering experience includes traffic control device warrant studies, parking studies, conceptual roundabout design, and traffic signal design
- Project experience has involved a wide range of land uses including small retail and residential projects, office and industrial parks, regional retail malls, mixed-use activity centers and new towns.

Relevant Experience

Downtown San Leandro TOD Strategy, San Leandro, CA — Project Engineer. Kimley-Horn prepared the transportation and parking elements for the City of San Leandro's Downtown Transit-Oriented Development Strategy. Served by a BART station and AC Transit's upcoming Bus Rapid Transit (BRT) system, downtown San Leandro provides an opportunity to create a model of transit-orientation in the San Francisco Bay Area. Kimley-Horn assessed existing and future transportation and parking systems to ensure that the TOD strategy integrates all modes of transportation and provides an environment that encourages walking, bicycling and transit use. Areas of emphasis include: linking all parts of the downtown to BART and BRT stations for pedestrians and bicyclists; identifying locations for high-density housing and mixed-use development to optimize transit ridership; reviewing city parking policies to ensure mixed-uses and transit-oriented housing and commercial sites provide appropriate levels of parking; and developing transportation capital projects that balance the needs of all downtown users, residents, and employees.

Berryessa BART Station and Milpitas Capitol/Montague BART Station Conceptual Access and Circulation Planning, Santa Clara Valley Transportation Authority – Project Engineer. As part of the station area planning for the BART extension to San Jose, Kimley-Horn was retained by the Santa Clara VTA to develop and evaluate conceptual multi-modal access and circulation plans for the Berryessa and Capitol/Montague BART stations being planned as part of the extension. These BART station designate land as Future Transit Facilities (FTF)-property that may be initially used as surface parking but would ultimately be developed as transit-oriented development (TOD) with shared parking facilities. Kimley-Horn developed multiple access, circulation, and parking layout schemes to accommodate initial and ultimate concepts for the FTF sites. In addition to developing access and circulation plans for surrounding land uses, Kimley-Horn developed alternative transit center schemes to accommodate transit, kiss-n-ride, taxi, shuttle, pedestrian and bicycle modes of travel. Various configurations were developed and evaluated in attempts to work within the constrained sites, accommodate safe access, minimize modal conflicts, and maximize developable land.

Deborah K. Fehr, P.E., continued

Walnut Creek BART Transit-Oriented Development Plan, Walnut Creek, CA – Project Engineer. Kimley-Horn is assisting BART and its developer BRE Properties to build a mixed-use project at the Walnut Creek BART station. The project is comprised of over 600 dwelling units and a combination of resident and BART patron-serving commercial uses. Kimley-Horn serves as the project's transportation planner and traffic engineer with responsibility for developing internal multi-modal circulation and access plans, redesigning the station's bus transit center, addressing parking ratios appropriate for transit-oriented development, and preparing preliminary traffic studies.

Warm Springs BART Specific Plan, Fremont, CA — Project Engineer. Kimley-Horn prepared the circulation and transportation element of the Warm Springs BART Station Specific Plan and the traffic impact analysis which is integrated in the future EIR for the plan. The Warm Springs BART Station was the long planned end of the line station for the Fremont BART line, but now will be the beginning station for the San Jose BART extension. The City of Fremont desired a Specific Plan to establish land use and development guidelines for the surrounding area, currently a mixture of low density housing and light industrial. The transportation element focuses on design standards to optimize accessibility to the station, parking management strategies for surrounding development and for the future development of the BART station surface parking lot, and transit ridership and traffic impacts of the station as both an end of the line station and a future mid-system station.

Napa Intermodal Station Planning, Napa, CA — Project Engineer. Kimley-Horn assisted in the planning of a downtown multimodal transit center and mixed-use development in Napa. The project involved assessing the transportation opportunities and constraints of two alternative sites, and assisting the City in selecting the optimal site. Once selected, Kimley-Horn conducted a shared parking evaluation for the transit center, the on-site mixed-use development, and the nearby Exposition Center. The transportation element involved evaluation of the site's access and circulation, and a traffic study.

Hercules Integrated Mobility Plan, Hercules, CA — Project Engineer. Kimley-Horn is providing transportation planning and engineering services to the City of Hercules to enable the development of a set of cohesive transportation solutions. This strategic plan is designed to integrate the roadway / intersection and transit design to help shape elements of the City's General Plan, Circulation Element, The Plan for Central Hercules (CHP), the new Redevelopment Plan, and current private development proposals (such as the New Town Center, Waterfront, and Hill Town proposals). The focus of the work will be on the improvement and development of the thoroughfares serving central Hercules and will include a plan to provide multi-modal linkages to support the thoroughfares. The project will require Kimley-Horn to provide the following services: Define study area and study roadways/intersections for engineering study; Background plan and study review to include the New Town Center, CHP, General Plan, Caltrans, BART, WestCat, and the CCTA; Prepare Funding requirements for Thoroughfares; Develop, assess and provide feasible alternate solutions; Provide preliminary engineering solutions; Assist in solutions implementation for thoroughfares; Provide access and linkage planning; Prepare funding requirements for transit; Coordinate and integrate transit and thoroughfares solutions; Assist in transit solutions implementation.

Vallejo Downtown Specific Plan, Vallejo, CA — Project Engineer. Kimley-Horn prepared the transportation and parking elements of a downtown Specific Plan and EIR. The City of Vallejo, as part of a redevelopment project to revitalize downtown, had contracted with Triad Development to develop six municipal parking lots with mixed-use retail and housing projects.



Deborah K. Fehr, P.E., continued

San Ramon City Center EIR Peer Review, San Ramon, CA — Project Manager. Kimley-Horn performed a peer review of the traffic analysis prepared for the City by its consultant. The San Ramon City Center is a proposed transit-oriented mixed-use development for the City of San Ramon within the Bishop Ranch Business Park. Kimley-Horn's review of the traffic analysis and subsequent recommendations assisted the City in preparing a defensible CEQA document. Specific issues considered in the review included the following: Adequacy of the study area (intersections, roadway segments, and freeway segments) to ensure that the extent of the transportation system impacts has been addressed; Trip generation and trip reduction (internal capture, pass-by, transit, and TDM) assumptions; Trip distribution assumptions; Assumptions regarding future land uses and transportation system improvements and the reasonableness of resulting traffic projections; Level of service calculations; Identification of project impacts in relation to significance criteria; Adequacy of the transportation mitigation measures and fair share calculations.

Dana Point Town Center Specific Area Plan, Dana Point, CA — Project Manager. The City desired a Specific Plan to develop a vision and planning policies that would revitalize the area into a denser, mixed-use district with housing and commercial uses integrated with many of the existing low-intensity uses and to create a lively, pedestrian-oriented place that will give the Town Center a strong identity and make it the focus of activities within the community. Kimley-Horn prepared the traffic impact analysis which will be integrated in the future EIR for the plan.

Northwest Specific Plan, San Ramon, CA — Project Engineer. Kimley-Horn prepared the transportation and circulation and water/stormwater elements of a Specific Plan and Environmental Impact Report for the Northwest Specific Plan area in San Ramon. The northwest area is located in San Ramon's scenic hills and has challenging issues related to access, internal circulation, and water and runoff.

Magnolia Shopping Center Parking Study, San Ramon, CA — Project Engineer. The objective of the parking study was to determine if development of the proposed pad in the existing parking lot and removal of parking spaces and associated parking requirement for the pad development will be consistent with the existing lease agreement and parking easement.

Syedali Mustafa, EIT

Professional Credentials

- Master of Science, Transportation Engineering, Illinois Institute of Technology, 2002
- Master of Science, Transportation Engineering, Regional Engineering College, India, 2000
- Bachelor of Engineering, Civil Engineering, Osmania University, A.P., India, 1998
- Engineer-in-Training, Oct 2004

Special Qualifications

- More than five years of transportation planning and traffic engineering experience
- A professional background in engineering consulting that spans a wide array of projects for private developers and public agencies in California
- Has worked extensively on traffic impact studies/environmental impact reports (EIR's), general plans / specific plans, parking studies, transportation management plans, neighborhood traffic management plans, and planning/design of major sports facilities.

Relevant Experience

El Camino Real Corridor Plan/Bay Meadows Specific Plan, San Mateo, CA – Analyst. Kimley-Horn staff members have been working on multiple phases of this transit and pedestrian-oriented development in San Mateo. Construction of project elements defined in the Specific Plan for the first phase of development, including reconstruction of the US 101/Hillsdale interchange, is nearing completion. The current Specific Plan is part of the Land Use/ Transportation Corridor Plan and proposes a new mixed-use community on the site of the Bay Meadows racetrack. This phase includes relocating the Hillsdale CalTrain station, development of dense walkable grid of streets, and providing substantial new street connections to the existing city system. Key issues include the development of a transit-oriented trip generation model and shared parking standards, as well as mitigating the off-site impacts of this large-scale suburban activity center. As part of this effort, Kimley-Horn is working with City staff, architects, and engineers with the Peninsula Commute Joint Powers Board to relocate and redesign the Hillsdale CalTrain station.

Walnut Creek BART Transit-Oriented Development Plan, Walnut Creek, CA – Analyst. Kimley-Horn is assisting BART and its developer BRE Properties to build a mixed-use project at the Walnut Creek BART station. The project is comprised of over 600 dwelling units and a combination of resident and BART patron-serving commercial uses. Kimley-Horn serves as the project's transportation planner and traffic engineer with responsibility for developing internal multi-modal circulation and access plans, redesigning the station's bus transit center, addressing parking ratios appropriate for transit-oriented development, and preparing preliminary traffic studies.

I-880 Transportation Management Plan (TMP), Oakland, CA – Analyst. Kimley-Horn is preparing an integrated comprehensive corridorwide TMP for I-880 through Alameda County. The TMP coordinates ten major construction projects from reconstruction of the SR 92/I-880 junction in Hayward to reconstruction of the Broadway/Jackson interchange in Oakland. These multi-year construction projects will overlap over an extended period of time requiring careful assessment and coordination of each project's staging, traffic handling, and detours. Kimley-Horn is evaluating the staging and traffic handling of each project and developing a comprehensive set of strategies and measures for conducting public outreach, addressing lane closures, detour routes, and coordination with local agencies. The project involves reviewing and evaluating construction staging plans, assessments of traffic impacts due to lane closures, traffic analyses and local impacts of major detour routes, and development of a corridorwide website as part of the public outreach.



Syedali Mustafa, EIT, continued

Updating Action Plans for Routes of Regional Significance (2008 WCCTAC Action plan Update), Contra Costa County, CA – Analyst. As part of the 2008 Countywide Comprehensive Transportation Plan, the Contra Costa Transportation Authority selected Kimley-Horn to partner with the West Contra Costa County Transportation Advisory Committee to complete an update to its Action Plan for incorporation in the Transportation Plan. The Action Plan outlines regional goals, specific objectives, and programs of actions to address transportation issues on the major transportation facilities serving West County. In addition, the Action Plan sets forth procedures for consultation on environmental documents, review of impacts resulting from proposed local General Plan amendments, and a schedule for WCCTAC and CCTA to review progress in attaining traffic service objectives. The WCCTAC Action Plan is scheduled for completion in the fall of 2008.

Charles R. Spinks, P.E.

Professional Credentials

- Master of Science, Civil Engineering (Water Resources), San Jose State University, 1979
- Bachelor of Science, Civil Engineering, San Jose State University, 1976
- Professional Engineer in California (Civil), Arizona, and Colorado
- American Society of Civil Engineers (ASCE), San Diego Section, Past President
- American Public Works Association (APWA), San Diego and Imperial Counties Chapter, President
- WaterReuse Association of California
- Water Environment Federation (WEF)
- American Water Works Association (AWWA)
- Association of California Water Agencies (ACWA)
- California Water Pollution Control Association (CWPCA), Member
- American Water Resources Association (AWRA), Member

Special Qualifications

- More than 32 years of experience in civil engineering in California, Arizona, Nevada, and Colorado
- Managed projects in planning and design of municipal facilities, flood control and wastewater facilities, water supply facilities, water reclamation facilities, and hydroelectric facilities including dams, tunnels, penstocks, and power houses
- Served as project manager and/or principal-in-charge for numerous transportation and water-related projects.
- Excellent working relationships with state and national agencies including Caltrans, Department of Water Resources, the Army Corps of Engineers, Bureau of Reclamation, Navy Facilities Engineering Command, Federal Emergency Management Agency, Federal Energy Regulatory Commission, State Coastal Conservancy, Coastal Commission, Department of Parks and Recreation

Relevant Experience

Utility Assessment: Folsom State Prison & California State Prison Sacramento, Folsom and Sacramento, CA – Project Manager. Kimley-Horn is providing engineering services for site utility assessment and infrastructure planning in support of planning, programming, site assessment, and pre-design services for the California Prison Health Care Receivership Corporation (CPR). The CPR is responsible for constructing new prison health care facilities at existing prison sites in California. The Phase I scope included data research and analysis, detailed site reconnaissance, addressing sanitary sewer discharge capacity issues, and preparing a detailed site assessment report to compare the four preliminary sites on the prison grounds.

Advanced Planning and Design-Build Document Preparation: Northern California Youth Correctional Facility, Stockton, CA – Project Manager. Kimley-Horn is providing services to the CPR for advanced planning of infrastructure and preparation of documents for use by design-build teams in bidding for the construction of a 1,478 bed prison health care facility in Stockton. The effort includes preparing preliminary designs for off-site water, sewer, stormwater, and dry utilities, mass grading of the site, roadway improvements, and existing facilities demolition planning.

Fresno County Sewer System Management, Fresno, CA – Principal-in-Charge. Kimley-Horn is providing engineering consulting services to analyze, develop, and complete a comprehensive Sanitary Sewer Management Plan (SSMP) for each of the 11 special districts operated by the



Charles R. Spinks, P.E., continued

Resource Division of the Fresno County Department of Public Works and Planning. Kimley-Horn's services included a comprehensive analysis of the County's current management, operations, maintenance (MOM) practices compared against the new State Water Resources Control Board General Waste Discharge Requirements for Sanitary Sewer Collection Systems. The firm developed a gap analysis that identified deficiencies in current practices and then used that information to develop enhancements that the County could make to come into compliance. Kimley-Horn developed a single SSMP covering all 11 districts that included detailed programs for implementing the identified enhancements. We are working with the County to move their MOM proactive away from reactive response to proactive response. The result will be more cost effective use of County resources while minimizing the number of SSOs experienced by the 11 districts.

Jenny Creek Elevated Sewer (Interceptor), Redding, CA – QC/QA Reviewer. Kimley-Horn was selected by the City of Redding to provide emergency engineering design services for the City's Jenny Creek Sewer Interceptor. The existing line is a 12-inch asbestos tape wrapped welded steel pipe that is elevated on concrete piers above an existing creek in a canyon below multiple residential developments. A major line break resulted in a cease and desist from the Regional Board and requirements that the City immediately complete a condition assessment of the line and make all repairs necessary. Kimley-Horn assisted the City with the condition assessment, which identified major structural issues along most of the exposed sections. Kimley-Horn is developing a completely modified design which realigns the pipe out of the creek channel and uses current construction materials and coatings to further protect the pipe, while at the same time allowing construction of the pipe without any costly by-pass pumping. Kimley-Horn's alignment and the use of project specific environmental constraints that were pre-approved by the regulatory agencies will allow for construction without the time consuming effort of obtaining a 401, 402, 404 or 1602 permit. The new line will be sized to accommodate ultimate build-out for the City's General Plan and will have special design alterations to allow for increased maintenance access to the line, while minimizing the visual impact to the residents that live above the canyon. Once the alignment was selected, Kimley-Horn completed detailed pipe and coating specifications and a parts list that will be used by the City to pre-purchase all of the long lead items. This was done to ensure an expedited construction schedule to accommodate the Regional Board's schedule laid out in the cease and desist order.

Redding WDR/SSMP Gap Analysis and Plan & Schedule, Redding, CA – QC/QA Reviewer. Chuck was responsible for the following sections: Legal Authority; Design and Performance Provisions, Final SSMP, and the Communication Plan. Kimley-Horn was selected by the Cities of Woodland, Lincoln, Redding, and Avenal to provide engineering consulting services to assist with development of comprehensive Sanitary Sewer Management Plans (SSMP) in compliance with the State Water Resources Control Board (SWRCB) General Waste Discharge Requirements.

WDR/SSMP "Gap" Analysis – Phase I, Lincoln, CA – QC/QA Reviewer. Chuck was responsible for Legal Authority, Design and Performance Provisions, Final SSMP, and the Communication Plan. Kimley-Horn was selected by the Cities of Woodland, Lincoln, Redding, and Avenal to provide engineering consulting services to assist with development of comprehensive Sanitary Sewer Management Plans (SSMP) in compliance with the State Water Resources Control Board (SWRCB) General Waste Discharge Requirements.

Michael J. Fisher, P.E.

Professional Credentials

- Bachelor of Science, Civil/Environmental Engineering, California State Polytechnic University, San Luis Obispo, CA, 1996
- Professional Engineer in California
- CWEA – Sacramento Area Section, 2002 - Present (President)
- Water Environment Federation (WEF), 2002 - Present
- Society of American Military Engineers (SAME), 2003 - Present

Special Qualifications

- 12 years of experience in planning, assessment, design and construction management services for existing water and sewer systems, as well as information management and development of geo-referenced asset management systems and mapping
- Water system project experience includes groundwater wells, groundwater treatment plants, filtration systems, water storage tanks, pump stations, raw and treated water pipelines, hydraulic modeling, master planning, capital improvement plan development, data collection and review, GPS and conventional surveying, and customized database and GIS schema development
- Has assisted in the condition and capacity assessment and the preparation of repair recommendations and capital improvement plans for existing sewer systems.
- Well versed in the new federal and state Sanitary Sewer Overflow (SSO) and Capacity, Management, Operations and Maintenance (CMOM) regulations for sewer collections systems.
- Experienced in the development of geo-referenced asset management systems and mapping, condition and capacity assessments and preparation of repair recommendations and capital improvement plans for existing water and sewer systems.
- Experience includes data collection and review, aerial mapping and orthophotography, GPS and conventional surveying, customized database and GIS schema development, standardized condition assessment defect code system development, manhole inspection, lift station inspection, pipe line cleaning and CCTV inspection, smoke testing, flow monitoring and hydraulic sewer modeling, and development of standardized rehabilitation and construction specifications and details.

