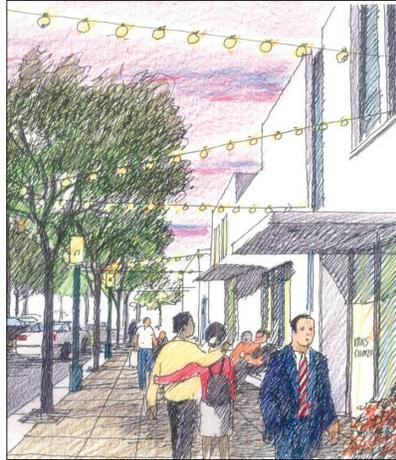


EL CAMINO REAL/DOWNTOWN
SPECIFIC PLAN AND EIR



Submitted to
City of Menlo Park | September 25, 2008



DESIGN, COMMUNITY & ENVIRONMENT

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Economics Research Associates
Stellar Environmental Solutions
Community Systems Associates

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CONSULTANT TEAM QUALIFICATIONS

Design, Community & Environment
Strategic Economics
Kimley-Horn and Associates
Nelson\Nygaard Consulting Associates
Illingworth & Rodkin, Inc.
Knapp Architects
Schaaf & Wheeler
Economics Research Associates
Stellar Environmental Solutions, Inc.
Community Systems Associates, Inc.

I PROJECT UNDERSTANDING

This chapter provides an overview of Design, Community & Environment’s (DC&E) understanding of the project, our approach to the project, the key issues to be addressed in the El Camino Real/Downtown Specific Plan and EIR, and the key strengths of the DC&E team.

A. *Project Background*

The Specific Plan Area generally includes the El Camino Real Corridor through Menlo Park, the Caltrain station area and Menlo Park’s downtown. These areas serve as major cultural and commercial centers for Menlo Park. El Camino Real is a primary commercial area for the City and also serves as a major regional arterial. Downtown Menlo Park provides unique retail opportunities, as well as Fremont Park, which is the primary formal gathering space downtown. The Specific Plan also borders the Civic Center, Burgess Park and several established predominantly single-family neighborhoods, all vital to the city’s identity and character.

As seen during from our experiences with the community during the Phase I Vision Plan process, there is still a desire by the citizens of Menlo Park to build on these assets by making improvements in several areas. The twelve goals developed in the Visioning process are a testament to that and a strong base from which to move forward in Phase II. By proceeding quickly to Phase II, the City has set the stage to carry over the momentum built up within the community in Phase I into the Phase II process, and ultimately the preparation of the Specific Plan. The Vision Plan process is also telling of the opportunities and challenges ahead as Menlo Park takes a step toward reforming these key areas. That said, this process will require care to ensure that the end result does not change the strong character and identity that makes Menlo Park the place it is today.



B. DC&E Team Approach

1. Integrated Environmental Review

DC&E offers high-quality planning and environmental review under the same project management. We will jointly manage the preparation of the Specific Plan and the EIR, which will allow efficiency in production and effective correlation between the two documents. Coordination between the Specific Plan and EIR documents will ensure that the Specific Plan is largely “self-mitigating,” so that relatively few impacts and mitigation measures will be necessary in the EIR.

2. Emphasis on Market and Fiscal Issues

If the Specific Plan is to be successful, it must be based on both sound real estate economics and well-thought out financing plans. These two issues—market economics and financing—are inter-related, but they are also separate. In order to ensure that both issues are addressed completely, the DC&E team includes two separate economics firms. Strategic Economics, the Bay Area's leader in understanding economic feasibility of smart growth development, will be responsible for market economics, and will model up to 12 separate prototype projects to ensure that they are feasible under current and expected economic conditions. Economics Research Associates, who was a member of DC&E's Phase I Vision Team and offers cutting-edge expertise in project financing, will develop a detailed funding and financing plan to ensure that all public projects foreseen under the Plan can be built and that Specific Plan development results in positive economic benefits to the City of Menlo Park.