Relevant Experience

Woodland: Beamer Street Sewer Interceptor Rehab Design, Woodland, CA – Project Manager. Kimley-Horn's team was recently selected by the City of Woodland to help with the assessment of two of the City's sewer trunk lines immediately upstream of the City's Water Pollution Control Facility (WPCF). The two trunk lines were identified for assessment and rehabilitation because both are unlined reinforced concrete pipe that have significantly deteriorated over time in the presence of corrosive elements and both are critical to the operation of the City's collection system. Three thousand (3,000) feet of the 36-inch Beamer Street trunk line and 4,000 feet of the 48-inch trunk line were analyzed so that the City's rehabilitation funding could be applied to the segment with the highest risk of failure.

Fresno County Sewer System Management, Fresno, CA – Project Manager. Kimley-Horn is providing engineering consulting services to analyze, develop, and complete a comprehensive Sanitary Sewer Management Plan (SSMP) for each of the 11 special districts operated by the Resource Division of the Fresno County Department of Public Works and Planning. Kimley-Horn's services included a comprehensive analysis of the County's current management, operations, maintenance (MOM) practices compared against the new State Water Resources Control Board General Waste Discharge Requirements for Sanitary Sewer Collection Systems. We

Michael J. Fisher, P.E., continued

developed a gap analysis that identified deficiencies in current practices and then used that information to develop enhancements that the County could make to come into compliance. We are working with the County to move their MOM proactive away from reactive response to proactive response. The result will be more cost effective use of County resources while minimizing the number of SSOs experienced by the 11 districts.

Jenny Creek Elevated Sewer (Interceptor), Redding, CA – Project Manager. Kimley-Horn was selected by the City of Redding to provide emergency engineering design services for the City's Jenny Creek Sewer Interceptor. The existing line is a 12-inch asbestos tape wrapped welded steel pipe that is elevated on concrete piers above an existing creek in a canyon below multiple residential developments. A major line break resulted in a cease and desist from the Regional Board and requirements that the City immediately complete a condition assessment of the line and make all repairs necessary. Kimley-Horn assisted the City with the condition assessment, which identified major structural issues along most of the exposed sections. Kimley-Horn is developing a completely modified design which realigns the pipe out of the creek channel and uses current construction materials and coatings to further protect the pipe, while at the same time allowing construction of the pipe without any costly by-pass pumping. Kimley-Horn's alignment and the use of project specific environmental constraints that were pre-approved by the regulatory agencies will allow for construction without the time consuming effort of obtaining a 401, 402, 404 or 1602 permit. The new line will be sized to accommodate ultimate build-out for the City's General Plan and will have special design alterations to allow for increased maintenance access to the line, while minimizing the visual impact to the residents that live above the canyon. Once the alignment was selected, Kimley-Horn completed detailed pipe and coating specifications and a parts list that will be used by the City to pre-purchase all of the long lead items. This was done to ensure an expedited construction schedule to accommodate the Regional Board's schedule laid out in the cease and desist order.

Redding WDR/SSMP Gap Analysis and Plan & Schedule, Redding, CA – Project Manager. Mike was responsible for the following sections: Overflow Emergency Response Plan; Legal Authority; Operations and Maintenance Plan; Fats, Oils, and Grease Program; Design and Performance Provisions; System Evaluation and Capacity Assurance Plan; Final SSMP; Communication Plan; and the Monitoring and Reporting Program. Kimley-Horn was selected by the Cities of Woodland, Lincoln, Redding, and Avenal to provide engineering consulting services to assist with development of comprehensive Sanitary Sewer Management Plans (SSMP) in compliance with the State Water Resources Control Board (SWRCB) General Waste Discharge Requirements.

WDR/SSMP "Gap" Analysis – Phase I, Lincoln, CA – Project Manager. Mike was responsible for the Overflow Emergency Response Plan; Legal Authority; Operations and Maintenance Plan; Fats, Oils, and Grease Program; Design and Performance Provisions; System Evaluation and Capacity Assurance Plan; Final SSMP; Communication Plan; and Monitoring and Reporting Program. Kimley-Horn was selected by the Cities of Woodland, Lincoln, Redding, and Avenal to provide engineering consulting services to assist with development of comprehensive Sanitary Sewer Management Plans (SSMP) in compliance with the State Water Resources Control Board (SWRCB) General Waste Discharge Requirements.

East Bay Municipal Water District, Integrated GIS Asset Management System, Condition and Capacity Assessment and Capital Improvement Plan for the Upcountry Wastewater Collection Systems, Pardee and Comanche Reservoir Recreation Areas, CA – Prior to joining Kimley-Horn, Mr. Fisher served as project engineer responsible for the development and implementation of an integrated Sanitary Sewer Asset Management System, coordination and completion of condition and capacity assessments and development of a time-phased Capital Improvement Plan (CIP) for four separate wastewater collection systems. The project included work necessary



Michael J. Fisher, P.E., continued

to meet CMOM-type requirements imposed on the District in their most recent RWQCB NPDES permit. These requirements included completion of condition and capacity assessments and mapping updates, as well as performance requirements for wastewater collection system maintenance and spill prevention. Task work included existing data collection and review, aerial mapping and orthophotography, GPS and conventional surveying, customized database and GIS schema development, standardized condition assessment defect code system development, manhole inspection, lift station inspection, pipe line cleaning and CCTV inspection, smoke testing, flow monitoring, and development of standardized rehabilitation and construction specifications and details. Mr. Fisher was responsible for compiling and integrating the task work data into a customized GIS based asset management system. The asset management system will be used to facilitate the completion of condition and capacity assessments for all four collection systems. A prioritized list of rehabilitation and replacement recommendations were developed with cost estimates summarized.

A Different Kind of Transportation Planning

Nelson\Nygaard Consulting Associates Inc., headquartered in San Francisco, California, is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support *vibrant, sustainable* communities.

A fully multimodal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, we specialize in transit, transit-oriented development, accessibility and tools that balance the needs of each mode.

Since its inception in 1987, Nelson\Nygaard has grown into a nationally recognized firm with five offices covering North America. Today, our personnel work with a wide variety of clients including public transit operators, regional and state planning organizations, city and county municipal departments and private sector customers.

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Accessible and Specialized Transportation

Multimodal Transportation

Smart Growth Projects and TOD

Program Management

Financial Planning

Public Participation and Information



Glendale, CA

Glendale Downtown Mobility Study

The City of Glendale's Downtown Mobility Study addressed the challenge of accommodating growth—including the addition of up to 8,000 housing units—without significantly increasing auto congestion or impacting Glendale's quality of life. The plan combined strategies to broaden transportation choices for existing residents, employees, and visitors with strategies to limit the growth of auto traffic generated by new development. Strategies include implementing techniques to achieve faster, frequent, and more reliable transit service along with a free downtown shuttle to support walking and a "Park Once" downtown.

A new comprehensive parking management system was a primary focus of the study. The study recommended metering all on-street parking and offering 90 minutes free in all garages to improve on-street availability and encourage people to park in the currently under-used garages. A critical component of the parking analysis was developing recommendations to ensure adequate parking for commuters at the Glendale Transportation Center (a commuter park-and-ride and regional rail station) to prevent commuters from parking in nearby residential neighborhoods

and prevent employees at nearby industrial firms from parking in the commuter parking lot.

The study included a comprehensive package of "demand management" programs to coordinate the efforts of key stakeholders to encourage downtown residents and employees to shift to other modes. Demand management programs included: offering free transit passes, establishing car sharing or carpooling programs, and offering "parking cash-out" to allow employees to receive cash in exchange for not using a parking space at work.

The Downtown Mobility Study was adopted unanimously by the Glendale City Council in early 2007. The Downtown Specific Plan and Mobility Study received the 2007 Award for "Comprehensive Planning in a Large Jurisdiction" from the American Planning Association (APA) Los Angeles chapter and the statewide 2007 Award of Merit from the California APA in the same category. The project was also recognized by the Southern California Association of Governments (SCAG), receiving SCAG's 2007 "President's Excellence Award for Visionary Planning for Mobility, Livability, Prosperity, and Sustainability."



Project Duration:
2005-2006

Total Budget:
\$552,706

For more information:
City of Glendale
Planning Department
633 E. Broadway, Room 103
Glendale, CA 91206

Contact:
Alan Loomis
Principal Urban Designer
818-548-2140
ALoomis@ci.glendale.ca.us

Ventura, CA

Downtown Ventura Mobility and Parking Plan

The City of Ventura has developed an ambitious vision for reshaping its downtown. Acres of surface parking lots will give way to mixed-use buildings, forming a lively, pedestrian-friendly heart for the city. Nelson\Nygaard was asked to provide a set of practical, cost-effective parking and transportation demand management (TDM) strategies that could make this vision a reality.

To solve the existing problems and head off new ones, Nelson\Nygaard completed a comprehensive review of best practices in transportation and parking management, with special emphasis on communities that have succeeded in boosting transit ridership, reducing parking demand, and creating dense, walkable downtowns. Nelson\Nygaard also reviewed the state-of-the-art equipment in parking management technology. Most importantly, the study included extensive outreach to policymakers and stakeholders, ranging from city staff to downtown business owners, developers and residents.

The result of this intensive consensus building process was a set of twelve recommendations that entirely restructured the transportation plans for downtown. The recommendations replaced free parking with market rate parking, devoting all revenues to a Parking Benefit District controlled by downtown merchants; phased out minimum parking requirements; instituted an extensive program of transportation demand management requirements for new development, including parking cash-out programs and “unbundling” the cost of parking from the cost of housing and commercial space; and provided free transit for all downtown residents and employees.

Collectively, these recommendations constituted one of the most far-reaching programs to be considered by any downtown in the country for reducing traffic and achieving a pedestrian-friendly environment.



Project Duration:
2005

Total Budget:
\$70,000

For more information:
City of San Buenaventura
Engineering Department
501 Poli St., Rm. 120
P.O. Box 99
Ventura, CA 93002-0099

Contact:
Tom Mericle
City Traffic Engineer/Transportation Manager
805-654-7774
tmericle@ci.ventura.ca.us

Walnut Creek, CA

Parking and Transportation Study

Downtown Walnut Creek, California, is one of the most vibrant small downtowns in the state, competing successfully for retail tenants and shoppers against more established districts such as Union Square in San Francisco. Walnut Creek's success, however, has also brought complaints of traffic congestion and parking scarcity. To allow for continued economic development downtown, while at the same time improving local quality of life, Nelson\Nygaard led a team of planners to address three aspects of the downtown.

First, the team proposed a restructuring of the existing free downtown shuttle, streamlining it to provide faster, more frequent service within the existing budget.

Next, the team recommended the city change its parking policies in order to spread parking demand from over-occupied spaces in the core, to half-empty facilities around the edges. This

would be done almost entirely through a parking meter price gradient and the implementation of pay-and-display machines that accept credit and debit cards. The result of the parking pricing changes would mean there would be no need to build new parking to accommodate future growth.

Finally, the plan provides detailed recommendations for improving the walkability of downtown, allowing shoppers and employees to comfortably walk a block or two farther from their shuttle stop or parking space.

Walnut Creek began implementing the recommended transit changes in 2006, and adopted the parking management changes in 2007. The city's Downtown Chamber of Commerce strongly supported high parking fees and longer hours of enforcement in order to create more parking availability.



Project Duration:

2005-2006

Total Budget:

\$120,000

For more information:

City of Walnut Creek
1666 North Main Street
Walnut Creek, CA 94596

Contact:

John Hall
Transportation Planning Manager
(925) 943-5899 x 206
hall@walnut-creek.org

Jeffrey Tumlin

Principal

An expert with 15 years of experience in multimodal transportation planning, with an emphasis in minimizing the impacts of growth.

Bachelor of Arts, with distinction, Urban Studies,
Stanford University

Experience

Nelson\Nygaard Consulting Associates Inc.

Principal, 2000–Present

Senior Associate, 1998–2000

Jeffrey Tumlin has managed projects in the following key areas since 1998:

- **Transit Oriented Development and station area plans** for four dozen rail station areas in the San Francisco Bay Area, Dallas, Vancouver, BC, Washington, DC, and Seattle regions. Tumlin is also managing a \$8 million as-needed planning contract for BART that covers everything from station area planning to comprehensive station access, TOD and engineering standards. He co-authored BART's *Station Access Guidelines* and *Transit Oriented Development Guidelines*. Key TOD projects include:
 - **Pleasant Hill BART Station Area Plan and Design Development.** Led the transportation planning effort in an intensive charrette process that produced a Form Based Code. See <http://www.co.contra-costa.ca.us/depart/cd/charrette>. Project broke ground in 2006.
 - **San Francisco “Better Neighborhoods.”** These five community-based specific plans allow for 10,000 new units of housing around San Francisco's key rail stations. See www.betterneighborhoods.org.
 - **BART Station area plans for Castro Valley, South Hayward, Glen Park and Balboa Park stations.** See <http://www.bart.gov/about/planning/home.asp>.
 - **Seattle Westlake Hub Study.** In the core of Seattle's downtown retail district, six major transit lines will converge in a broad six-block area. This study recommends tools to optimize transfers among these various lines.
 - **WMATA Metro Shady Grove, Rhode Island Avenue, and Takoma Park station area studies.** These conceptual studies helped build community support for infill development at two stations in the Washington DC region.
 - **San Mateo Transit Corridor Plan.** This plan proposes up to 4,000 new housing units and 4.5 million square feet of commercial over 600 acres around two train stations in this suburban California city. NN helped dramatically reduce traffic impacts by such measures as parking maximums and robust TDM requirements. See <http://www.cityofsanmateo.org/dept/planning/corridor.html>
- **Transportation Master Plans for downtowns and cities**, including Seattle, WA, Trenton, NJ, Palo Alto, CA, Walnut Creek, CA, and Abu Dhabi, capital of the United Arab Emirates. In Seattle, Tumlin restructured the city's transportation performance measures to focus on Quality of Service indicators for all modes. Palo Alto's new performance indicators focus on quality of life, while Trenton's focus on economic development. The Abu Dhabi plan accommodates 1.5 million new residents with an emphasis on sustainability unprecedented in the Middle East.
- **Transportation Management Plans** for major development projects. Building on his work at Stanford, Tumlin developed strategies to accommodate five million square feet of growth at NASA's Moffett Field while reducing traffic by 40%, largely through innovative program elements such as parking cash-out and on-site housing. Other major development projects include the San Mateo Bay Meadows area, the Genentech main campus, and Seattle's South Lake Union, each with a typical traffic reduction of 30%.
- **Community outreach and consensus building projects** throughout the US. Each of Tumlin's projects involved major community outreach and consensus-building in some of the most challenging environments, such as Berkeley, San Francisco, Boulder, Santa Barbara, Palo Alto and Arlington, VA. He specializes in helping community members understand the real trade-offs involved in transportation and urban development decisions, allowing them to decide for themselves how local values should be reflected in plans.

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Jeffrey Tumlin

Page 2

- **Parking management strategies.** For San Francisco, Arlington, VA, Seattle, WA, Walnut Creek, CA, and a variety of major employers and commercial districts, Tumlin has helped to identify the most cost effective mix of investments in new parking, improved parking management and transportation alternatives to meet local access and quality of life goals. In San Francisco, the city replaced parking minimums with maximums, following Tumlin's innovative analysis correlating parking with affordable housing production, gentrification and traffic generation (see www.betterneighborhoods.org).

Previous Experience

Stanford University Office of Transportation Programs

Program Manager, 1996–1997; Program Coordinator, 1994–1995; Special Projects Coordinator, 1992–1994

Selected Lectures and Publications

- *Transit Oriented Development Guidelines*, BART. Co-author.
- *Station Access Guidelines*, BART. Co-author.
- "Making Transit Oriented Development Work," *Planning*, May 2003. Co-author.
- *Parking Alternatives Handbook*, US EPA Smart Growth Office, April 2004. Co-author.
- "Transportation Planning 101" "Overcoming Obstacles to Smart Growth," "Freeway Removal" and other presentations to Rail~volution, New Partners for Smart Growth and other national conferences, 2000-2007.
- "SoMa Traffic and Transport Planning." *Downtown Magazine*. 1999.
- "The Yosemite Area Regional Transportation Strategy." *ITE Journal*, CTAA Transit in the Parks Conference, and Business Journal TV show. 1999 and 2000.

Selected Awards

- 2006 APA Northern California Section Honorable Mention, Castro Valley Redevelopment Strategic Plan. Client: Alameda County, CA. Prime: WRT
- 2005 Washington State APA Award for Excellence in Planning, Seattle South Lake Union Parking Study. Client: Seattle Department of Transportation.
- 2004 American Institute of Architects Honor Award for Outstanding Regional and Urban Design for "Getting it Right: Preventing Sprawl in Coyote Valley." Client: Greenbelt Alliance; prime: WRT/Solomon ETC.
- 2003 General Services Administration Achievement Award for Real Property Innovation, NASA Research Park
- 2000 'Consultant of the Year' Award, City of Palo Alto.
- 1997 Peninsula Conservation Center Business Environmental Award, Stanford Transportation Programs.
- 1997 American Lung Association Clean Air ENVY Award, Stanford Transportation Programs.
- 1995 American Society of Landscape Architects Merit Award for Palm Drive Project.

Brian Canepa

Senior Associate

Provides experience in Smart Growth Transportation Planning, Parking Management, Traffic Reduction Plans, and Transportation Demand Management.

Master of Urban and Regional Planning, Transportation Planning and Policy Specialty
Virginia Tech University

M.A., Political Management

The George Washington University

B.A., History

Bates College



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Experience

Nelson\Nygaard Consulting Associates, Inc.

Senior Associate, 2008 – Present
Associate Project Manager, 2006 – 2008

Brian Canepa has considerable planning and management experience in the following areas:

Parking & Trip Reduction Management Plans for mixed-use development projects

- The 222 19th Street Project created a functional parking design and management plan for a new 42-story tower located in the heart of Oakland.
- The Oxnard Village Transportation Plan developed a master parking and circulation plan for a large mixed-use development with over 1,300 residential units that incorporated a new heavy rail station.
- The Mammoth Lakes Transportation Review Project performed trip generation analyses of several new developments and offered innovative ways to reduce traffic while promoting community goals.
- The Willow Hawthorne Gateway Parking Plan in Rodeo included a detailed shared parking study of a new suburban mixed-use project to maximize livable space and encourage demand management features.

Transportation and Mobility Plans

- The Pasadena Traffic Reduction Plan recommended a comprehensive set of strategies to reduce rush hour traffic by 25% through transportation demand management measures and innovative parking policies.
- The Ventura Saticoy-Wells Community Plan focused on developing alternative mobility options to enhance neighborhood vitality and to provide lower-income residents greater access to job centers.
- The San Joaquin Council of Governments Congestion Management Program developed a new management plan based on a set of performance measure criteria that emphasized multi-modal service.
- The Hercules Waterfront Plan crafted the parking and transportation language for a form-based code in the Hercules Waterfront district.

Alternative Transportation Plans

- The King County Car-Sharing Evaluation Plan evaluated the effectiveness of car-sharing in and around Seattle by collecting survey data from members and performing multiple on-site interviews and focus groups.
- The Santa Rosa Railroad Square Plan developed a transit routing plan to maximize coverage of a new mixed-use development in order to reduce the demand for parking.

Campus Transportation Plans

- The UCSF Parnassus Heights Report called for a full analysis of Muni and shuttle operations in order to revive the area around the university as a pedestrian-friendly district with access options to serve the emergency needs of the medical facilities.
- The CSU San Marcos Transportation Plan provided a coherent long-range campus parking and transportation plan for CSU San Marcos to meet the University's future growth projections.

Publications and Presentations

"Bursting the Bubble: Determining the Transit-Oriented Development's Walkable Limits", *Transportation Research Record: Journal of the Transportation Research Board*, No. 1992, National Academy of Sciences, Washington, D.C., January 2007.

ILLINGWORTH & RODKIN, INC.

Acoustics • Air Quality

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Petaluma, California 94952

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Illingworth & Rodkin, Inc. Firm Description

Founded in 1987, Illingworth & Rodkin, Inc. (I&R) provides a complete range of consulting services in acoustics, vibration and air quality to governmental agencies, private sector clients and other environmental and design professionals. The firm has completed in excess of 3,800 projects in architectural acoustics, community noise and vibration, industrial noise and vibration control, and air quality studies. The firm emphasizes objective and thorough analyses of issues, timeliness, teamwork, and practical solutions. The firm is experienced with both the State and Federal environmental regulatory processes.

Noise

Illingworth & Rodkin, Inc. specializes in the assessment and control of environmental noise. The firm provides its services directly to governmental agencies and private sector clients and acts as a sub-consultant to other environmental and design professionals. I&R has completed more than 2,500 projects involving environmental noise, transportation noise studies, industrial noise control, and building acoustics. The firm is considered one of the leading consulting firms in the West Coast that provide a full range of testing and design services for the abatement of transportation noise and vibration. A large number of transportation noise studies ranging from environmental impact assessments to developing comprehensive mitigation measures for residential, commercial and other types of existing and proposed developments have been conducted. While most of the work is conducted in Northern California, the firm has completed projects throughout California and the western United States. I&R combines a strong theoretical and a thorough empirical approach to noise and vibration studies. The firm has extensive experience with the computer models used for transportation noise assessment and staff has been trained in the use of the latest Traffic Noise Model. The firm recognizes the computer models' strengths and weaknesses, and its Principals have consistently emphasized the importance of being "on the ground" in a study area, becoming thoroughly familiar with the various parameters that would affect the noise environment and one's ability to predict future conditions, and conducting thorough and comprehensive measurements to assist in the analysis. Project-level noise measurements are made at least weekly. The firm makes about 200-300 noise measurements per year. Noise and vibration services include:

Environmental Studies

- Noise assessments for environmental studies (EIR, EIS, EA)
- Noise studies for new residential developments
- Community noise control plans and ordinances
- Noise Ordinance compliance

Transportation Noise

- Traffic noise studies and noise barrier design
- Tire/Pavement noise measurements
- Evaluations of roadways noise (source, passby and wayside measurements)

Architectural Acoustics

- Designs for interiors
- Control of noise transmission between spaces
- Isolation from exterior noise
- Code compliance

Noise Control Engineering

- Designs and specifications for mechanical and electrical equipment
- Solutions for existing noise and vibration problems in buildings and industry

Computer Modeling

- Traffic noise using TNM, SOUND32 and LEQV2
- Noise sources using Sound Plan and ENM

Field Monitoring

- Environmental noise and vibration
- Sound isolation, impact insulation and reverberation time in buildings
- Mechanical and electrical equipment noise and vibration
- Noise from industrial plants
- Meteorological conditions

Air Quality

In 1995 I&R was expanded to include air quality and meteorological capabilities. The bulk of the firm's air quality work involves environmental air quality studies that are in support of both private and public projects. Air quality studies for land use projects to support Environmental Impact Reports are most common. Types of projects include specific plans for a variety of land use types, office centers, wastewater treatment facilities, waste management facilities, quarries, and other industrial facilities. The firm also assists local communities in developing air quality policies for incorporation into General Plans. Many projects involve the analysis of air quality impacts from both direct and indirect sources of air pollutants. Indirect sources include transportation facilities, which I&R staff has considerable experience evaluating. Through years of conducting environmental noise and air quality studies for local, state and federal agencies, the firm has developed considerable experience in dealing with both the technical and policy issues. While transportation projects can involve considerable air quality technical aspects, the regulatory challenges can be quite complex. This is especially true in the case with federal projects, where plan conformity issues arise. I&R staff has dealt successfully with these issues on a wide variety of projects ranging from reuse of defense bases, large new freeway projects to simple urban

intersection modifications. Air quality services include:

Environmental Studies

- Assessments for environmental studies (EIR, IS, EIS, EA)
- Transportation projects
- New Land Use developments
- Control plans and ordinances
- Conformity determinations
- Peer Review

Computer Modeling

- Land use developments using URBEMIS
- Air Pollutant emissions estimation using EMFAC2002, Mobile, AP-42
- Microscale air quality traffic modeling using CALINE4, CAL3QHC
- Stationary air pollution source modeling using EPA-approved models (e.g., SCREEN3 and ISCST)
- Analysis of meteorological data

Relevant Projects and References

Project: Downtown Santa Rosa Specific Plan and EIR, Santa Rosa
Client: Design, Community and Environment
1600 Shattuck Avenue, Suite 222
Berkeley, CA 94709
Contact: Joanna Jansen
(510) 848-3815

Illingworth & Rodkin, Inc. prepared the noise and air quality assessments for the Santa Rosa Station Area Specific Plan EIR. The noise study quantified existing conditions by conducting short- and long-term observed noise measurements at various locations to quantify ambient noise levels in the project vicinity, summarized regulatory criteria with CEQA checklist questions forming the basis of the criteria, assessed noise impacts, and recommended mitigation measures where significant noise impacts were identified. The air quality assessment was prepared in accordance with the Bay Area Air Quality Management District CEQA Guidelines. The assessment was evaluated against appropriate Clean Air Plan, calculated using traffic data and emission factors from the California Air Resources Board, assessed construction impacts on the potential for health and nuisance impacts, and recommended mitigation measures by implementing transportation control measures to reduce diesel exhaust as well as construction activity.

Project: Avalon at Union Station, Union City
Client: Lamphier-Gregory
1944 Embarcadero
Oakland, CA 94606
Contact: John Courtney
(510) 535-6690

Illingworth & Rodkin, Inc. prepared a noise assessment for the Avalon at Union Station project in Union City. The project proposed the construction of residential units and a parking structure adjacent to the intermodal station. Noise generated by BART, an adjacent railroad line, and local traffic posed constraints on the developability of the site. I&R quantified existing ambient noise levels through a noise measurement survey, predicted future levels at the project site, assessed noise impacts, and developed mitigation measures that were incorporated into the design of the project to reduce significant impacts to less-than-significant levels.

Project: Centerville Intermodal Transit Facility
Client: City of Fremont
Community Development Department
P.O. Box 5006
Fremont, CA 94537
Contact: Barbara Meerjans
(510) 494-4440

Illingworth & Rodkin, Inc. prepared a study for the City of Fremont to determine how noise levels near the proposed train station would affect the surrounding areas. I&R quantified ambient noise levels in the vicinity of the station and identified noise sensitive receptors in the area. Noise measurements were made at an existing train station in the East Bay to represent the noise exposure that could be expected at the nearest noise sensitive receptors to the proposed Centerville Intermodal Transit Facility. Impacts were analyzed and mitigation was proposed.

ILLINGWORTH & RODKIN, INC.

//// Acoustics • Air Quality ///

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RICHARD B. RODKIN, PE

Mr. Rodkin has been responsible for a wide range of studies in environmental noise, architectural acoustics, and noise control engineering. He worked with staff of the California Energy Commission assessing noise impacts of power cogeneration projects, a solar project, and a transmission line. A recent research study for Caltrans investigated long-distance diffraction and reflection of noise from sound walls. In another study, he measured underwater sound levels generated by pile driving in San Francisco Bay. Transportation noise and vibration studies include freeways and light-rail systems in the Bay Area and San Diego, and numerous road widening and improvement projects for cities and counties. Other environmental noise studies include port expansions in the Bay Area and Los Angeles; Clean Fuels projects at Bay Area refineries; aircraft noise; new and expanding mines and quarries; power plants and cogeneration projects; geothermal and on-shore oil fields; noise ordinance violations; commercial, institutional, housing and other miscellaneous development projects; Specific Plans, and Noise Elements of the General Plans. He has acted as an expert witness in cases involving traffic noise, construction noise, and a murder case where audibility was an issue.

During the past 35 years Mr. Rodkin has worked continuously in all aspects of acoustical design relating to new buildings including architectural acoustics, sound isolation, and the control of noise and vibration from mechanical equipment. Projects include housing, office buildings, hospitals, university buildings, TV studios and teleconferencing facilities, churches, an airport expansion, hotels, small power plants, and cogeneration facilities.

PROFESSIONAL EXPERIENCE

1987-Present Principal Consultant	Illingworth & Rodkin, Inc. Petaluma, California
1976-1987 Acoustical Consultant	Charles M. Salter Associates, Inc., San Francisco, California
1973-1976 Acoustical Consultant	Buonaccorsi & Associates San Francisco, California

EDUCATION

1978	University of California at Berkeley M.S. Mechanical Engineering, Major: Acoustics
1973	University of California at Davis B.S. Mechanical Engineering, Major: Power/Propulsion

PROFESSIONAL REGISTRATION AND SOCIETIES

California: Mechanical Engineer
No. 23900 (1985)
Institute of Noise Control Engineers
Acoustical Society of America
ASHRAE

JAMES A. REYFF

Mr. Reyff is a Meteorologist with expertise in the areas of air quality and acoustics. His expertise includes meteorology, air quality emissions estimation, transportation/land use air quality studies, air quality field studies, and environmental noise studies. He is familiar with federal, state and local air quality and noise regulations and has developed effective working relationships with many regulatory agencies.

During the past 19 years, Mr. Reyff has prepared Air Quality Technical Reports for over 10 major Caltrans highway projects and conducted over 100 air quality analysis for other land use development projects. These projects included carbon monoxide microscale analyses, the calculation of project emissions (e.g., ozone precursor pollutants, fine particulate matter, and diesel particulate matter), seasonal field monitoring, and preparation of air quality conformity determinations. Mr. Reyff advised decisions of federal and local air quality agencies regarding impact assessment methodologies and air quality conformity issues. He has conducted air quality evaluations for specific plans and General Plan updates. Recently, he prepared the air quality analysis for the NASA Ames Research Park, which included a Federal SIP Conformity analysis.

Mr. Reyff has been responsible for a variety of meteorological and air quality field investigations in support of air permitting and compliance determinations. He has conducted air quality analyses of diesel generators in support of regulatory permitting requirements and environmental compliance issues. Mr. Reyff has designed and implemented meteorological and air quality monitoring programs throughout the Western United States including Alaska. Programs include field investigations to characterize baseline levels of air toxics in rural areas, as well as regulatory air quality and meteorological monitoring. He was the Meteorologist involved in a long-term monitoring program at the Port of Oakland that evaluated meteorological conditions and fine particulate matter concentrations in neighborhoods adjacent to the Port.

Mr. Reyff has conducted over 15 major acoustical technical studies for transportation systems. He has managed several research studies for Caltrans including a noise study that evaluated long-range diffraction and reflection of traffic noise from sound walls under different meteorological conditions. Mr. Reyff has also evaluated noise from power plants, quarries and other industrial facilities. He has also been actively involved in research regarding underwater sound effects from construction on fish.

PROFESSIONAL EXPERIENCE

1995-Present

Project Scientist
Illingworth & Rodkin, Inc.
Petaluma, CA

1989-1995

Project Meteorologist and Noise Specialist
Woodward-Clyde Consultants
Oakland, CA

1988-1989

Post Voyage Analyst
Oceanroutes
Sunnyvale, CA

PROFESSIONAL SOCIETIES

American Meteorological Society
Air & Waste Management Association
Institute of Noise Control Engineering
Transportation Research Board (Noise)

EDUCATION

1986 San Francisco State University, B.S.
Major: Geoscience (Meteorology)

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MICHAEL S. THILL

Mr. Thill is a noise specialist with nine years of professional experience. Mr. Thill's expertise lies in conducting field research, analyzing data, and noise modeling. He has conducted numerous field surveys in a variety of noise environments and has authored technical noise reports for various land use proposals including residential, commercial, educational, and industrial developments. Mr. Thill has participated in the update of the General Plan noise studies for the communities of Danville, Morgan Hill, Gilroy, San Leandro, Truckee, and Walnut Creek, California. Mr. Thill has managed the noise assessments for a number of large projects including the Ventura County Transportation Commission's Sound Wall Retrofit Program and the Evergreen Area Specific Plan in San Jose.

Mr. Thill has led traffic noise investigations for major transportation projects including the Route 4 Bypass project and the I-680/Route 4 Interchange project in Contra Costa County, California. He has also managed roadway widening projects in the communities of Oakley and Stockton. Mr. Thill has been trained in the use of FHWA's traffic noise prediction model (TNM), and is familiar with the procedures for preparing highway noise impact studies presented in Caltran's *Traffic Noise Analysis Protocol* and the *Technical Noise Supplement (TENS)*.

He received a BS degree in Environmental Studies from the University of California at Santa Barbara.

PROFESSIONAL EXPERIENCE

2005 - Present	Illingworth & Rodkin, Inc.
Senior Consultant	Petaluma, California
1998 - 2005	Illingworth & Rodkin, Inc.
Staff Consultant	Petaluma, California

EDUCATION

1998	University of California at Santa Barbara B.S., Major: Environmental Studies
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PROFESSIONAL SOCIETIES

Institute of Noise Control Engineering
Association of Environmental Professionals



Firm Profile

Frederic Knapp Architect, Inc. provides full architectural services and specializes in historic architecture and urban projects. Based in San Francisco, the firm has practiced in the Bay Area and Northern California since its formation in 2006. In addition to preparing customary architectural documents, the firm performs historical research and analysis, provides planning services related to historic buildings and resources, and consults on entitlements and environmental review of projects involving historical resources. The firm has three full-time staff members in addition to Frederic Knapp and benefits from ongoing collaboration by professionals experienced in architectural history, landscape history, and architecture.

Frederic Knapp has 21 years' experience in architecture and historic preservation. Registered to practice architecture in California and Arizona, he has worked in all phases of architectural practice, from pre-design and programming to post-occupancy and forensic investigation. Frederic Knapp meets the Secretary of the Interior's Professional Qualification Standards for Architecture and Historic Architecture. In addition to preparing architectural documents for preservation projects conforming to the Secretary of the Interior's Standards for the Treatment of Historic Resources, he has prepared feasibility studies, Historic Structures Reports, National Register nominations, federal Historic Preservation Tax Credit applications, and evaluations under review processes such as NEPA, CEQA, and local preservation ordinances. His experience is particularly weighted toward properties consisting of numerous interrelated structures and landscapes, including historic districts, military bases, and university campuses. He has worked on more than two dozen projects at the University of California (Berkeley), the Presidio of San Francisco, Mare Island, Alameda Naval Air Station, the Presidio of Monterey, the Naval Training Center in San Diego, Fort Baker, and Point Molate in Richmond.



Knapp Architects
Architecture • Historic Preservation

Historic Resource Evaluation Reports

227 16th Avenue, San Francisco: Proposed demolition of a 1905 Richmond District house required a Historic Resources Evaluation Report, in order to determine whether the building was a historical resource under CEQA. We prepared the Historic Resource Evaluation Report for submission to the City of San Francisco's Planning Department.



111 Townsend Street, San Francisco: 111 Townsend is a building which is eligible for listing on the National Register of Historic Places, and is a contributing building in the Rincon Hill/South Beach Historic Warehouse and Industrial District. We prepared a Historic Resources Evaluation Report to determine the ability of the building to meet the criteria of the California Register of Historic Places.



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250 Brannan Street, San Francisco: 250 Brannan was built in 1907 and is a contributing structure to the South End Historic District in San Francisco. Proposed changes to the exterior and to the penthouse required a Historic Resources Evaluation Report.



25 & 35 Dolores Street, San Francisco: The buildings located at 25 & 35 Dolores Street both were built around 1917 as automobile repair garages. Proposed demolition of these two buildings necessitated a Historic Resources Evaluation to determine possible historic significance.



70 Douglass Street, San Francisco: The consultation for the subject property located at 70 Douglass Street was a comparison of two previous Historic Resource Evaluation Reports. Each of them had reached different conclusions with regards to the historic nature of the property and our office re-evaluated the property.



1200 17th Street, San Francisco:





Knapp Architects
Architecture • Historic Preservation

Campus Projects

Mount Tamalpais High School- Keyser Hall: Demolished in the summer of 2006, Keyser Hall was built in 1924 in honor of Tam High's first teacher. We prepared a modified HABS report in an archival presentation so that the district could retain a record of the building.



Memorial Stadium at the University of California, Berkeley: This 1922 structure is historically significant for its design and is the last major building by founding campus architect John Galen Howard. The university is planning a multi-phase addition and upgrade as part of its Southeast Campus Integrated Projects. We handled historical resources aspects of the Environmental Impact Report for the university and are working on the project design team as historical architect.



Faculty Club- University of California, Berkeley: Built by Bernard Maybeck in 1904, the Faculty Club at the University of California, Berkeley has been a campus landmark for over one hundred years. Water damage and some exterior structural detail work required a plan which adheres to the Secretary of the Interiors Guidelines for reconstruction.



Old Power House- University of California, Berkeley: The Old Power House on the University of California campus was built in 1902 and until recently housed a small art museum. Now, UC Berkeley wants to convert the building into a performance space for the School of Music and is working with our office to ensure a sensitive transition.





Pichetti Ranch Winery, Cupertino: Our firm is providing construction-phase services to the Midpeninsula Regional Open Space District, owner of this early-20th Century brick structure. The two-story building requires structural upgrades under state and county unreinforced masonry building (UMB) codes and accessibility improvements.



Mission Square; Sonoma Plaza, Sonoma: A proposed development on the edge of the Sonoma Plaza Historic District could affect this resource, a National Historic Landmark and National Register of Historic Places property which is also a local historic district. Our office prepared the historic resources element of the Environmental Impact Report, identifying the resources that could be affected by the project, which includes new buildings inside the district, outside it, and straddling the boundary.