3. Clearly Demonstrated Impacts

The DC&E team proposes a unique combination of public involvement and impacts analysis. As detailed in our scope of work, the DC&E team will conduct an intensive analysis of a range of land use alternatives in order to clearly understand the impacts of each on the Menlo Park community, including the impacts on schools, traffic, tax revenue to the City and several other criteria. The alternatives will be tested for a wide range of criteria and then compiled into an Alternatives Report that will be available to Working Group members, Planning Commission and City Council, as well as to the

public. We will also present the impacts of the alternatives in a Community Workshop, including presentation of a 3-D massing model of Specific Plan Area as it is today and for each alternative. This will allow workshop participants to clearly visualize potential change to urban form.

C. Key Issues

1. Preservation of Menlo Park Identity

DC&E is proposing a strongly community-driven approach to the development of the Specific Plan. We understand that working with the community to develop an appropriate mix of uses and intensities for the Downtown area and El Camino Real are keys to success with the Specific Plan. The community has expressed a wide variety of concerns about the appropriate mix of uses in Menlo Park, as well as the intensity of development. In particular, the density of new housing has been a sensitive issue in Menlo Park and will continue to be so. We will help the community visualize what different types of new housing could look like in the context of Downtown and El Camino Real so that meeting participants and decision-makers can make informed choices about what they would like to see in Menlo Park in the future.



2. Design Guidance

El Camino Real and the Downtown area serve as the face for Menlo Park. Visitors often arrive on Caltrain or from El Camino Real. These entrances deserve special attention and focus on providing welcoming gateways as people enter the City of Menlo Park. The Downtown area has a unique character, more reflective of its function as a smaller community's main gathering area. DC&E will work with the community to determine the look and feel for new buildings that might be constructed using design guidance in the Specific Plan to ensure that they maintain that community main street feel. El Camino Real is a very different place, with high traffic volumes and larger parcels. Design guidance for development along El Camino Real needs to take into account that context and help create buildings that allow a more pedestrian scale and sensitivity to adjacent residential neighborhoods. In both



places, high-quality building design will need to account for the provision of public spaces that celebrate the Menlo Park community.



3. Vacant and Underutilized Parcels

The DC&E team clearly understands the community-wide concern and sense of urgency about the future of the former car dealership sites that today sit vacant on El Camino Real, many of which are encumbered in long-term ground leases, but owned by Stanford University. DC&E offers deep experience working with large institutional landowners like Stanford University, particularly in contexts in which institutional plans will have a significant effect on nearby communities. We have worked extensively with UC Berkeley on many campus development projects, and we have also worked on the NASA Ames Development Plan and development plans at UC Santa Cruz, UC Davis and with the DuPont Corporation. We understand the need for these institutions to preserve flexibility for themselves, but we also know how to work with them to ensure that the local community enjoys as many benefits as possible from their future developments.



4. Circulation and Parking

Parking in the Downtown area has been an issue in Menlo Park for many years. Although there have been a number of studies that have examined the topic, no clear strategy has emerged. DC&E has teamed with Nelson\Nygaard on this project to ensure that parking in the Downtown is comprehensively studied and the widest possible variety of solutions is evaluated. This will need to include innovative parking strategies as well as alternatives to driving to the Downtown area to ensure that Downtown is accessible by all modes of transportation. El Camino Real has also been the subject of ongoing discussion, including the configuration of the roadway, possibilities for Bus Rapid Transit, the outcomes of the Grand Boulevard Initiative, and ensuring that it fits into the overall mobility of Menlo Park's residents.