Central YMCA, San Francisco: Our firm is working for A F Evans Development as historical architect on a rehabilitation project which would convert the building into housing for the homeless, with major historic public spaces preserved for cultural uses. The project will be designed so it qualifies for federal Preservation Tax Credits.



Ghirardelli Square, San Francisco: This National Register property is significant for its history as a 19th-Century factory and as a 20th-Century retail historical adaptation. Most of the historically significant buildings are undergoing a mandatory seismic upgrade, and the owners are simultaneously rehabilitating the upper floors for hospitality use. Our office is handling local historical regulations and is advising the owners as they consider federal Preservation Tax Credits.





Frederic H. Knapp

- Qualifications** Registered architect with 23 years' experience, including project management, from concept design through post-occupancy services. Preservation specialty: architectural design, planning, feasibility studies, regulatory services at local, state, and federal levels. Firm management: financial (including budget, analysis of monthly results), recruiting & personnel, project management, business development. Six years' experience in newspaper reporting & editing, published book and journal author.
- Experience** Frederic Knapp Architect, 2006-present
Page & Turnbull, San Francisco, CA 1988-2006; principal, architect
Interactive Resources, Richmond, CA 1986-1988; intern architect
George Horvath Associates, Alameda, CA 1986; intern architect
Jeter, Cook & Jepson, Hartford, CT 1985; summer intern
Leroy Van Lent Associates, Somers, NY 1983/4; summer intern
The Hartford Courant, Hartford, CT 1980-1982; reporter
Acorn Press, Ridgefield, CT 1976-1980; reporter, editor
- Registration** California Architects Board C23056
Arizona Board of Technical Registration #2388
- Education** M. Arch., Syracuse University, 1986; University Fellow 1982-83; teaching assistant 1985; Syracuse University Center, Florence, Italy, Fall 1984
B. A., Classics, Trinity College, Hartford, CT, 1976
- Publications** *Hotel Renovation Planning and Design* New York: McGraw-Hill, 1995
"The Sheraton Palace: Preserving the Past, Positioning for the Future,"
Cornell Hotel and Restaurant Administration Quarterly; Ithaca, New York:
Cornell University School of Hotel Administration, December 1991
- Presentations** *Preservation & Prosperity in Downtown Environments*; Menlo Park El Camino Real/Downtown Vision Plan; Menlo Park, CA; February 2008.
Preservation or Demolition: Decision-Making at UC Berkeley; SCUP 2007 Pacific Symposium The Dilemma of Mid-20th Century Campus Buildings, Portland, OR, October 2007 co-presenter with Emily Marthinsen, director of planning, University of California, Berkeley.
Is It Worth Teaching an Old Building (or Site) New Tricks? concurrent session, Society of College and University Planners national conference,

Washington, DC; July 2005; co-presenter with Emily Marthinsen, director of planning, University of California, Berkeley.

Training

National Preservation Institute, Cultural Landscapes training, 2000
 National Preservation Institute, Section 106 training (three day), 2001
 Association for Preservation Technology, Williamsburg, VA, annual conference and historic coatings training workshop, November 1998

Memberships

Board of Directors and Issues Committee, San Francisco Heritage Board of Directors, Episcopal Community Services, San Francisco American Institute of Architects
 National Trust for Historic Preservation
 Berkeley Architectural Heritage Association
 Oakland Heritage Alliance
 Preservation Action Council, San Jose
 Preservation Committee, St. Augustine's Episcopal Church, Oakland

Project Experience

Historic Structure Reports: Hearst Greek Theatre, Durant Hall, Anna Head School, Faculty Club, and California Hall, University of California, Berkeley.
 Research, documentation, evaluation and report preparation.

Central (Golden Gate) YMCA, San Francisco
 Preservation architect, including application for federal tax credits for conversion of historic Y into housing for formerly homeless people.

Berkeley Branch Libraries Facilities Master Plan, Berkeley, CA
 Historical consultant to Noll & Tam Architects
 Research and evaluation of four existing libraries for historic resources considerations in master plan process

California Pacific Medical Center Long Range Development Plan, San Francisco
 Historical consultant to Turnstone Consulting
 Preparation of Historic Resource Evaluations for submission to San Francisco Planning Department

Dublin Historic Park, Dublin, CA, consultant to Royston Hanamoto Alley & Abey
 Architect for moving and rehabilitation of buildings from the historic Kolb Ranch

Downtown Historic Resources Inventory, Martinez, CA
with Kelley & VerPlanck Historical Consulting
Survey, research, and preparation of documentation for historic resources inventory for two downtown planning sectors

Casino, Hotel and Residential development, Point Molate, Richmond, CA
Historical consultant with Cherilyn Widell to Upstream Point Molate LLC and Guidiville Band of Pomo Indians
Research, evaluation, and documentation for NEPA, Section 106, CEQA, and City of Richmond preservation ordinance

Pier 35, San Francisco
Consulting historical architect on Tom Eliot Fisch team
Rehabilitation, including extensive repairs to deteriorated façade of bulkhead building

Southeast Campus Integrated Projects (SCIP), University of California, Berkeley
Historical consulting architect, CEQA compliance

Picchetti Ranch Winery, Cupertino
Construction administration for seismic upgrade of historic masonry building under county heritage grant program.

Mission Square Development, Sonoma, CA
Historical consultant to Design, Community & Environment
Historical section of EIR for proposed development straddling National Register District boundary

734 Waverley Street, Palo Alto
Architect for rehabilitation and addition to 1910 bungalow.

Laguna Hill Housing Project, San Francisco
Consultations on preservation regulations and entitlements for conversion of historic San Francisco State University campus to housing.

Ghirardelli Square, San Francisco
Historic preservation tax credits and entitlements for conversion of office space in historic buildings into hospitality use.

Building 507, Ft. Baker, Golden Gate National Recreation Area
Architect, rehabilitation of former barracks/Nike support building for National Park Service office use.



Christopher Pollock

- Qualifications** Senior designer with 34 years of experience focusing on interior design, project management and space planning.
Author of two publications about Golden Gate Park, and frequent speaker on the subject. Publication pending of rustic style book.
- Experience** Frederic Knapp Architect, 2007-present
Tsao Design Group, San Francisco, Senior Designer, 2006-2007
Consultant, 2002-2005
Hendler Design, San Francisco, Senior Designer, 1995-2002
Consultant, 1992-1995
Gensler, San Francisco, 1979-1992, Senior Associate and a Design Director
Perry, Dean, Rogers Partners, Boston, 1977-1979, intermediate designer
The Architects Collaborative, Cambridge, 1974-1977, junior designer
- Education** New England School of Art, Boston, 1969-1970, 1972-1973, graduated with Highest Honors
Paier School of Art, New Haven CT, 1970-1972
- Publications** *San Francisco's Golden Gate Park-a thousand and seventeen acres of stories.*
Portland, OR: Graphic Arts Press (West Winds imprint), 2001.
Golden Gate Park: San Francisco's Urban Oasis in Vintage Postcards.
Arcadia Press, 2003.
Bygone Golden Gate Park. The Argonaut, SFM&HS, vol. 15, no. 1, Summer 2004.
"Preserving Memory: Monuments and Golden Gate Park" Cypress Lawn Heritage Foundation newsletter, vol.4, no. 1, April, 2005.
Rustic Planet Salt Lake City: Gibbs Smith, (in-process) 2009.
- Presentations** Various titles focusing on the history of Golden Gate Park to the following organizations: Winterthur Museum-Collectors Circle, American Decorative Arts Forum, California Historical Society, San Francisco Heritage, San Francisco Museum and Historical Society, Mechanics Institute Library, Landmarks Council of California, Cypress Lawn Heritage Foundation, San Francisco History Association and Victorian Alliance.
"SenSpa-the owner and architect discuss their process" International Retail Design Conference, Atlanta. GA
Media appearances include KGO radio-John Rothmann, interviewer and KPIX TV-Bill Schechner, interviewer.

- Training** Victorian Society in America, Newport Summer School, lead by Richard Guy Wilson, Dean of Architectural History-University of Virginia, 2005. Camps of New York's Adirondacks, lead by Jeffrey Sellon, 2007.
- Memberships** Northern California Chapter of Architectural Historians
San Francisco Heritage
San Francisco Museum and Historical Society
- Project Experience** Faculty Club, University of California, Berkeley
University of California, Physical and Environmental Planning unit of Capital projects
Research, site evaluation and writer for Historic Structure Report about Bernard Maybeck, and others-designed Mission and Shingle style building
- University of California, Anna Head School complex, Berkeley
University of California, Physical and Environmental Planning unit of Capital projects
Research, site evaluation and writer for Historic Structure Report about early Shingle style institutional facility
- Berkeley Branch Libraries Facilities Master Plan, Berkeley, CA
Historical consultant to Noll & Tam Architects
Research, site evaluation and writer of report for four existing libraries for historic resources considerations in master plan process
- California Pacific Medical Center Long Range Development Plan, San Francisco
Historical consultant to Turnstone Consulting
Research, site evaluation and writer of Historic Resource Evaluations (Pacific Campus) for submission to San Francisco Planning Department
- Dublin Historic Park, Dublin, CA, consultant to Royston Hanamoto Alley & Abey
Site evaluation and writer for report related to moving and rehabilitation of buildings from the historic Kolb Ranch
- (with Tsao Design Group)
1060 Gorgas Avenue, The Presidio of San Francisco, SenSpa/Presidio Trust
Conversion of wood frame 1919 Letterman Hospital medical supplies warehouse into day spa. Design and construction documents of interior improvements and exterior restoration.

1400 Van Ness Avenue, San Francisco, Paragon Real Estate Group
Conversion of three-story reinforced concrete 1913 automobile showroom
and storage facility into office space. Design of interior and restoration of
exterior.

(with Hendler Design)

101 Natoma Street, San Francisco, Ira Gershwin Trusts
Design for complete seismic upgrade, interior improvements and first floor
retail storefront for 1909 masonry structure.

80 McLaren Avenue, Seacliff district, San Francisco, Frank and Julie Husic
residence

Addition of window bays and complete repurposing of service wing,
including kitchen, family, breakfast, powder room and stair, in 1920s
Mediterranean style wood frame/stucco structure.

(with Gensler)

Levis Plaza, Italian Swiss Colony building, San Francisco, Levis Strauss
and Company

Exterior restoration and interior space planning and design in pre-1906
masonry structure.

Park Emergency Hospital, Stanyan Street at Beulah Street, Golden Gate
Park

ADA and seismic retrofit project

200 California Drive, Burlingame, CA, Mike Harvey automobile showroom
Restoration of exterior, interior finishes and additional interior elements.

(self employed)

65 Colby Street, Berkeley, Jones Residence

Scheme to add master suite and kitchen to Arts and Crafts style wood
frame residence

Awards

SenSpa, California Preservation Foundation, 2006.

Visual Merchandising and Store Design magazine, 2007.

References

Available on request

Schaaf & Wheeler Firm Description

Schaaf & Wheeler is a 25-person civil engineering firm with headquarters in Santa Clara and regional offices in San Francisco, Sacramento and the Monterey Bay Area.

Independently owned and operated since 1985, Schaaf & Wheeler is certified by the State of California as a small business enterprise. Even so, the firm ranks #12 in the *San Jose/Silicon Valley Business Journal* list of Top 25 Engineering Firms in Santa Clara, Santa Cruz, Monterey, San Benito and parts of Alameda and San Mateo counties (February 15, 2008) and is the *only* firm on this list to focus solely on water issues.

Schaaf & Wheeler has six areas of concentration:

- Potable water system master planning, supply, storage, collection and distribution solutions;
- Wastewater and recycled water systems planning, design and construction support services; customer retrofits and reclamation feasibility studies;
- Stormwater management and drainage services, including floodplain studies and flood control, master planning, channel design, FEMA coordination, and urban storm drain system planning and design;
- Hydrologic and hydraulic analyses including site evaluations and modeling;
- Restoration and enhancement services, including watershed assessments and rehabilitation, riparian restoration, erosion and sediment control and bioengineered channel stabilization;
- Water quality assurance, including compliance with the National Pollutant Discharge Elimination System (NPDES) and the California Regional Water Quality Control Board's additional C.3 Provision through application of best management practices (BMPs) for stormwater treatment and hydromodification flow control facilities.



Schaaf & Wheeler Office Locations

<p>Santa Clara 100 N. Winchester Blvd. Suite 200 Santa Clara, CA 95050 408-264-3886</p>	<p>San Francisco 870 Market Street Suite 1278 San Francisco, CA 94102 415-433-4848</p>	<p>Sacramento 717 "K" Street Suite 513 Sacramento, CA 95814 916-444-0404</p>	<p>Monterey Bay 3239 Imjin Road Suite 129 Marina, CA 93933 831-883-4848</p>
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Relevant Projects

West Broadway Specific Plan, Seaside, California, 2008

Contributing to the City of Seaside West Broadway Urban Village Specific Plan, Schaaf & Wheeler assessed the existing water resources infrastructure of the Specific Plan Area at a level of detail sufficient to prepare a project EIR. Field work combined with an extensive search of available Master Plans and the City's General Plan enabled Schaaf & Wheeler engineers to evaluate the locations and capacities of existing water, sewer, and storm drain systems, and to determine how potential developments and design projections would affect these systems. Schaaf & Wheeler further investigated future water supply options and prepared a Water Supply Assessment for the City. The Infrastructure Assessment report, Infrastructure Implementation report, and Water Supply Assessment were incorporated by prime planning consultant Design Community & Environment (DC&E) into the Specific Plan, including figures of the basic water resources infrastructure necessary to serve the Specific Plan Area. As part of the DC&E team, Schaaf & Wheeler worked extensively with City of Seaside staff in crafting the project documents to meet the City's needs, particularly for the Water Supply Assessment, which was written to comprehensively represent the complex water supply situation faced by California American Water Company on the Monterey Peninsula.



Third-Party Review of Hydrology Reports, Menlo Park, California 2007-08

The City of Menlo Park engaged Schaaf & Wheeler to provide third-party review of storm drainage reports prepared by another civil engineering firm. The reports addressed projects at three separate properties. Schaaf & Wheeler was tasked to determine whether any of the proposed projects could bring about an increased risk of flooding and whether a safe overland release of stormwater to a public flow conveyance existed. Schaaf & Wheeler's hydrologic review included evaluation of pre- and post-project discharges to the Menlo Park storm drain system, evaluation of the hydrologic methods used by the consulting firm, evaluation of the projects' impacts to in-street flooding, and evaluation of the projects' general drainage plans.

UPRR Pedestrian Undercrossing H&H, Menlo Park, California, 2002

In 2002, Schaaf & Wheeler was contracted by multi-disciplinary civil engineering firm HNTB to review the hydrology and hydraulics of the Union Pacific Railroad Pedestrian Undercrossing at Willow & Cambridge in the City of Menlo Park. Schaaf & Wheeler found that, historically, the area proposed for the undercrossing had not been flooded from the west in any previous flood event, including the 1998 San Francisquito Creek flood of record. Further, retaining walls and the grading plan would limit the amount of runoff that would drain to the undercrossing for most future events. However, the proposed undercrossing did provide a potential path for flood flows or storm drain overflows to penetrate under the railroad into the Willow Road area to the north.

Coyote Valley Specific Plan, San Jose, California, 2005

The Coyote Valley is currently a rural swath of land between the cities of San José to the north and Morgan Hill to the south. The area is within the sphere of influence of the City of San José, and the City has developed the Coyote Valley Specific Plan (CVSP) per the San José General Plan land use designations. The Specific Plan calls for a total of at least 26,400 residential units and 55,000 new jobs to be developed in Coyote Valley.

Schaaf & Wheeler conducted in-depth hydrologic analyses of the Coyote Valley, from the neighborhoods to Coyote Creek, in support of the Coyote Valley Specific Plan's Composite Core Plan. Specifically, firm engineers examined potential hydrologic impacts at the confluence of Fisher Creek and Coyote Creek. Starting with the effective HEC-1 models, corrected effective models were built to reflect changes within the watershed since the effective FIS was first published in 1982. From the corrected existing conditions model, Schaaf & Wheeler created a post-CVRP conditions model to evaluate changes in runoff due to the proposed land use plan and flood control infrastructure.



Charles D. Anderson, P.E.

- EDUCATION:** BCE, Georgia Institute of Technology
MSCE (Water Resources Engineering), Stanford University, California
- LICENSE:** Registered Civil Engineer, California #C43776, Nevada #11518, WA #39715
- AFFILIATIONS:** Member, Floodplain Management Association
Member, American Society of Civil Engineers

EXPERIENCE:

Chuck Anderson has over 20 years of project experience encompassing the areas of water supply and distribution, wastewater collection and pumping, flood control and drainage, and groundwater and surface water hydrology. In each of these areas, Mr. Anderson has been involved with all the phases of project management and implementation; from feasibility studies to construction document preparation and construction support. Mr. Anderson's background in water supply and distribution includes pipeline design, storage tank design, pump station design, and hydraulic network modeling. His experience in wastewater collection includes septic systems, sanitary sewer design, pump station design, sanitary sewer modeling, and master planning. Mr. Anderson also has expertise in watershed and stochastic hydrology, open channel hydraulics, closed conduit hydraulics, pump station design, storm drainage facilities design, and storm drain master planning.

MAJOR PROJECT ACCOMPLISHMENTS (partial listing):

Recertification of Creek Levees: Uvas, Stevens, Penitencia – Santa Clara Valley Water District
Bayfront Levee Improvements South of San Mateo Creek – City of San Mateo
Vista Water Tank Improvement Project - Pump Station – CSG Consultants, Inc.
Salinas River Lagoon Fisheries Enhancement Project – Monterey County Water Resources Agency
Gavilan Hollister Campus EIR – David J. Powers & Associates
Newark Areas 3&4 Phase I EIR – David J. Powers & Associates
Wrigley Creek and Ford Creek Capacity Investigation – City of Milpitas
South San Francisco Sanitary Sewer Pump Station 8 – Wilsey Ham
Storm Drain Master Plan – City of Alameda Public Works
Konocti Harbor Resort and Spa Wet Utility Investigation – Page Mill Properties, LLC
FEMA Coordination Assistance – City of San Mateo
Belmont Sanitary Sewer Rehab Plan Review – City of Belmont Public Works
Hydraulic Report for 2 San Jose Bridge Retrofits – Biggs Cardosa Associates
Big Wave EIR Hydrology Report – Christopher A. Joseph & Associates
Phelps Creek Layback – University of California Santa Barbara
Lands of Ho HMP/SWPPP – Hanna & Brunetti
Baylands Storm Water Pump Station No. 1 Upgrade – City of Sunnyvale
East Garrison Storm Water Pump Station -- William Lyon Homes, Inc.
Devereux Creek Sediment Study – University of California, Santa Barbara
Customer Retrofit Plans for Recycled Water Use – South Bay Water Recycling Program
Coyote Valley Specific Plan – City of San Jose
The Villages Golf Course Irrigation Pump Station – City of San Jose
Lake Merced Country Club Storage Tank and Pump Station – DBS Structures, Inc. (Daly City)
New Irrigation Supply Well (1,200 gpm) for Coyote Creek Golf Club – Castle & Cooke, Inc. (San Jose)
Potable and Irrigation Water Storage and Distribution Systems for Coyote Creek Golf Club – Castle & Cooke
Sanitary Sewer Disposal System and Leachfields for Coyote Creek Golf Club – Castle & Cooke
Purissima Sanitary Pumping Station – Los Altos Hills
South San Francisco Industrial Sewage Pumping Stations No. 3 Rehabilitation – Wilsey Ham
O'Keefe Road Sanitary Pump Station Relocation, Los Altos Hills – Biggs Cardosa Inc.
Mariner's Island No. 2 Sanitary Sewer Pump Station Rehabilitation – City of San Mateo
15 MGD Sanitary Sewer Crossing of San Benito River (directional drilling) - City of Hollister

Charles D. Anderson, P.E.

Continued

Coyote Point and Poplar Avenue Pump Station Rehabilitation (250 cfs each) – City of San Mateo

Route 4 Overcrossing Pumping Plant (Caltrans) – Mark Thomas & Company (Pittsburg, CA)

Nelo-Victor Storm Water Pump Station Rehabilitation (200 cfs) – City of Santa Clara

California Circle Pump Station Rehabilitation – Mark Thomas & Company (Milpitas)

Truckee River Levee and Floodwall System – CFA Engineers (Sparks, NV)

Coastal Levee Improvement Projects – City of San Mateo

Matadero/Barron Creeks Remediation Project – Santa Clara Valley Water District

San Francisquito Creek Storm Water Pump Station (300 cfs) – City of Palo Alto

Sutter and Placer County Flood Protection Issues – Sacramento Area Flood Control Agency

South Sutter County Flood Control Alternatives - Sacramento Area Flood Control Agency

Flood Management Strategies – City of San Mateo

Storm Drain Master Plan - City of Milpitas

Storm Drain Master Plan – City of San Mateo

Storm Drain Infrastructure Program Management – City of Belmont

Santa Clara County Flood Insurance Restudy – Federal Emergency Management Agency (FEMA)

Charles E. Hardy, P.E.

EDUCATION: BSChE, Yale University, Connecticut
MSCEE, Stanford University, California

LICENSE: Registered Civil Engineer, California #C71015

EXPERIENCE:

Charles' has acquired experience as an engineer and a project manager throughout the San Francisco Bay and Monterey Bay areas with various aspects of water resources engineering, including hydrology, stormwater and drainage, open-channel hydraulics, water supply and systems, water quality, and wastewater and recycled water systems. Specifically, he has designed Best Management Practices for stormwater management from residential and commercial facilities; analyzed water quality results; modeled floodplain hydrology and hydraulics; analyzed highway drainage hydraulics; modeled municipal and neighborhood water, sewer, and storm drain systems; developed a water system master plan for a rapidly-growing city; and reviewed water, sewer, and recycled water system plans for government agencies. To support his work, Charles has become adept in the use of various types of specialized software, including GIS, CAD, and hydrologic and hydraulic modeling software. He has a working knowledge of ESRI's ArcView and ArcMap products; the many products from the U.S. Army Corps of Engineers Hydrologic Engineering Center (HEC-RAS, HEC-1, HEC-2, HEC-HMS, HEC-FFA); StormCAD and the USEPA's SWMM program for stormwater modeling; Haested's WaterCAD for water supply design and analysis; FlowMaster for hydraulic analysis; AutoCAD; and MSOffice products, including the use of MSEXcel for complex data analysis and hydraulic calculations. Before working with Schaaf & Wheeler, Charles worked as a researcher at both Stanford and Yale Universities, focusing on water quality issues related to water and wastewater treatment via membrane filtration.

SPECIFIC PROJECT EXPERIENCE:

Stormwater:

I-880 Bridge and Creek Hydraulics Study – Rajappan & Meyer/Caltrans – Oakland/San Leandro, CA – (Project Manager)
Low-Flow Stormwater Pump Diversion System – Seaside, CA – (Project Manager)
Highway Drainage Design – Parsons/Caltrans - Highway 25 Bypass, Hollister, CA
Floodplain Modeling for FEMA CLOMR/LOMR Applications – San José/Fremont/Dixon, CA
Pump Station Hydraulic Modeling - San Francisquito Creek– Palo Alto, CA

Water Quality:

Waste Transfer Facility Stormwater Management Plan – South Bayside WMA – San Carlos, CA – (Project Manager)
Third-party Stormwater Management Plan Review – Sunnyvale, CA
Golf Course Water Quality and Well Monitoring – CordeValle Golf Club, San Martin, CA
CSUMB Stormwater Management Plan – CSU Monterey Bay, Marina, CA

Water Systems:

Compost Site Water Supply Study – Alameda County WMA – Alameda County, CA – (Co-Project Manager)
Water System and Fire Flow Calculations – Charles W. Davidson Co. – Sunnyvale/East Palo Alto, CA – (Co-Project Manager)
Soledad Water System Master Plan – Soledad, CA

Wastewater/Recycled Water Systems:

Wastewater Treatment Plant Investigation – Canon Del Sol – Santa Cruz County, CA – (Project Manager)
West Broadway Urban Village Specific Plan (Water, Sewer, Storm Drainage) – DC&E – Seaside, CA
Water, Recycled Water, Sewer Plan Review – Marina Coast Water District – Marina, CA
Plan Review and Wastewater Hydraulic Calculations – Monterey County Public Works – Monterey County, CA



ERA



Economics Research Associates



Hualalai at Historic Ka'upulehu Above Top
2002 Salt Lake City Olympics Above Bottom

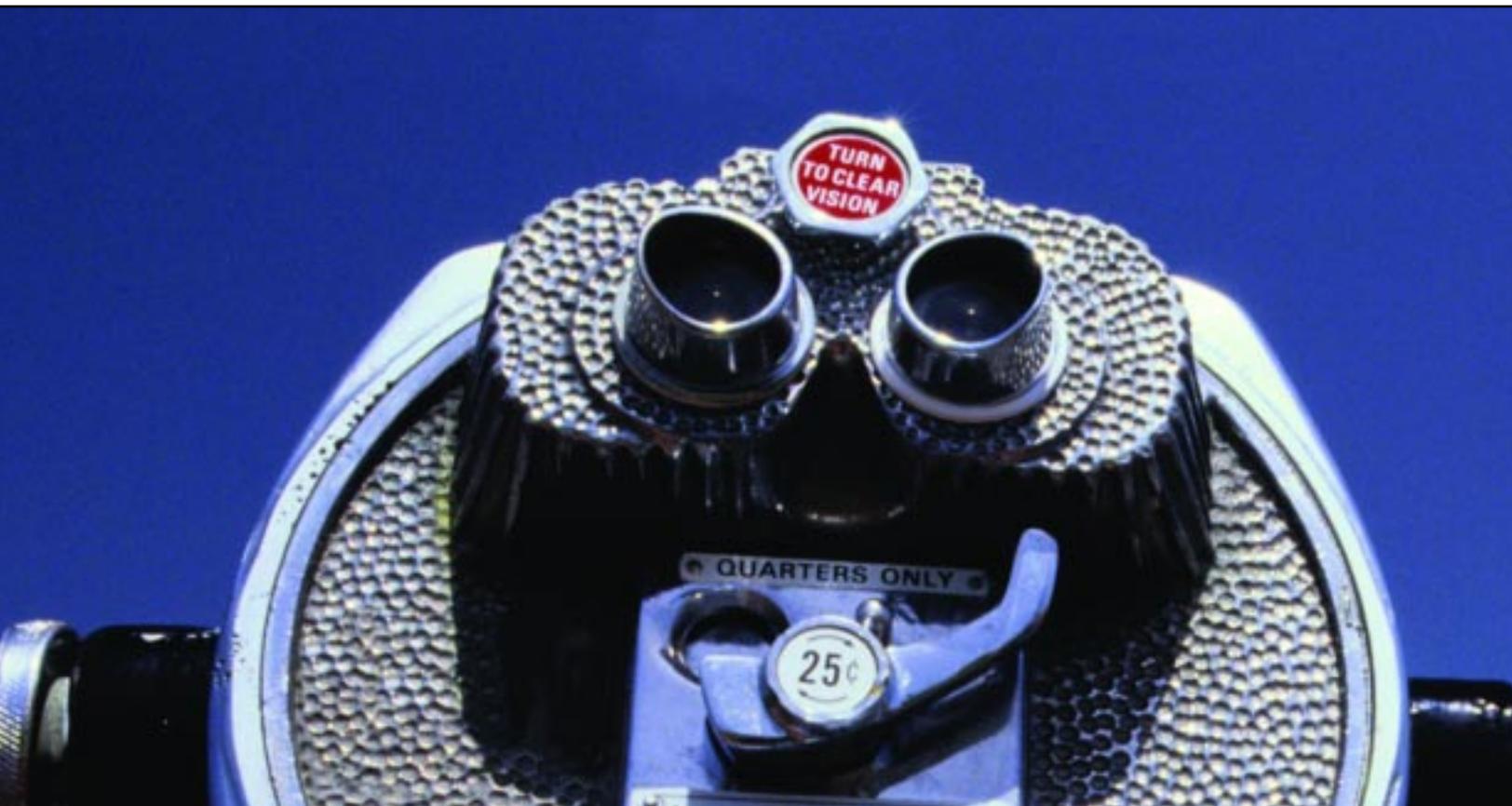
ERA is an international consulting firm concentrating in economic analysis for the entertainment industry, real estate, public-assembly facilities, tourism, and economic development. Since its founding in 1958, ERA has completed over 15,000 assignments. In the process, the firm has made important contributions to some of the world's most innovative and successful development projects, attractions, and policy evaluations.

A Clear Vision

ERA assists a diverse roster of clients throughout the world to understand their markets, to assess risks, and to clarify the uncertainties inherent in business strategies and public policy development.

Our job is often to pull ideas into focus, and to sharpen the boundaries of a preliminary plan or concept. We comprehend our client's vision—whatever the scope, objective, or location—and address their challenges through creative thinking, structured analysis, and clear and concise communications. Our success is a product of our steady focus on results.

Professional Services Focused on Results







Experience Understanding Insight Action

Broad-Based Expertise

ERA's clients and the firm's portfolio have always attracted the brightest, most talented consultants in their fields. ERA's professional staff members are chosen based on the strength and quality of their experience across a broad spectrum of specialties. The firm constitutes a collection of professionals with specialized knowledge uniquely committed to the success of our clients. From this reservoir, we fashion project teams with the background and expertise that precisely suit the challenge at hand.

Objective, Fact-Driven Analysis

Our clients' challenges demand facts as a basis for action. In each engagement, ERA develops a diverse array of relevant information, ranging from fundamental economic and demographic forces to detailed profiles of competitive facilities. We synthesize and analyze the data we collect and provide it in a coherent and usable form as a basis for action.

Pragmatic, Implementation-Oriented Recommendations

We measure our success through results. In each case our recommendations are filtered through the lens of practical experience to ensure a link between analysis and effective decisions.

A Partnership with Our Clients

ERA helps our clients build value, increase market share, or improve their financial performance through long-term commitments and working partnerships. We seek to transfer the knowledge and insights gained during our work to enhance our client's capabilities over the long run.



ERA's Consulting Services

While the range of our assignments is extraordinarily broad, ERA's services can be organized into three major categories. Each requires varying skills, methodologies, and techniques, reflecting the specific objectives of the client.

Planning and Programming

ERA frequently works with clients to determine the most appropriate use of land, the optimum development program, or the most effective business strategy. In these kinds of planning and programming assignments we often work in collaborative teams with such allied professionals as architects, engineers, and planners. The firm is well-known for its ability to both realistically assess development potentials as well as to think creatively, to identify new options and unforeseen opportunities. Our clients appreciate that we are not afraid to say "no" to ideas and plans that we cannot prove to be supportable. However, we often provide creative suggestions to modify project concepts in order to enhance project feasibility.

Measuring and Testing

In many cases, ERA is asked to objectively measure the performance of policies and projects. In these instances, ERA's technical expertise, our independence, and our commitment to the highest professional standards are paramount. These services frequently underpin major investment decisions, legislative actions, and public policy development. Credibility and objectivity are the yardstick by which these services are measured.

Strategy and Implementation

As an objective industry leader, ERA is often uniquely suited to provide strategic advice and to assist our clients with such implementation-stage services as partnering strategies, deal structuring, workouts, and owner representation services.





Practice Areas

Real Estate Services

By providing a market-driven development program and realistic estimates of financial feasibility, ERA enables its clients to invest in, develop, and manage profitable real estate ventures. Development firms, financial institutions, insurance companies, corporations, individuals, attorneys, and land owners seek and rely upon our advice and counsel.

Assignments involving urban real estate have included economic planning for major mixed-use developments and planned communities, across all major property sectors: retail, office, industrial, hospitality, primary residential, recreational properties, and seniors housing.

The firm often works in complex markets and with unusual client structures requiring innovative analytical approaches. Examples include our experience in analyzing retail and food-service concessions in some of the world's leading airports and sports facilities, or our industry-leading practice in combining retail, museum and cultural facilities, and entertainment.

Hotel and resort development planning is a distinct sector of ERA's real estate practice. ERA provides market and economic planning for hotels and resorts throughout the world. Assignments range from major four-season resorts and urban hotels to projects oriented toward specialty markets such as winter sports, tennis and golf, conference and convention groups, health and fitness, and casino gaming.

ERA is widely recognized for its substantial international experience in the analysis of golf course development and operations. While the golf practice is broad and incorporates both public and private courses, many assignments focus on the often-beneficial relationship between golf and adjacent real estate.

Services

- Site Selection
- Market Testing
- Program Development
- Financing Strategies
- Product Planning
- Transactional Due Diligence
- Expert Testimony
- Marketing Strategies





Economic Policy and Planning Services

Based on a clear analysis of a community's economic base and competitive position, ERA helps cities, states, and regions create strong and diverse local economies, vibrant commercial districts, and successful public-private partnerships for economic development.

This work includes efforts to give new life to urban waterfronts, aging downtowns, and older neighborhoods. Often working in multi-disciplinary teams, ERA focuses on identifying specific projects and policies to enhance a community's economic performance in light of shifting demographics, fiscal priorities, and consumer behavior. The firm works with communities to determine appropriate economic strategies for such infrastructure and public amenities as convention and sports facilities, parks, cultural and educational facilities, and major public events.

ERA often addresses issues of economic diversification in light of major shocks to a local economy. This experience includes over 25 assignments involving military base closures and related policy actions.

ERA's experience in transportation and transit economics is widely known. Projects have ranged from real estate development strategies for land surrounding transit stations to measurement of the impacts of major public investment in highways, ports and airports, high-speed rail, and regional transit systems.

Services

- Community Revitalization
- Economic Development Strategies
- Transit and Transportation Economics
- Fiscal and Economic Impact Analysis
- Military Installation Redevelopment
- Public-Private Partnerships



Yerba Buena Center, San Francisco *Top*
Economics of High Speed Rail *Left Above*
The Banks, Cincinnati *Left Below*

Entertainment, Leisure and Recreation Services

ERAs' experience encompasses virtually every aspect of leisure-time activity. Projects include a wide range of attractions, including major theme parks, urban entertainment centers, zoos, aquariums, sports and convention facilities, museums, expositions, and fairs; corporate visitor centers, specialty entertainment facilities, events, and tours; and individual recreation facilities, clubs, and parks.

ERA provides advice and guidance to more commercial recreation attractions than any other firm. Our experience in economic planning for major recreation destinations is unequalled in the industry. Our assignments result in pragmatic and creative action plans for the development, marketing, and management of recreation, entertainment, and tourism projects.

Notable clients have included: Walt Disney World; Universal Studios; Six Flags; Knott's Berry Farm; Opryland, U.S.A.; Wet N Wild; National Aquarium in Baltimore; the Los Angeles Olympics Organizing Committee; Ocean Park Hong Kong; Warner Bros.; Lego; and Blockbuster Entertainment.

ERA assists tourism and recreation providers in the strategic marketing and economic planning of local, regional, and national recreation facilities and in developing economic self-sufficiency in facility operations, revenue generation, recreation programs, and concessions management.



Services

- Concept and Program Development
- Location Analysis and Site Selection
- Market Analysis
- Attendance Projections
- Financial Analysis
- Capacity and Throughput Testing
- Reinvestment Strategies
- Management and Operations Analysis
- Partnering Strategies

The Getty Center, Los Angeles *Above Top*
Port Aventura, Southern Spain *Above Bottom*



ERA's Clients

For over 40 years, ERA has worked with public and private clients on projects of local, regional, national, and international scope. In addition to the selected clients listed below, ERA has worked with public agencies at all levels of government in all 50 states and worldwide.