5. Schools

DC&E learned through the El Camino Real/Downtown visioning process that there are concerns throughout the community about maintaining the

high quality of public education now available to Menlo Park's school-age children. We understand that the reputation of schools in Menlo Park attracts families with school-age children to move to the city. They are often willing to live in smaller houses or multi-family homes so their children can attend these schools. This needs to be taken into account in evaluating the expected impact on the school system of developing new housing stock in the Downtown or El Camino Real areas of the city. Currently, school capacity is very limited and could be expected to experience even greater demand as a result of such development. The Specific Plan will need to identify strategies for school districts in Menlo Park to continue to have space and funding at or above their current levels. DC&E has expertise in this area and has included Community Systems Associates (CSA) to focus on this important issue.

D. Key Strengths

1. Menlo Park Understanding

DC&E's work in Menlo Park on Phase I of the Downtown/El Camino Real project gave us a clear understanding of the community context in which the Specific Plan will be written. We made recommendations at the conclusion of the Phase I process that will be implemented in Phase II, which will allow us to make a seamless transition when this phase gets underway. We understand that the community is highly educated and engaged in this process and the expectations that are held for quality of work, level of detail and background information to allow for informed decisions. DC&E enjoyed a collegial working relationship with City staff during Phase I. This, in addition to our familiarity with the Oversight and Outreach Committee, Planning Commission and City Council, will allow us to quickly get to the substance of the process, without the need to spend extensive time building the relationships that are necessary for project success.

2. Pedestrian and Bicycle Planning

DC&E has strong experience in pedestrian and bicycle planning, as do two other members of our team: Nelson/Nygaard and Kimley-Horn & Associates. Integrating this experience throughout the team will be a key to success

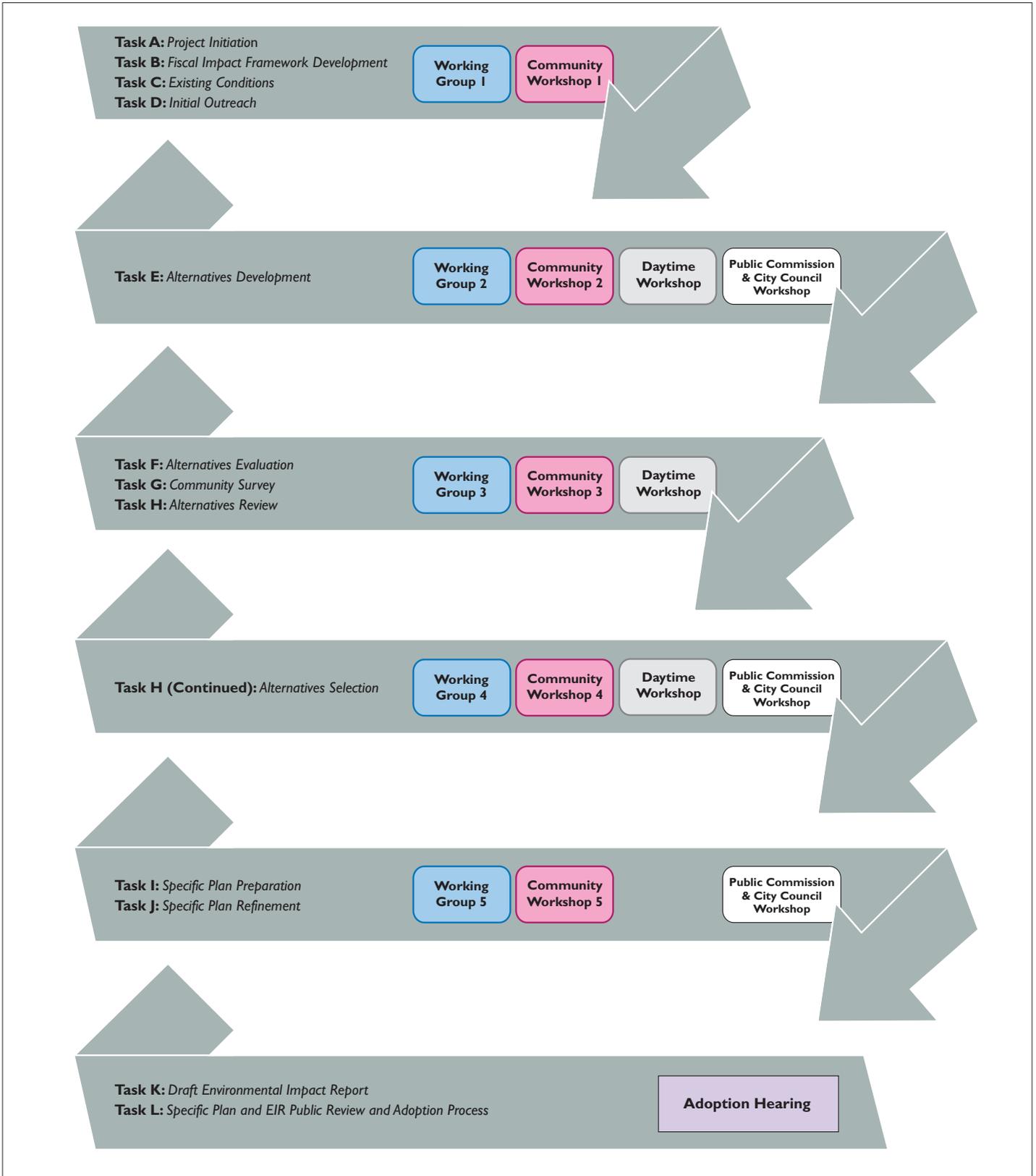
in developing a Specific Plan that provides extensive bicycle and pedestrian improvements for Menlo Park that increase north-south and east-west connectivity; improve safety for both children and adults who choose these modes of travel; and makes the choice of bicycling and walking more feasible for members of the community. The DC&E team recognizes the challenges that are posed by El Camino Real in providing realistic solutions for bicycle and pedestrian mobility and is prepared to deal with this difficult barrier to connecting Downtown with the Civic Center area and other neighborhoods to the east of El Camino Real.