Public & Non Profit Organizations

Alabama Historical Commission
 Association for Portland Progress
 Autry Museum of Western Heritage
 Baltimore Development Corporation
 BB King Museum
 Border Trade Alliance
 Bureau of Land Management
 Children's Museum of Los Angeles
 City of Atlanta
 City of Boulder
 City of Dallas
 City of Miami
 City of San Diego
 City of Scottsdale
 City of Seattle
 Costa Rica Institute of Tourism
 District of Columbia
 English Heritage
 Florida Department of Transportation
 42nd Street Development Corporation
 Hawaii Employees' Retirement System
 Hong Kong Trade Development Council
 J. Paul Getty Trust
 The John F. Kennedy Center for the Performing Arts
 Lincoln Presidential Library
 London Development Agency
 Massachusetts Botanical Garden
 Massachusetts Office of Travel & Tourism
 Massachusetts Port Authority (Massport)
 Metropolitan Washington Airports Authority
 Mexico Tourist Development Agency (FONATUR)
 Mohegan Tribe
 Mystic Seaport Museum
 Naples Botanical Garden
 NASA
 National Geographic Society
 National Park Service
 New England Aquarium
 New South Wales Tourism Commission
 New York City Economic Development Corporation
 Ohio State Fair
 Orange County, California
 Pacific Asia Travel Association
 Pasadena Tournament of Roses
 Philippine Government
 Pinellas County, Florida
 Port Authority of New York & New Jersey
 Portland Development Commission
 Queen Lili'uokalani Trust
 San Diego Regional Economic Development Corporation
 San Francisco Convention and Visitors Bureau
 San Diego Zoological Society

Scottish Enterprise
 Singapore Tourist Board
 State of California
 Taiwan Ministry of Transportation
 The Tate
 Tennessee Valley Authority
 The Trust for Public Land
 University of Texas at Austin
 Urban Land Institute
 US Agency for International Development (AID)
 US Army Corps of Engineers
 US Court of Federal Claims
 US Department of Housing and Urban Development (HUD)
 US Department of Transportation
 US Navy
 Venezuela Ministry of Public Works
 West Kentucky Corporation
 Woods Hole Oceanographic Institute
 World Cup 1994
 Organizing Committee

Financial Institutions

American General Life Insurance Company
 Bank of America
 Bank of Montreal
 Bankers Trust
 Charterhouse Ltd.
 Connecticut General Life Insurance Company
 Banco Hipotecario del Uruguay
 First National Bank of Chicago
 Goldman Sachs
 HF Ahmanson and Company
 Lehman Brothers
 Mitsui Fudosan – New York, Inc.
 Morgan Stanley Dean Witter
 Nationwide Realty Investors
 Nippon Life Insurance Company
 Prudential
 RGM Limited
 Robertson Stephens
 Royal Bank of Scotland
 Rural Development and Finance Corporation
 Société Générale
 Teachers Insurance and Annuity USAA

Professional Services Firms

Bechtel
 Belt Collins
 BRC Imagination Arts
 Cushman & Wakefield
 Design Workshop
 EDAW Inc.
 EDSA
 Ehrenkrantz & Eckstut Architects

Ellerbe Becket
 Ernst & Young
 FORREC
 Gruen Associates
 Gensler Associates
 Gibson Dunn & Crutcher
 HNTB
 HOK
 Landmark Entertainment
 The Jerde Partnership
 Parsons Transportation Group
 Jack Rouse Associates
 Roma Design Group
 RTKL
 Sasaki Associates
 SOM
 SWA Group
 WRT

Corporations & Developers

Alcoa
 American Express Company
 Anheuser-Busch
 Avalon Bay Communities, Inc.
 Ayala Corporation
 British Airways
 BAA
 BMW
 Ben & Jerry's Homemade, Inc.
 Boeing
 Boise Cascade Corporation
 Castle and Cooke
 Centex Corporation
 ClubCorp
 The Coca-Cola Company
 Ford Motor Company
 Forest City Enterprises
 Gleneagles
 General Motors
 Grupo Televisa
 Hewlett-Packard
 Hines
 The Irvine Company
 ITT Corporation
 Kajima Corporation
 Lend Lease
 Mattel Corporation
 Mills Corporation
 Mission Viejo Company
 Mitsubishi Corporation
 Newhall Land and Farming Company
 Owens-Corning
 Palace Entertainment
 Pebble Beach Corporation
 Pfizer Corporation
 Pier 39 Limited Partnership
 Porsche of America, Inc.
 Pulte Homes Corporation

Ralston Purina Co.
 The Rouse Company
 Samsung
 San Diego Padres
 Sea Pines Company
 Sea World
 Simon Property Group
 Soros Real Estate Partners
 Tejon Ranch Corporation
 Trammell Crow Company
 Vornado Realty Trust
 Westfield

Media, Entertainment & Hospitality

Anschutz Entertainment
 American Museum of Natural History
 Bass Pro Shops
 BBC
 Claridge Hotel and Casino
 Columbia Pictures
 Detroit Lions
 The Walt Disney Company
 Henry Ford Museum & Greenfield Village
 Four Seasons Hotels
 Gaming Industry Association of Nevada
 Grateful Dead Productions
 Green Bay Packers
 Harrah's
 Hershey Entertainment and Resort Company
 Hyatt Corporation
 Holiday Inns International
 IMAX Corporation
 Kansas City Chiefs
 Knott's Berry Farm
 Ladbroke
 LEGOLAND
 Los Angeles Dodgers
 Marriott Corporation
 Metromedia, Inc.
 NBC News
 Ontario Media Development Corporation
 Palace Entertainment
 Ringling Brothers Barnum & Bailey Combined Shows, Inc.
 Sea World
 San Francisco Giants
 Six Flags Corporation
 Sony Corporation
 SEGA
 Tussaud's Group Ltd.
 Twentieth Century Fox
 Universal Studios Inc.
 Vail Associates
 Ventana Canyon Resort
 Warner Brothers
 Westin Hotels

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ERA

Economic Research Associates

Economic Planning Services





Offering Economic Planning Services for over 40 years

ERA advises governments throughout the United States and abroad about urban planning economics and development policy, project feasibility, public-private partnerships, and community economic development. Since its founding, the firm has undertaken more than 15,000 engagements. Our clients include public agencies, private firms, and not-for-profit institutions. ERA understands the public sector's policy objectives, the private sector's economic imperatives, and the inherently political public decision making process. We serve all levels of government and collaborate with government staff, constituents, developers, officials, and other professional services firms.

ERA's services to the public sector include:

Market and Financial Feasibility Analysis
Economic and Fiscal Impact Assessments
Development Programming
Financing and Implementation Strategies
Park, Recreation and Open Space Planning
Redevelopment Strategies
Specific and General Plans

Project Packaging and Developer Recruitment
Public Facility Planning
Valuation and Disposition Strategies
Transportation and Joint Development Analysis
Economic Development Plans
Policy Analysis
Tourism Strategies

Clients & Projects in the United States

Adaptive Use

Reuse Potential of Historic Structure
Haslett Warehouse, San Francisco
Northern Virginia Regional
Commission, Virginia

Community Revitalization

Hollywood Entertainment District BID,
City of Los Angeles, California
F Street Retail Strategy,
Washington DC
Chinatown Business Survey
& Development Strategy,
San Francisco, California

Historic & Cultural Facilities

Evaluation and Planning for
Historic Properties,
Alabama Historical Commission
Alaska Native Heritage Center
ANHC, Inc., Anchorage
Rose Center expansion feasibility,
American Museum of Natural History,
New York, New York

Economic & Fiscal Impact

Economic Impacts of '94 World Cup
on Host Cities, World Cup
'94 Organizing Committee
Economic Impact of Port of San Diego,
San Diego Unified Port District
Sears World Headquarters Impact
Study IDOT, Sears, & Village of
Hoffman Estates, Illinois
Atlantic Station TAD, Atlanta

EIR/EIS Economic Studies

San Francisco Bay Area Navy Base
Closure & Reuse Impacts, US Navy
Buffalo Inner Harbor Impacts
Empire State Dev. Corporation,
Buffalo, New York
RSR Smelter Superfund Site
Land Reuse, City of Dallas
Quantification of benefits of smart
growth strategies; brownfields,
infill and building rehabilitation,
US Environmental Protection Agency

General Plans & Planning Policy

City of Mesa Economic
Development Plan, Mesa, Arizona
Town of Nantucket Comprehensive Plan,
Nantucket, Massachusetts
Economic Development Strategy
& Element, Chula Vista, California

Housing Feasibility Studies

Downtown Housing Market Study,
Las Vegas Centre City Dev. Corp., Nevada
Riverside Drive Housing Study
City of Coral Springs, Florida
Economic Criteria for Senior Housing,
California Housing Finance Agency

Military Facility Reuse

Glenview Naval Air Station Reuse,
Village of Glenview, Illinois
Ogden Defense Depot,
Ogden, Utah
Comprehensive Economic Plan
for South Central San Antonio,
with Emphasis on the Brooks City
Base Project, City of San Antonio

Park, Recreation & Open Space Planning

Analysis of Concession Lease Potential
National Park Service
Lake Lanier Islands Privatization
Study, Lake Lanier Islands
Development Authority, Georgia
Mission Bay Park Master Plan,
San Diego, California

Public Assembly Facilities

PGE Park, Portland, Oregon
Moscone Convention Center Expansion,
San Francisco, California
Air Canada Centre, Toronto, Ontario

Public Real Estate Advisory Services

World Trade Center Site Redevelopment,
Port Authority of New York
& New Jersey
Port of Los Angeles Commercial Futures,
Port of Los Angeles, California
Transit-Oriented Development Packaging,
King County, Washington
Hampton Convention Hotel and
Crossroads Projects, Hampton, Virginia

Regional Economic Development

Southern Tier Economic Adjustment
Strategy, State of New York
San Diego / Tijuana Border Zone
Economic Development Plan,
San Diego, California
CANAMEX Economic Plan, States of
Arizona, Nevada, Utah, Idaho, Montana

Specific Plans

Third Street Promenade,
City of Santa Monica, California
Governors Island Redevelopment
Strategy, Regional Plan Association,
New York, New York

Tourism Development

Arkansas Tourism Strategy
State of Arkansas
Statewide Tourism Master Plan,
Massachusetts Office of
Travel and Tourism
"Pearls of LA" Tourism Strategy
Los Angeles Community
Redevelopment Agency

Downtown Planning

Downtown Portland Retail Strategy,
Portland Development Commission
and Association for Portland Progress
Downtown Scottsdale Opportunities
Study, Scottsdale, Arizona
Downtown Comprehensive Economic
Development Strategy,
Los Angeles, California

Transportation Planning

Miami Intermodal Center,
Florida Department of Transportation
Statewide High Speed Rail Economic
Impact Study, California Dept. of
Transportation
Impacts and Joint Development
Opportunities, Federal Highway
Administration

Urban Redevelopment

Massachusetts Turnpike Air Rights
Analysis, Boston Redevelopment
Authority, Massachusetts
Yerba Buena Center, San Francisco
Redevelopment Agency, California
Downtown Oklahoma City Strategic
Action Plan

Waterfront Planning

Inner-Harbor East Urban Renewal Area,
Charles Center-Inner Harbor
Management, Baltimore, Maryland
Element Synergy Analysis and
Attendance Projections, Navy Pier,
Chicago, Illinois
Queensway Bay Master Plan,
Long Beach, California





Air Canada Centre, Canada *Above*
Mission Bay Park, San Diego *Below*

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James A. Edison, Principal

Mr. Edison has been in the land planning and development economics consulting profession since 1997 and has been with Economics Research Associates (ERA) since 2005. Mr. Edison specializes in services related to planning, real estate development and infrastructure projects, working for both municipalities and private developers.

- Mr. Edison served as the financing and fiscal consultant to the developer of the former Napa Pipe, an industrial site south of the City of Napa planned for 3,200 homes, 500,000 square feet of industrial development, and a variety of other uses. Mr. Edison provided a fiscal impact study of the project and formulated a financing plan for the capital improvements necessary for approval and implementation of the project.
- Mr. Edison worked for the City of Foster City on its Pilgrim Triton Specific Plan, evaluating the fiscal impact of the proposed plan and the infrastructure requirements of the project, ensuring that any infrastructure would be financed by resources generated by development within the Specific Plan.
- Mr. Edison assisted the City of San Rafael in evaluating the impact of a proposed Target store on existing businesses in San Rafael and the City's historic downtown.
- Mr. Edison has assisted the City of Vallejo in analyzing the fiscal impacts of a number of real estate transactions, including North Mare Island (Touro University), annexations, and the Rollingwood Development proposed by KB Home. Mr. Edison also assisted the City in evaluating the feasibility of the developer's proposed infrastructure financing plan.
- Mr. Edison served as finance, economic and fiscal consultant to the developer of East Garrison at the former Fort Ord in Monterey County, a development encompassing 1,460 homes designed as a new town, with a town center and historical arts/cultural district.
- Mr. Edison advised the City of Vallejo in negotiations with the Lennar Corporation over the joint development of Mare Island, a former shipyard and naval base. Mr. Edison also assisted Lennar with the public financing of infrastructure for development of the former Hunters Point Naval Shipyard in San Francisco.
- Mr. Edison served as economic and fiscal consultant to the Mountain House new town development in San Joaquin County, California. Mountain House consists of approximately 20,000 homes and over three million square feet of commercial development, including regional and neighborhood serving retail, offices, hotels and industrial parks. Mr. Edison provided market analysis and infrastructure financing plans for each phase of the development, as well as a fiscal analysis examining the effect of the development on the County's finances.
- Mr. Edison worked as a land economist and public finance consultant for the Coyote Valley Specific Plan in San Jose, a development that will eventually encompass 25,000 homes and 50,000 jobs. Mr. Edison provided financing feasibility analysis for the infrastructure required, and an examination of phasing to determine which components of Coyote Valley should be developed first to facilitate the more expensive early infrastructure.



- Mr. Edison provided financing and implementation strategies for a number of reuse projects for closed military bases in California, including Hunters Point Naval Shipyard and Treasure Island in the City of San Francisco and El Toro MCAS in Orange County, California.
- Mr. Edison has also provided development impact fee programs and infrastructure development strategies for a number of Cities and Counties in California.
- Mr. Edison has wide experience with the financial and fiscal implications of development for municipalities, and has worked on fiscal impact analyses of General Plans, Specific Plans, development projects and municipal reorganizations all over the state of California.
- Mr. Edison has worked with municipalities throughout California on the revitalization and reuse of downtown areas and the creation of new commercial centers.

Before joining ERA, Mr. Edison was a Vice President with Economic & Planning Systems, Inc., and a public finance attorney with the firm of Orrick, Herrington and Sutcliffe, LLP. At EPS he specialized in finance, fiscal impact, feasibility, and market studies for public and private projects. At Orrick Mr. Edison was a public finance attorney and worked on a wide variety of projects, including the \$1 billion financing of the Alameda Corridor project connecting the Ports of Long Beach and Los Angeles to the Los Angeles rail yards. He received his BA degree from Harvard University, and his JD and MPP degrees from the University of California, Berkeley. Mr. Edison is a member of the State Bar of California and a licensed real estate broker.



Sujata Srivastava, Senior Associate

Ms. Srivastava performs research and analysis and project management for various public agencies related to economic development and downtown revitalization strategies. Some of these include:

- A market analysis and downtown development strategy for the City of San Mateo, California.
- A market analysis for commercial real estate uses and development strategy for key opportunity sites for the city of Pleasant Hill, California.
- Joint development opportunities analysis at future BART stations in San Jose, Milpitas, and Santa Clara.
- Market analysis and feasibility study for a condominium project in downtown Reno, including an analysis of local and regional markets for primary and second homes in downtown Reno.
- A long-range market analysis for the City of San Carlos, California, to help guide future economic development planning.
- A market-based assessment of the future of the 1,700-acre Ramona-Sanderson Corridor in San Jacinto, California to meet the economic development objectives for the City, including the provision of high-quality jobs, generation of revenues for the General Fund, and creating a “town center” for residents.
- Potential redevelopment options for Portland, Oregon’s Rose Quarter district. This project included analysis of current market conditions for a variety of land uses, as well as benchmarking similar redevelopment districts across the country.
- Several transit-oriented development studies for King County, Washington. The studies included an analysis of regional and local market trends, as well as market analysis of various land uses, including hotel, residential, office, and retail.

Prior to joining Economics Research Associates, Ms. Srivastava’s work experience included:

- Living and working in Quito, Ecuador for an urban planning and consulting firm, URBANA Consultores, which involved working with international agencies, local and international governments on projects ranging from market and economic feasibility studies to community development and planning processes.
- Working with the Spanish-Speaking Unity Council, an Oakland-based community development corporation, to develop an affordable homeownership strategy. Her work included conducting a feasibility analysis for the acquisition and rehabilitation of distressed properties for first-time homebuyers; ongoing neighborhood housing market research and analysis; identifying sources of subsidy for affordable and market-rate housing; and monitoring and analyzing client data for grant applications and report writing.
- Performing research and analysis for the Community Redevelopment Agency of Gainesville, Florida. This position involved conducting blight and feasibility studies related to the creation of a new redevelopment district; research of public funding sources for local economic development; and facilitating public participation.

Ms. Srivastava holds a Master’s degree in City and Regional Planning from the University of California at Berkeley, where she focused on Community Development and Project Development. She received her B.A. from Mount Holyoke College *magna cum laude* with honors in Politics. She speaks fluent Spanish, as well as Portuguese and Hindi.



Ernesto Vilchis, Associate

Ernesto Vilchis, conducts research and analysis for a variety of economic and real estate projects. Recent relevant ERA projects are highlighted below:

- **Downtown Portland Retail Strategy Analysis** - Conducted Analysis of current and future retail market capacity in Central Portland and subdistricts. This study included economic and demographic analysis, research on national downtown trends and best practices in downtown retail development.

Mr. Vilchis has an in-depth understanding of real estate markets. Prior to joining Economics Research Associates, Mr. Vilchis worked as a Project Manager with Citizens Housing Corporation, a nonprofit developer of affordable housing. He performed a wide variety of tasks related to project development from feasibility analysis through completion of construction. Examples include:

- Evaluating potential development sites and assessing financial and physical feasibility of new construction, acquisition, and rehabilitation projects.
- Managing the construction process including budgeting and ensuring compliance with local government and lender requirements.
- Procuring construction and permanent financing for developments from conventional, public and quasi-public sources and negotiating loan terms.
- Researching and develop financing sources, prepare financing applications and ensuring compliance with lender requirements.

Mr. Vilchis's economic development experience also includes:

- Assessing the role of urban land tenure programs in Latin America for the Inter-American Development Bank.
- Assessing the socio-economic condition of a low-income neighborhood in Trenton for a nonprofit community development and environmental organization in Trenton, NJ.
- Conducting a study on the impacts of U.S. trade policy on California exports and foreign direct investment for the California State World Trade Commission.
- Examining economic integration of the California-Mexico border.
- Evaluating the effectiveness of federal and state programs to address port security.

Mr. Vilchis holds a dual Master's in Urban and Regional Planning and Public Affairs from Princeton University Woodrow Wilson School of Public and International Affairs. He received a Bachelor's degree in Economics from the University of California, Berkeley. He is fluent in Spanish.

Stellar Environmental Solutions, Inc. is pleased to submit our qualifications as part of the Design Community and Environment team for the city of Menlo Park El-Camino Real/Downtown Specific Plan EIR..

FIRM BACKGROUND AND OVERVIEW

Stellar Environmental Solutions, Inc. (SES) is a small, locally-focused (San Francisco Bay Area) consulting firm, providing services in the multi-disciplinary fields of environmental analyses—including engineering, geology, and hydrogeology. Established in 1995, SES has built a solid reputation for responsiveness and technical excellence. SES personnel includes four senior staff (one principal and three associates) and a cadre of specialty subcontractors. Our clients include private industrial and commercial concerns, as well as city and municipal agencies throughout Northern California.

SES provides a full range of environmental and engineering services for CEQA, environmental and hazardous waste projects. Our services include hydrology and water quality studies, hazardous waste management planning; identifying and assessing hazardous materials and soil and groundwater contamination; and designing, managing construction of, and providing short-term operations and maintenance for remedial actions. Our geotechnical and environmental engineering capabilities have been used to solve problems related to third party reviews; environmental compliance audits; RCRA assessments; hazardous waste planning characterization of hazardous waste in air, soil, and water; remediation design and implementation services; industrial facility closures; and site regulatory closures.

SES is aware of the project schedule and commits that all SES scope items for Design Community and Environment will be completed on or before their scheduled deadlines.

KEY LIST OF PROJECTS

SES has completed numerous CEQA projects within the greater Bay Area, including Marin County. A partial listing of key CEQA projects and/or project practice areas within the greater Bay Area are:

- Hazardous material, hydrology and geology analyses for CEQA related negative declarations, initial studies and environmental impact reports throughout the northern Bay Area, including eight times teaming with Design Community and Environment as the prime.
- Environmental and hazardous waste evaluations for municipal and district entities such as Santa Clara Water District, east Bat Parks District, Santa Clara Valley Transit District, Alameda Transit District, and the Natural Heritage Institute.
- Comprehensive environmental services during re-development of various industrial sites including: 100's of Phase I Environmental Site Assessments (ESAs), contaminant characterization; soil and groundwater remediation; construction-phase waste disposal; tank removals; chemical vault closures;

Short descriptions of EIR worked on [for DC&E and others] with focus on General/Specific Plans, and regional studies:

- ❑ **Palo Alto Palo Alto General Plan Update and Area Studies:** SES is part of the DC&E team that is in the initial stages of the East Meadow Circle/Fabian Way and Fry's Site area studies as part of the general Plan update. SES is completing the toxic, geology/seismicity and hydrology/water quality portions of the CEQA document. The eastern area of the city that is the focus of the study area that was historically commercial/industrial zones where numerous high technology companies developed and expanded, including Ford Aerospace (fronting Fabian Way) and former companies such as Digital Pathways, McDonnell Douglas Electro. Co, Elma Engineering, Datacopy Corp., Microelectronics tech., remote Computing Co, Crystal Technology, Arbor labs, and Lexel Corp, among others. Residual environmental issues from past use are being addressed as part of the area studies.
- ❑ **Corte Madera Specific Plan EIR, Town of Corte Madera:** SES was retained as a subconsultant to DC&E to complete an assessment of the hazardous waste section for the Corte Madera Specific Plan EIR. A critical review of the available information on hazardous materials issues within the proposed specific plan area was completed. A commercially computer database search to identify properties within the specific plan area was completed to identify regulatory agency listed sites and regulatory agency files for each site reviewed to evaluate each site's impact on the proposed project. Potential Impacts and Mitigation measures were identified. The main issues were associated with those areas where planned road widening was to occur that overlapped with soil and groundwater contamination areas from historical automotive dealerships, repair and servicing and one lumber yard.
- ❑ **South Bay Water Recycling Project EIR, City of San Jose:** Mr. Makdisi prepared the geology, soils, seismicity, groundwater and hazardous waste sections for the City of San Jose's water recycling program EIR. The EIR evaluated the first phase of the providing reclaimed water to the Golden Triangle Area in the northern sector of San Jose, including areas for future expansion. The reclaimed water was to be provided to landscape, agricultural and industrial users to insure a water supply that would support planned growth and help prevent over drafting of the aquifer. The technical sections focused on the evaluating the water balance to achieve no overdraft. Other important elements were the potential impacts of reclamation water (to be provided through a pipelines) encountering adverse conditions (both geological and hazardous waste related) as a result of the historical industrial use of the area. A major issue with expanding the project was potential groundwater impact of water reuse in the Forbay of the Santa Clara Valley Water Groundwater Basin.

Richard S. Makdisi, R.G., R.E.A.

EIR/EIS-Related Professional Experience:

Richard Makdisi, a California R.G. and R.E.A., is Principal of Stellar Environmental Solutions, Inc. (SES). SES is a consulting firm offering environmental services in general geology and geotechnical engineering, hazardous waste management, impact analysis and assessment, environmental monitoring, field investigations and CEQA studies support.

Mr. Makdisi has more than 25 years experience in broad-based environmental and geologic experience, including hazardous waste management, geoscience engineering, geochemistry, and geohydrology, that he has applied towards California Environmental Quality Act (CEQA) Environmental Impact Reports (EIRs) and National Environmental Policy Act (NEPA) Environmental Impact Statements (EISs). He has also assisted in the completion of Notices of Preparation, Initial Studies, and Negative Declarations. Mr. Makdisi has successfully completed the geology, soils, seismicity, hydrology and water quality, groundwater resources, hazardous materials and risk of upset sections in over 70 EIR documents in California for public agencies, private developers and Industries through EIR consulting firms. His EIR/EIS experience encompasses urban planning and development, wastewater/reclamation, water supply, solid/hazardous waste management, transportation, institutional expansion, mining and resource development, and mitigation monitoring. Mr. Makdisi has extensive knowledge of California hazardous waste, solid waste, water code regulations, and ARAR development. He has also prepared Solid Waste Assessment Test and hazardous waste planning documents, including HWMDs, RMPPs and SPCCs. His recent representative EIR project experience includes:

Urban Planning/Development

- ❑ **Miller Avenue Mixed use and residential Development EIR, Mill Valley:** Mr. Makdisi, working with Ms. Skewes-Cox as the prime for the EIR, is completing the geological, seismic and hydrological elements for two subdivisions on previously undeveloped steep slopes and within a sensitive watershed. Slope instability, increased surface runoff, flooding, erosion, and geotechnical constraints were important issues that were analyzed.
- ❑ **Hilltop Drive Subdivision Residential Development EIR, Contra Costa County:** Mr. Makdisi completed hydrology, public health and geological, hydrological and seismic analyses for this residential subdivision located on ten acres of steeply sloping hillsides on either side of Garrity Creek in El Sobrante. Concerns about increased runoff and downstream loading resulting from the additional impervious surfaces at the previously undeveloped area were the most significant aspect of this EIR, resulting in peak flow modeling and drainage design modifications. In addition area of landslides and steep slopes resulted in site development constraints. The site has also been an area where some chemical dumping has accrued, resulting in a need to complete sampling and analyses. The EIR identified potential development and post development impacts and mitigation measures to reduce or eliminate the potential impacts.
- ❑ **Hill Crowne Pointe Residential Development EIR, Contra Costa County:** Mr. Makdisi completed the geological, hydrological and seismic analyses for this residential subdivision located on nine acres of steeply sloping hillsides. Slope instability, increased surface runoff, erosion, and geotechnical constraints based on the subsurface conditions were important issues that were analyzed.
- ❑ **Hillside Village Development EIR, Sonoma County:** Mr. Makdisi of SES completed the site geology, soils and Seismicity sections for this 200-acre development in Sonoma County for Design, Community & Environment (DC&E), the EIR prime. The Hilltop Village project area consisted of numerous recent and older landslide and slump areas with potential critical; constraints on the project development. Mr. Makdisi completed a critical review

of slope stability and seismically induced ground failure issues. The EIR identified potential development and post development impacts along with mitigation measures to reduce or eliminate the potential impacts.

- ❑ **City of Winters General Plan Changes EIR, City of Winters:** Mr. Makdisi worked with Duncan & Jones on this EIR that addressed the City of Winters North Area Specific Plan. In addition to the geology, soil, seismicity, hydrology and water quality sections of the EIR, Mr. Makdisi completed a Solid Waste Assessment Test (SWAT) as a separate addendum for the project as there was a City landfill in the North Area being addressed by the Plan. Critical issues were potential contamination from the landfill, water supply and drainage.
- ❑ **Sky Valley Residential Development and General Plan Amendment EIR, City of Benicia:** This EIR was for the evaluation of a 601-unit residential development on 351 acres of predominantly hilly terrain outside of the incorporated area of the City of Benicia. Mr. Makdisi was responsible for documenting the setting and evaluating the impacts related to slope stability, water quality and seismicity. Key issues were the site hydrology because Sulfur Springs Creek, which flows through the central part of the property, provides water for a lake that serves as the City of Benicia's reserve water supply.
- ❑ **Center For Wine and Food EIR, Napa County:** SES was retained as a subconsultant to Design, Community & Environment (DCE) to complete an assessment of the geologic and hazardous waste-related issues for this EIR. Site specific studies by the applicant had identified soil and groundwater impacts from previous or adjacent site uses on this 20 acre parcel fronting the Napa River. Key elements assessed by Mr. Makdisi were slope stability and the potential of contaminants in the subsurface environment at concentrations identified to have adverse impacts to surface or groundwater resources. Also evaluated were potential construction-related health and safety concerns and contingency mitigation measures were developed to address them.
- ❑ **Point Pinole Mixed-Use Development Project FEIR, City of Richmond:** While with Parsons ES, Mr. Makdisi prepared the earth science and hazardous waste related comments for the Final EIR dealing with the proposed mixed-use development near the Point Pinole Regional Shoreline. The project involved rezoning, General Plan amendment and the development of a industrial business park on 364 acres. Major issues of environmental concern involved the potential soil and groundwater contamination from past site uses and impacts to adjacent land uses.
- ❑ **Seecon Annexation and Residential Development EIR, City of Tracy:** This EIR to address the impacts of annexing a 93-acre site to the City of Tracy for low-density residential development had the geology and hazardous materials sections completed by Mr. Makdisi. Key issues Mr. Makdisi analyzed in the EIR were possible soil and groundwater contamination due to past agricultural practices and an adjacent railroad track.
- ❑ **Wong Subdivision Residential Development, City of Saratoga:** Mr. Makdisi completed the analysis of the geological and seismic development constrains posed by this proposed 26.4 acre subdivision on very steep slopes which included numerous known landslides. The project plans called for substantial alteration of the land forms and drainage patterns. Key issues dealt with by Mr. Makdisi were the geotechnical issues related to site access and landslide repair, hydrologic issues and on-site drainage changes.
- ❑ **Berkeley Downtown Plan EIR, City of Berkeley:** In conjunction with Mundie & Associates, Mr. Makdisi completed the toxic, geology/seismicity and hydrology/water quality portions of the City of Berkeley Downtown Plan EIR. The project encompassed approximately 79 acres of the highly developed downtown area and identified immediate and long-range strategies for improving the area. A map of all known hazardous waste sites was completed and potential subsurface environmental impacts identified along with appropriate mitigation measures.
- ❑ **Verner-Lathrop general Plan Amendment EIR, San Joaquin County:** Mr. Makdisi was responsible for addressing the geology, hydrology and hazardous waste issues related to the rezoning and development of a 235-acre agricultural site zoned industrial use but proposed for residential development. One key issue was the sites proximity to areas of known groundwater contaminated plumes and the potential for on-site hazardous waste from past activities.

Solid/Hazardous Waste Management

- ❑ **Forward Landfill EIR, San Joaquin County:** Mr. Makdisi is involved in the completion of critical CEQA analyses for the Forward Landfill as part of the Grasseti Environmental Consulting team. The Forward Landfill is a major expansion project that includes the consolidation of the current Forward Class II landfill with the adjacent Austin

Class III landfill. The project involved evaluation of closure elements for portions of the landfill and expansion of others, including the adjacent Austin landfill which was to be converted to Class II with a liner placed over the top of the existing landfilled area. Mr. Makdisi is responsible for completing the Geology, Soils, Seismicity, Water Quality, Hydrology, Risk Assessment and Hazardous Materials sections for the EIR. Potential water quality impacts was a major issue associated with the project which was completed in 2003.

- ❑ **Austin Road Landfill Expansion EIR, San Joaquin County:** As part of the Grasseti Environmental Consulting Co. team, Mr. Makdisi evaluated the geology, hydrogeology, water quality and hazardous waste implications of the proposed Landfill expansion. A leachate plume, known to extend approximately 2,000 downgradient of the landfill boundary, was a major source of concern. Potential impacts evaluated were current and future groundwater quality beneficial use, surface water runoff and hazardous material impacts
- ❑ **Central Landfill EIR, Contra Costa County:** While with ES, Mr. Makdisi was project manager for the Central Landfill EIR which was a proposed 1,800-acre site near the City of Pittsburgh. Landfilling was proposed for three discrete canyons covering 600 acres and critical issues were the geologic and seismic setting and the potential impacts from construction related impacts on slope stability, erosion, sedimentation, and biological resources. Significant long term impacts analyzed were related to leachate generation, water quality, air quality and traffic.
- ❑ **Keller Canyon Landfill EIR, Contra Costa County:** Mr. Makdisi was responsible for the analyses of the critical element of evaluating the geologic and hydrologic and hazardous water generation issues related to the proposed Class II landfill. Potential impacts analyzed included seismic effects, future soil contamination, surface water runoff, groundwater contamination, and public health and safety. Also assessed was the design compliance with federal, state and local engineering and construction standards.
- ❑ **ACME Landfill Expansion EIR, Contra Costa County:** The existing ACME landfill proposed and expansion of its existing boundaries, wastestream volume, and a transfer station. Mr. Makdisi completed all the CEQA analyses of the geologic, hydrologic and potential leachate generation issues associated with the expansion. Potential impacts were identified and appropriate mitigation measures developed.
- ❑ **Aqua Clear Farms Drilling Mud Disposal Facility EIR, Solano County:** Mr. Makdisi evaluated the geologic, seismic and water quality implications of the proposed Aqua Clear Farms use permit and reclamation plan EIR. Approval of the Use Permit would allow the re-opening of an existing drilling and disposal site. Potential impacts evaluated were current and future groundwater quality beneficial use, surface water runoff and hazardous material impacts.
- ❑ **Napa County Hazardous Waste Management Plan/EIR, Napa County:** Mr. Makdisi was assistant project manager for the preparation of the Napa County Hazardous Waste Management Plan (HWMP) and EIR on the Plan. Elements included in the HWMP were: waste characterization, assessment of transfer, storage, disposal facilities and projections of County waste generation to the year 2000. Siting of potential future hazardous waste facilities and development of County programs to deal with hazardous waste were important issues. An extensive public participation program on potential future sites was conducted. All CEQA requirements were addressed and a full implementation program developed that identified potential funding mechanisms and staff/agencies responsible for implementation. Mr. Makdisi also completed the earth science and hazardous waste related elements for the Sonoma County and San Luis Obispo County HWMP/EIRs.

Wastewater/Water Reclamation

- ❑ **South Bay Water Recycling Project EIR, City of San Jose:** Mr. Makdisi prepared the geology, soils, seismicity, groundwater and hazardous waste sections for the City of San Jose's water recycling program EIR. The EIR evaluated the first phase of the providing reclaimed water to the Golden Triangle Area in the northern sector of San Jose, including areas for future expansion. The reclaimed water was to be provided to landscape, agricultural and industrial users to insure a water supply that would support planned growth and help prevent over drafting of the aquifer. The technical sections focused on the evaluating the water balance to achieve no overdraft. Other important elements were the potential impacts of reclamation water (to be provided through a pipelines) encountering adverse conditions (both geological and hazardous waste related) as a result of the historical industrial use of the area. A

major issue with expanding the project was potential groundwater impact of water reuse in the Forbay of the Santa Clara Valley Water Groundwater Basin.

- ❑ **San Francisco Recycled Water and Groundwater Master Plan EIR, City of San Francisco:** SES was retained as a subconsultant to Orion to assist the San Francisco Department of Public Works and Water department in the preparation of an EIR on providing long-term guidance for the City for development and use of recycled water for non-potable use and groundwater for both potable and non-potable use. Also included were specific proposals for treatment, storage and distribution facilities. Mr. Makdisi was responsible for completing the geology, soils, seismicity, surface and groundwater and hazardous waste sections which analyzed the project-specific effects of construction and operation of the proposed master plan system components.

Water Supply

- ❑ **Guadalupe River Flood Control Project EIR/EIS, Santa Clara Valley Water District:** Mr. Makdisi was retained to provide the geology, hydrology and hazmat analyses for this EIR/EIS for a major flood control project in the city of San Jose. The project entailed the construction of bypass channels, levees, gibions and benches to contain the one-percent flow of the Guadalupe River through two separate portions of the river where it flows through the city of San Jose. Significant issues were the seismic setting with its major faults nearby and the potential construction-related impacts of sedimentation and erosion.
- ❑ **Tuolumne County Ditch Piping EIR, Tuolumne County:** Mr. Makdisi completed the geological and hydrological analyses for this EIR which evaluated the potential impacts of replacing miles of open ditches with a system of pipelines designed to protect the water supply from surface water contamination. Principal issues assessed were the loss of recharge from seepage and the beneficial effects of less erosion and groundwater contamination impacts.
- ❑ **Pebble Beach Water Distribution System Initial Study, Pebble Beach Community Services District:** Mr. Makdisi completed the geology, seismicity and water quality assessment to evaluate the existing water distribution and storage system to determine the system's ability to meet projected growth. The initial study provided the necessary environmental documentation in an Initial Study and Negative Declaration for the project.

Transportation

- ❑ **Prunedale Bypass EIR/EIS, Monterey County:** As subconsultant to De Leuw, Cather & Company, Mr. Makdisi was retained to prepare the technical reports and sections on hazardous waste impacts and geology/soils/seismicity. The hazardous waste issues along this 20 mile proposed bypass in Monterey County were completed as a stand-alone report which delineated the known, suspected and potential hazardous waste sites and probable contaminants to be encountered along a 200 foot zone on either side of the bypass. Construction-related health and safety and dewatering were key issues.
- ❑ **State Route 84 EIR/EIS, Alameda County:** Mr. Makdisi was a subconsultant to De Leuw, Cather & Company for the preparation of the earth-science, water quality and hazardous waste elements of this planned Caltrans expansion to a 6-lane freeway between I-880 and Route 238 in Fremont. A separate report on the hazardous wastes likely to be encountered during the construction phase from past site activities was prepared by Mr. Makdisi. Key EIR/EIS technical issues also included seismic impacts, dewatering and its influence on known plumes and hazardous waste screening mitigation measures.
- ❑ **Richmond Parkway EIR, City of Richmond:** Mr. Makdisi was responsible for evaluating the geology, soils, seismicity, hydrology and hazardous materials issues related to this EIR for the project to connect I-80 near Hilltop to the San Rafael Bridge. The work entailed close cooperation with the project designers, the City and Caltrans. Key issues were potential seismic liquefaction impacts where the roadway neared the Bay shore and hazardous waste related issues where the roadway was to pass over or adjacent to known or suspected contaminated sites. A separate workplan document for Caltrans criteria needed to complete Initial Site Assessments (ISAs) and Preliminary Site Investigations (PSIs) was also completed by Mr. Makdisi.