3. Award-Winning Facilitation Skills

DC&E's work is based on the principle that the success of a project lies with the ownership and involvement of community members. We are proposing a process with extensive public outreach, as shown in Figure 1 on the next page. We understand that a high level of community involvement is expected and that we must be prepared to facilitate meetings for a community that is knowledgeable, engaged and has high expectations for the future of their City. We also understand that there are several tough issues to deal with in this process and we are excited about the challenge of developing community consensus around these issues. David Early will be the lead facilitator for the Community Workshops and specializes in working with communities to develop consensus, as well as providing decision-makers with clear insights into the needs of the community.

FIGURE I
PROPOSED PUBLIC PROCESS



2 WORK PROGRAM

This chapter provides a detailed scope of work prepared by the DC&E team to accomplish the objectives in the City’s RFP for the El Camino Real/Downtown Specific Plan. This scope of work was prepared in detail so that the City may fully understand our approach. We realize the scope may need revisions after consultant selection. Work scope and schedule refinement are both included as part of Task A. The tasks and subtasks described in this scope of work are included in Table 1, *Work Program Summary*.

RFP TASK I: PROJECT START-UP

In the RFP Task I, the DC&E team will hold initial meetings with City staff, outside entities such as Caltrans, and stakeholders. We will also begin documenting existing conditions in the Specific Plan Area, begin discussion and coordination with stakeholders and begin initial outreach.

Task A: Project Initiation

In this task, the DC&E team will initiate the Specific Plan process by meeting with City staff, conducting background review and interviewing stakeholders. We will also facilitate a joint meeting between the Working Group, Planning Commission and City Council.

1. Kick-Off Meetings with City Staff

DC&E will lead a kick-off meeting with City staff and key members of the consultant team to discuss the Specific Plan process. In this meeting, DC&E will identify data needs additional to data procured during the Phase I Vision Plan process. The kick-off meeting will also provide an opportunity to review and adjust this scope of work, if necessary. DC&E and City staff will work together to develop an updated schedule for completion of the Specific Plan and EIR. We will also work with City staff to identify facilities needs for Community Workshops and other events.

DC&E will also meet with Menlo Park’s Community Engagement Manager to discuss our outreach approach and our structure to public events. We will

TABLE I **WORK PROGRAM SUMMARY**

RFP TASK I: PROJECT START-UP

Task A: Project Initiation

- | | |
|--------------------------------------|--|
| 1. Kick-Off Meetings with City Staff | 5. Joint Kick-Off Meeting with Working Group, Planning Commission and City Council |
| 2. Background and Document Review | |
| 3. Base Map Preparation | 6. Coordination with Outside Entities |
| 4. Establish Working Group | 7. Website Development |
| | 8. Stakeholder Meetings |
-

Task B: Fiscal Impact Analysis and Analytical Framework

- | | |
|--|---|
| 1. Project Orientation and Budget Data Collection | 4. Consolidate Cost and Revenue Drivers |
| 2. Interview Department Heads | 5. Prepare Special Models for Selected Cost and Revenue Items |
| 3. Collect Current and Proposed Land Use Information | |
-

Task C: Existing Conditions

- | | |
|--------------------------------------|--|
| 1. Public Policy | 12. Noise |
| 2. Land Use | 13. Traffic and Circulation |
| 3. Air Quality | 14. Updated Traffic Counts (Optional) |
| 4. Biological Resources | 15. Parking Assessment |
| 5. Schools | 16. Caltrain and High-Speed Rail Opportunities and Constraints |
| 6. Other Community Services | 17. Visual and Design Issues |
| 7. Cultural Resources | 18. Market Conditions |
| 8. Geology and Soils | 19. Fiscal Conditions (Existing and for Vision Plan) |
| 9. Hazardous and Hazardous Materials | |
| 10. Hydrology and Water Quality | |
| 11. Infrastructure | |
-

Task D: Initial Outreach

- | | |
|-------------------------------|---|
| 1. Newsletter #1 | 4. Specific Plan Walking Tours (Optional) |
| 2. Working Group Meeting #1 | 5. School Outreach (Optional) |
| 3. 1-Day Charrette (Optional) | 6. Community Workshop #1 |
-

RFP TASK II: VISION REFINEMENT

Task E: Alternatives Development

- | | |
|--|---|
| 1. Working Group Meeting #2: Review of Workshop #2 Preparation | 5. Preliminary Alternatives Memo to Staff |
| 2. Community Workshop #2: Alternatives Development | 6. Planning Commission/City Council Meeting |
| 3. Daytime Workshop | 7. Finalize Alternatives |
| 4. Refinement of Input to 3 Alternatives | 8. Newsletter #2 |
-

Task F: Alternatives Evaluation

- | | |
|---|--|
| 1. Market Feasibility | 9. Urban Form |
| 2. Fiscal Impacts/Potential Tax Revenue | 10. Traffic and Transportation |
| 3. Environmental Impacts | 11. Parking |
| 4. Public Services | 12. Other Criteria Identified by the Community (Optional) |
| 5. Community Services | 13. Administrative Draft Alternatives Report |
| 6. Schools | 14. Staff Review and Refinement to Draft Alternatives Report |
| 7. Potential for Public/Private Partnerships | |
| 8. Options for Capturing Value Created as a Result of the Specific Plan Process | |
-

Task G: Community Survey

- | | |
|---------------------------------|-------------------------------|
| 1. Community Survey Development | 2. Survey Administration |
| | 3. Survey Results Compilation |
-

Task H: Alternatives Review and Selection

- | | |
|--|---|
| 1. Working Group Meeting #3 Review of Alternatives Analysis | 6. Staff Review/Refinement |
| 2. Community Workshop #3: Presentation of Alternatives and Impacts | 7. Working Group Meeting #4 |
| 3. Live Voting Technology (Optional) | 8. Community Workshop #4: Preferred Alternative |
| 4. Daytime Workshop | 9. Daytime Workshop |
| 5. DC&E Develops Preferred Alternative | 10. Planning Commission/City Council Workshop |
| | 11. Final Preferred Alternative |
| | 12. Newsletter #3 |
-