- ❑ **State Route 237/Maude-Middlefield Interchange Environmental Documentation, Santa Clara County:** In this project to prepare the required environmental documentation for upgrading the Maude Avenue and Middlefield Road intersection on Route 237, Mr. Makdisi completed detailed documentation of the geologic/hydrologic environment and hazardous waste issues. All Caltrans guidance was used and initial data gathering identified probable contaminated plumes in the shallow groundwater that would be intercepted by the proposed piling installation. A subsurface investigation to document the levels of soil and groundwater contamination and their likely source(s) was completed and mitigation measures developed to deal with construction impacts.

Institutional Expansion

- ❑ **Bodega Marine Laboratory Long Range Development Plan EIR, University of California:** This long Range Development EIR included new research buildings, housing and a large laboratory/administration building expansion at this site located along the Seashore and within the Alquist Priolo Seismic Studies Zone. Key issues that Mr. Makdisi was responsible for included completing an evaluation of the seismic hazardous within the special studies zone, assessment of the proposed hazardous material use and impacts, and evaluating the surface hydrology impacts and the impacts from the proposed expansion of the on-site sewage facilities.
- ❑ **Hercules School Site EIR, Richmond Unified School District:** Mr. Makdisi was tasked with the preparation of the geology, soil, seismicity, hydrology hazardous materials and water quality for this EIR which evaluated the proposed 40 acre campus to include school buildings, athletic and maintenance facilities and a circulation network. Specific concerns evaluated by Mr. Makdisi were the proposed grading plans in regards to geology, soils, and seismic safety issues and changes to the surface hydrology.

Mining and Resource Development

- ❑ **Carson Hill Gold Mine EIR/EA, Calaveras County:** This EIR/EA was prepared to evaluate the reopening and significant expansion of the former Gold Mine located adjacent to the New Melones Reservoir. The open pit project proposed to use a new cyanide heap leaching method to extract the gold from ore piles enclosed by berms and ditches. Focused issues that Mr. Makdisi was responsible for were geology, hazardous waste generation and water quality impacts to both surface water and groundwater.
- ❑ **Bonny Doon Quarries EIR, Santa Cruz County:** Santa Cruz County required an EIR to issue the Mining Certificate of Compliance for the Bonny Doon Shale and Limestone Quarries operated by RMC Lonestar. Mr. Makdisi evaluated the potential impacts from of the mining and post mining reclamation plan related to hydrology, soils and geology. A separate erosion control plan was also prepared.

Education: M.S., Geology/Geochemistry, UC, Berkeley, 1978
B.A., Geology, University of London, Birbeck College, 1974

Registrations: Registered Geologist, California, #4652, 1988
Registered Environmental Assessor, California, #282, 1987

Selected Papers and Publications:

“Hexavalent Plume Remediation Through Natural Attenuation and Focused MRC Injection” Forth International Conference on Remediation of Chlorinated and Recalcitrant Compounds, Battelle Press Conference Proceedings, Presented in Monterey, California, May 2004.

RICHARD S. MAKDISI, R.G., R.E.A.

“Natural Attenuation as a Remedial Remedy for a Recalcitrant Hexavalent Plume” Second International Conference on Remediation of Chlorinated and Recalcitrant Compounds, Battelle Press Conference Proceedings, Presented in Monterey, California, May 2000.

“Contaminant Source Forensic Analyses and Closure Strategy” One day workshop, Association of Bay Area Governments, Oakland, California, April 1999

“Close Criteria Model for Soil Vapor Extraction Systems,” First International Conference on Remediation of Chlorinated and Recalcitrant Compounds, Battelle Press Conference Proceedings, Presented in Monterey, California, May 1998.

“Anaerobic Degradation of PCE and TCE Dense Non Aqueous Phase Liquids by Groundwater Microorganisms,” 1997 Petroleum Hydrocarbon & Organic Chemicals in Ground Water, Conference Proceedings, Presented in Houston, Texas, November 1997. (Co-authors R.B. Nielsen and S. Hill)

“Advances in Site Remediation Technology,” Hazmacon Conference Workshop on Research and Development Trends in the Environmental Industry, Moderator and Speaker, Santa Clara, California, April 1997.

“Soil and Groundwater Remedial Assessment Models,” Workshop Leader and organizer, Hazmacon Conference, Santa Clara, California, April 1997

“Design Strategy and technical Criteria for Implementing Containment Zones and Site Closure”, Hazmacon Seminar Workshop, Santa Clara, California, April, 1996.

“Criteria for Implementing Non-Attainment Zones”, Hazmacon Conference Proceedings, San Jose, California, 1995, (Coauthors R. Gervason and S. Morse).

“Empirical Mass Recovery Data versus Contaminant Mass Models: The Influence of DNAPL and Soil Permeability, ” 1994 Annual Meeting for the American Institute of Chemical Engineers, November 1994 (Coauthors R. Battey and M. Milani).

“Reaching Contaminant Concentration Asymptote Higher than Cleanup Goals: Criteria Considerations for Discontinuing Pump and Treat at Three CERCLA Sites, ” Hazardous Materials Control resources Institute Superfund Conference Proceedings and Blue Ribbon Award Winner, Washington, D.C., 1993 (coauthor R. Gervason).

“Full Scale Bioventing of TPH Contamination in Clay Soils, ” Hazmacon Symposium Proceedings, San Jose, California 1993 (coauthors D. A. Baskin, D. C. Downey, J. A. Hall).

“Soil Management Planning for Federal Installations: Strategy for Identifying Contaminated Soils, ” Hazardous Materials Control Resource Institute Federal Environmental Restoration Conference proceedings, Vienna, Virginia, 1992 (coauthors D. A. Baskin, D. Downey, S. A. Tafinder).

“Tannery Wastes Definition, Risk Assessment and Cleanup Options, Berkeley, California, ” Journal of Hazardous Materials, 29, pp. 79-96, 1992.

“Drought-Induced Distribution of Contaminants: Regulatory and Remedial Action Considerations, ” Hazardous Materials Control Research Institute, Northeast Conference proceedings, Boston, Massachusetts, 1991.

“Facility Closure Criteria: How Clean is Clean Enough? ” American Institute of Chemical Engineers Symposium Proceedings, San Diego, California, 1990 (coauthor N. E. Siler).

“Long-Term Implications of the County Hazardous Waste Management Plans, ” California Water Pollution Control Association Conference on Hazardous Materials proceedings, Fresno, California, 1989.

RICHARD S. MAKDISI, R.G., R.E.A.

“Hazardous Waste Buffer Zone Criteria and Their Use in Pollution Control, ” presented to International Conference on Chemicals in the Environmental proceedings, Lisbon, Portugal, 1986.

“Use of Volatile Organic Compound Ratios to Find Origins and Evolution of Plumes, ” Hazmacon Symposium Proceedings, Los Angeles, 1986 (coauthor N. E. Siler).

“Land Planning and Pollution Control Using Hazardous Materials Buffer Zones, ” AEP/NAEP Annual Conference Proceedings, San Francisco, 1986 (coauthor A. O. Skewes-Cox).

Teal N. Glass
Senior Project Scientist

Professional Experience

Ms. Glass has over 7 years experience in performing environmental audits, regulatory assessments, CEQA and NEPA document assistance, Phase I ESAs, subsurface investigations, sampling of various environmental media, and hazardous material abatement monitoring. She has field experience related to the support of groundwater well installation and monitoring; as well as soil boring advancement, soil, soil gas, indoor air and groundwater sample collection, sampling of investigative-derived waste, and hazardous waste removal. Her experience includes environmental impact analyses, site data research, regulatory file review, aerial photograph interpretation, and evaluation of environmental/geologic data, database management, statistical analysis, and report preparation for Phase I Environmental Assessments. Ms. Glass also has secondary experience in laboratory analyses. A representative selection of Ms. Glass's project experience is included below.

- ❑ Project scientist for numerous site investigations in and around the Bay Area contaminated by petroleum hydrocarbons, MTBE, TCE, VOCs, and/or heavy metals. Field work tasks conducted include HASP preparation, permit preparation, assistance with investigation and remedial action workplans; implementing remedial actions including soil excavation, stockpiling, on-site aeration and confirmation sampling and analysis for soil re-use; exploratory boring and completing sampling of investigatively-derived waste; monitoring of hazardous waste and underground storage tank removal.
- ❑ Assistance to project managers in completing environmental impacts setting and impact data compilation and reduction for CEQA and NEPA documents, database construction, Excel plots, graphical data, and the completion of field work sections of reports. General assistance in graphic and trend analyses of project data.
- ❑ Completion of multiple Phase I Site Assessments, San Francisco Bay Area, California. Performed ASTM-compliant Phase I Environmental Site Assessments (ESAs) for a wide variety of private and public sector clients.
- ❑ Analytical laboratory experience with biomonitoring systems. Performed analysis of water samples using live media for: ph, conductivity, and dissolved oxygen. Ms. Glass's

Teal Glass Resume
Stellar Environmental Solutions, Inc.

experience focused in comparing mortality and natality rates observed to EPA regulatory levels.

- Completed surveys for hazardous materials including asbestos, lead, and PCBs; monitored their removal, and coordinated waste disposal for numerous public and private organizations.

Education

B.S. Environmental Science
 Oklahoma State University, 1999

Certifications

Former Certified Site Surveillance Technician, (CSST) State of California
XRF lead detection equipment trained
Forty Hour Training 29CFR, Part 1910.120
Eight Hour Recertification 29CFR, Part 1910.120

Community Systems Associates, Inc.

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Community Systems Associates, Inc. (CSA) was formed in 1982 by Mr. Marshall Krupp. Today, CSA is one of California's most successful political strategy and negotiating firms representing public agencies involved in controversial and sensitive land development issues generate financial and operational consequences on its clients.

CSA is pleased to have represented over 60 California school districts in recent years. Following the legal decision in the Murrieta Valley Unified School District v. County of Riverside in 1998, CSA has established a reputation as being the leading creative political strategist and school facilities consultant in California.

Mr. Krupp is President of Community Systems Associates, Inc., and is personally responsible for all of the consulting services of the company. The firm is dedicated to providing public and private client project management, feasibility, evaluation, implementation, and strategic services. Mr. Krupp is an expert in political strategies, public/private partnerships, and in representing his clients in sensitive and controversial topics.

Mr. Krupp has a thirty-year professional background in management, planning, negotiations, and administration of community development, asset management, impact mitigation, public finance, public/private partnerships, business revitalization, redevelopment, planning, urban design, public agency strategic planning, political strategies, and implementation for cities, counties, redevelopment agencies, school districts, community college districts, land owners, and real estate developers and investment entities.

Unique to Mr. Krupp's background and skills is his ability to create client representation teams that are capable to attain the clients' objectives. He is associated with some of the most notable law firms in California involved in advocating for major public agencies and involved in the writing and lobbying of legislation with the California Legislature. He has an intimate knowledge of the legislative process in Sacramento, and has been involved in local political relationship with school districts, community college districts, cities, counties and transit authorities. Of equal importance, Mr. Krupp brings a writing skill that is highly desired by his clients in preparing legislation, and grants, as well as dealing with the press and news media. He also has the technical ability to establish the public record that is required by his clients to protect their administrative and legal remedies in the public sectors. These skills have enabled Mr. Krupp to represent a broad range of public and private clients involved in business, land development and real estate, urban economics, financing, public/private partnerships, and economic development. Mr. Krupp has a unique talent for leveraging situations to attain and advocate client objectives.

RESUME

MARSHALL BENNETT KRUPP
Community Systems Associates, Inc.

Present Position: President
COMMUNITY SYSTEMS ASSOCIATES, INC

Education: University of Southern California
Masters; Public Administration

University of Southern California
Graduate Certificate; Environmental Quality Management

California State Polytechnic University - Pomona
B.S.; Urban and Regional Planning

Los Angeles Pierce Junior College
A.A.; Architecture and Environmental Design

Experience: Mr. Krupp has a thirty-year professional background in management, planning, negotiations, and administration of community development, asset management, impact mitigation, public finance, public/private partnerships, business revitalization, redevelopment, planning, urban design, public agency strategic planning, political strategies, and implementation for cities, counties, redevelopment agencies, school districts, community college districts, land owners, and real estate developers and investment entities.

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Currently Mr. Krupp is providing consulting services and is representing the Los Banos Unified School District, the Merced Union High School District, the Gustine Unified School District, the Merced City School District, the Atwater Elementary School District, the Weaver Union School District, the Dinuba Unified School District, the Golden Valley

Unified School District, the Curtis Creek Elementary School District, the Huntington Beach Union High School District, the Chowchilla Union High School District, and the Chowchilla Elementary School District, and is recognized throughout California as one of the strongest political strategist and school mitigation negotiators in the State.

Over the past twenty-four years, Community Systems Associates, Inc. has formed over twenty (20) redevelopment projects for public agencies in California; have developed over twenty-five (25) economic development and business revitalization master plans; have prepared over thirty (30) development fee justification evaluations and reports; have represented public clients in negotiations of over \$500 million of public facilities; have represented the private development community including, but not limited to, The Edward J. DeBartolo Corporation, Homart Development Company, Chevron Land Development Company, William J. Stone & Associates, Diversified Shopping Centers, Hughes Investments, The Home Depot, and DePalma Hotel Corporation, to name a few; have acted as advisors on such projects as Desert Fashion Plaza, Palm Springs, California; The Grove, San Diego, California; Chula Vista Shopping Center, Chula Vista, California; Indio Fashion Mall, Indio, California; and The Festival at Moreno Valley, Moreno Valley, California; and have developed and implemented numerous successful legal and political strategies on local communities throughout the State of California.

Over the past sixteen years following the successful consultation and strategy in **MURRIETA VALLEY UNIFIED SCHOOL DISTRICT v. COUNTY OF RIVERSIDE** which became part of the triad of Mira, Hart, and Murrieta, Mr. Krupp has been sought by school districts throughout the State of California, and is a leader in California Community College and School District financing, facilities strategic planning, development impact mitigation, and public private negotiations with the private development and real estate communities. Having represented over fifty (50) such districts in the past sixteen (16) years, Mr. Krupp has developed sophisticated computer models for use by his clients, and has provided leadership, expertise, and technical assistance in the formulation of State and local legislation relative to development impact fees, alternative capital facilities financing programs, and long-range master planning and capital improvement plans. In addition, Mr. Krupp successfully negotiated for over \$500 million in facility financial resources for numerous Districts over the past four (4) years, and is leading the effort of growth management on behalf of numerous school districts in California.

Most significant to Mr. Krupp's accomplishments includes having been the consultant, advisor and strategist on the Murrieta decision which has become a Supreme Court precedent with regard to school district development impact mitigation, California Environmental Quality Act (CEQA) implementation, and growth management, and which led in part to the provisions of SB 50.

To this end, Mr. Krupp has been highly successful in developing public/private strategies that have enabled development to proceed in a viable manner while implementing mutually acceptable impact mitigation programs supported by the community. Mr. Krupp brings a unique style and presentation that is based upon an approach of consistency, transparency, and accountability, enabling him to have the respect of political leaders, developers, and others in the school and development communities. His representation is known throughout California.

Mr. Krupp is regularly called upon by attorneys and legal firms to provide expert technical and professional advice for litigation purposes, and has presented testimony before local and State Legislative bodies representing his public/private clients, and his professional expertise.

Mr. Krupp has also provided educational seminars on relevant professional and technical matters, and has written articles for several nationally recognized periodicals and professional magazines.

Mr. Krupp brings the experience of working with cities and counties, and the private development community following years of consultation in those areas. Mr. Krupp was Director of Community Development Services for Willdan Associates, responsible for the administration, coordination, formulation, and implementation of the firm's community redevelopment and business revitalization contract services. His association with Willdan Associates resulted in the management of redevelopment programs for the Cities of Beaumont, Bellflower, Mendota, Orange Cove, Paramount, and San Jacinto; community business revitalization activities for the County of Los Angeles, and the Sacramento Housing and Redevelopment Agency; land use and development planning for the County of San Bernardino; and the administration of State and Federal programs for several contract cities. His background in such areas as assessment districts, alternative financing programs, public/private development negotiations, public relations, and city/county coordination enhances Mr. Krupp's strong community development implementation approach.

Mr. Krupp's previous positions include Community Development Manager for the City of Fullerton where, among other responsibilities, he directed the planning, design and engineering of the Fullerton Transportation Center and the Central Business District Improvement Program consisting of over \$60 million in public and private investment, the Orangefair Commercial Mall Redevelopment Project of over \$40 million in improvements, and various other redevelopment and community development alternative site and urban design elements.

In his capacity with the City of Fullerton, he was directly involved with and guided several projects, including land acquisition and Disposition and Development Agreements with such entities as American Savings and Loan Association, Bank of America, and the developers of the Orangefair Mall and Transportation Center; pre-negotiations with California State University at Fullerton, Orange County Transit District, United California Bank, and other property owners aimed at project implementation; negotiated the acquisition through eminent domain of various buildings and properties in the Central Business District and Transportation Center; and administered the City's commercial and residential loan and rebate rehabilitation programs.

As Community Development and Special Projects Manager with the City of Cerritos, California, Mr. Krupp directed the preparation and development of specific plans and tenant negotiations for the \$75 million Cerritos Auto Mall and the Cerritos Town Regional Commercial Center. He was also influential in the preparation of the Cerritos General Plan and the development of the City's Development Code.

Mr. Krupp served as Associate Planner with the firm of Wallace, McHarg, Roberts & Todd, Architects and Planners, and participated in the urban design and future development of a "town center" conceptual design plan for Irvine, California, City of Salinas redevelopment programs, and the environmental, social, physical and economic assessment of the SCRTD Rapid Transit System Corridor Study of 1974. Mr. Krupp was a participant on the City of Los Angeles Downtown General Plan Update and the City Revitalization Plan completed in the mid-1970's.

Mr. Krupp's creative, assertive, and aggressive approach to land use techniques, impact mitigation, negotiations, political strategies, community development implementation, public/private partnerships, public finance, and business revitalization, have proven successful and serves as evidence of his viable approach to multi-disciplinary project and development implementation.

Community Systems Associates, Inc. is a balanced structure to provide a comprehensive focus to the changing the public and private development arena, acknowledging the complexities of the inter-relationships of public agencies, communities, and developers.

**Professional
Affiliations:**

International Council of Shopping Centers
Urban Land Institute
American Planning Association
National Association of Housing and Redevelopment Officials
National Council for Urban Economic Development
California Association of Local Economic Development
California Community Redevelopment Agencies Association
California Business Properties Association
California Downtown Association
Association of Corporate Real Estate Executives
Commercial Industrial Development Association of Orange County
Coalition for Adequate School Housing

Community Systems Associates, Inc.
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