RFP TASK III: DEVELOPMENT OF DRAFT SPECIFIC PLAN, FISCAL IMPACT ANALYSIS AND DRAFT EIR

Task I: Specific Plan Preparation

- | | |
|---|---|
| 1. Introduction and Planning Process | 8. Design Guidelines and Development Standards |
| 2. Concept and Vision | 9. Infrastructure Plan |
| 3. Goals and Policies | 10. Implementation |
| 4. Land Use | 11. Fiscal Impact Analysis of the Preferred Alternative |
| 5. Transportation and Circulation | 12. Draft Zoning Amendments |
| 6. Community Services (Including Schools) | |
| 7. Parking | |
-

Task J: Specific Plan Refinement

- | | |
|---------------------------------------|---|
| 1. Administrative Draft Specific Plan | 4. Community Workshop #5 |
| 2. Draft Specific Plan | 5. Planning Commission and City Council Meeting |
| 3. Working Group Meeting #5 | |
-

Task K: Draft Environmental Impact Report

- | | |
|-----------------------------|--|
| 1. Notice of Preparation | 5. Draft EIR |
| 2. Scoping Meeting | 6. Notice of Completion |
| 3. Environmental Review | 7. Public Hearing on Draft Specific Plan and EIR |
| 4. Administrative Draft EIR | |
-

RFP TASKIV: DEVELOPMENT AND ADOPTION OF SPECIFIC PLAN, RELATED GENERAL PLAN AND ZONING ORDINANCE AMENDMENTS AND FINAL EIR

Task L: Specific Plan and EIR Public Review and Adoption Process

- | | |
|--|---|
| 1. Preparation of Public Review Draft Specific Plan, General Plan Amendments and Final Zoning Ordinance Amendments | 4. Planning Commission Public Hearing on Draft Specific Plan and FEIR |
| 2. Final EIR | 5. Council Adoption Hearings |
| 3. Findings | 6. Adopted Specific Plan |
| | 7. Newsletter #4 |
-

identify ways to work together to ensure the outreach and public participation events we conduct will draw the widest range of residents possible. We will also identify opportunities to combine our efforts throughout the planning process.

2. Background and Document Review

The DC&E team will review available background information relevant to the Specific Plan process and EIR, including the Vision Plan, Zoning Ordinance, General Plan, Community Engagement Model and the Comprehensive Bicycle Plan. DC&E has already completed document review as part of the Phase I Vision Plan process, but would need to review any additional relevant documents not previously reviewed. Technical sub-consultants on the DC&E team will review any background documents relevant to their respective tasks for the Specific Plan and EIR.

3. Base Map Preparation

Using ArcView 9.2 compatible shapefiles and/or geodatabases, digital aerial images and AutoCAD files provided by the City in the Phase I Vision Plan process, DC&E will develop a base map and subsequent maps of the study area that will be used throughout the project. We assume that the City will assist in procuring any additional GIS, land use and transportation data not provided during the Phase I Vision Plan process.

4. Establish Working Group

DC&E will work with City staff to define the specific role of the Phase II Working Group. DC&E will also provide assistance to City staff in determining which departments and agencies should be represented on the Working Group in the event that the Oversight and Outreach Committee from the Phase I process is not expected to continue their role in Phase II. The Working Group will have an active role in reviewing preparation work for Community Workshops and drafts of the Specific Plan document.

We will work with the City to establish expectations for the Working Group. From our experience in the Phase I Vision Plan process, we understand the

importance of the Working Group to the overall process. We recommend that the group function as an advisory body, providing direction and focus for Community Workshops and products. We do not recommend that the Working Group be given the authority to provide line-by-line review of documents and other deliverables. As in the Vision Plan process, another extremely valuable role of the Working Group will be to provide additional outreach to the community, helping to ensure a wide segment of the community is involved in the Specific Plan process. The Working Group meetings will be publicly accessible and can include a period for public comment.

5. Joint Kick-Off Meeting with Working Group, Planning Commission and City Council

DC&E will attend one public kick-off meeting with members of the Working Group, Planning Commission and City Council. DC&E will provide an overview of the Specific Plan process and discuss the differences between the Phase I & Phase II processes. Members of all three entities will be given the opportunity to provide input on the process. This meeting will allow all three entities to clearly understand their respective roles in the process, as well as identify opportunities to collaborate to ensure optimal community participation.

6. Coordination with Outside Entities

The DC&E team will initiate discussions with Caltrain, Caltrans, the High Speed Rail Authority and Stanford University, encouraging each to have a role in the Specific Plan process. We will work with these agencies to identify points in the project schedule to review, discuss and receive input on the Specific Plan. DC&E, with assistance from Strategic Economics, will work with Stanford University and Caltrans. Nelson\Nygaard will establish contact with Caltrain and the High Speed Rail (HSR) Authority to inform these entities of our work and prepare future project coordination.

7. Website Development

DC&E will work with City staff to keep the project website up-to-date throughout the planning process. As with the Vision Plan, DC&E will pro-

vide City staff with all drawings, documents, handouts, photos or any other similar content for inclusion on the project website. We will provide materials in a format that is most suitable for inclusion on the website, as well as for downloading by members of the community.

8. Stakeholder Meetings

DC&E will conduct up to eight stakeholder meetings. DC&E will work with City staff to identify major stakeholders in the Specific Plan process, such as residents, business and property owners, architects, developers, community activists, and public officials. DC&E will conduct interviews using the Phase I Vision Plan as a base, potentially interviewing some of the same stakeholders as were interviewed in during the previous effort. DC&E will also work with City staff to identify additional stakeholders to interview, as well as seek out stakeholders that were unable to attend the interviews in Phase I. DC&E will hold stakeholder meetings in groups to ensure that a discussion can ensue as opposed to a one-on-one approach. If necessary, DC&E may call upon individual team members to be involved in the interviews that are relevant to their areas of expertise.

Task B. Fiscal Impact Analysis and Analytical Framework

In this task, Economic Research Associates (ERA) will construct a model to use for estimating fiscal impacts throughout the Specific Plan process. The model will be developed following the steps outlined below.

1. Project Orientation and Budget Data Collection

ERA will collect the most recent City budget and tax data applicable to fiscal analyses. These items include property tax distribution and applicable pre-existing agreements (tax rate area and distribution), special tax rates and distribution factors (sales/use, utility users, etc.), existing special fees (infrastructure, development mitigation, etc.), existing special assessments and Vehicle License Fee (VLF) backfill information.

2. Interview Department Heads

ERA understands that fiscal analysis rarely follows a ‘one size fits all’ approach – even in areas that follow similar regulatory frameworks and broad fiscal policies. It is important to understand the functions, responsibilities and cost allocation methods of each major service providing department. To that end, ERA will interview department heads for key service providing departments, including Police, Fire, Maintenance Services, Parks and Recreation and others as applicable. ERA will also consult with the Finance department to understand the City’s fixed and variable costs, benefits appreciation factors, and overhead allocations in order to derive ‘net city costs’ that need to be covered by discretionary revenues. Finally, ERA will meet with the relevant agencies to understand specific development related issues that may affect the analysis.

3. Collect Current and Proposed Land Use Information

In order to prepare the base analysis model, ERA will utilize the matrix from the current land use inventory in the City.

4. Consolidate Cost and Revenue Drivers

To perform this analysis, ERA will estimate increment in population, dwelling units and employment by land use and developed acreage in the City. ERA will estimate major service demand distribution by land use type (fire, public safety, etc.). ERA will collect relevant real estate market information from the market analysis to be performed by Strategic Economics to develop a matrix of land values by type of use. ERA will then estimate values of other revenue sources based on current pro rata share of population, employment, dwelling units, ‘Equivalent’ dwelling units, lane miles, park acres or developed acreage as applicable. Finally, ERA will estimate expenditure volumes based on pro rata share of population, employment and dwelling units.

5. Prepare Special Models for Selected Cost and Revenue Items

Although we will project most of the cost and revenue items using a series of ‘demand drivers’ and pro-rata shares as shown above, a number of key line

items will be calculated by developing special models. These special models will include for the following:

- ◆ **Property Taxes.** ERA will develop a special model for property tax revenue calculation that takes into account Proposition 13 limitations, appreciation and turnover rates, and redevelopment area adjustments.
- ◆ **Sales Taxes.** ERA will develop a special model for the calculation of sales taxes. ERA typically allocates taxable sales growth to growth in retail market segments in the City and its market area, as opposed to merely allocating a value to each retail parcel. This methodology takes into account the impacts of market conditions, competitive environment, potential recapture of leakage, and ‘cannibalization’ of existing retail development, and paints a clearer picture in terms of ‘net’ impacts.
- ◆ **Vehicle License Fee Backfill.** Based on the current Sales Tax Triple Flip and Vehicle License Fee formulas, ERA will model the magnitude of potential property tax backfill with property taxes separately.
- ◆ **Fire Services.** Since fire costs are typically ‘stair-stepped’ depending on existing service capacity, and future incremental station needs, these will be calculated separately based on our discussions with the Fire department.

Task C. Existing Conditions

In this task, the DC&E team will examine existing conditions in the Specific Plan Area.

1. Public Policy

DC&E will review and assess City of Menlo Park policies that relate to development of the project area. Care will be given to policies regarding encouraging a pedestrian environment and connectivity in the project area, visual character community services, parking, and intensity of development. Other on-going planning efforts will also be reviewed for their importance to the Specific Plan, including the City’s General Plan.

2. Land Use

DC&E will characterize land uses within and surrounding the Specific Plan Area and identify potential constraints on urban development. This work will include identifying potential incompatibilities between the Specific Plan Area and existing single family residential uses.

3. Air Quality

Existing air quality conditions will be described based on air monitoring data provided by the Bay Area Air Quality Management District (BAAQMD) and California Air Resources Board (CARB). Meteorological conditions that affect the study area will be described. Public records requests will be made for known air pollutant sources within or surrounding the Specific Plan Area. The records request will provide air pollutant permit information and any complaint history. During the planning process, Illingworth & Rodkin can locate sensitive receptors near State Route 82 and the Caltrain/UPRR right-of-way. CARB guidance for locating sensitive receptors near air pollution sources will be used to identify areas that should avoid new housing or other sensitive uses. A health risk assessment associated with exposure to diesel particulate matter emitted from the freeway and the UPRR will be prepared to more accurately identify potential land use conflicts based on BAAQMD guidelines. Constraints regarding air quality issues would be identified and described in a brief report.

4. Biological Resources

For this task, DC&E will document the key biological resources within or immediately adjacent to the Specific Plan Area that could be affected by Specific Plan implementation. San Francisquito Creek, located just south of the Specific Plan Area, constitutes such a biological resource. Although it is not likely that the creek or related riparian habitat would be affected under the Specific Plan, the creek would be identified as a sensitive resource due to the fact that the southern edge of the Specific Plan Area immediately borders the northern edge of the creek. DC&E will also identify native trees within the

Specific Plan Area that may warrant protection under the City's Heritage Tree Ordinance.

5. Schools

CSA will assess existing school district capacity, funding issues and likely pupil generation from Specific Plan Area residential development. This information will be gathered from existing information such as City records and from contacts with representatives from the School District. CSA's work will take into account the high desirability of the Menlo Park Unified School District, the District's constrained building and site capacity, and the historical fact that families with children sometimes choose multi-family units in Menlo Park in order to obtain access to local schools. CSA's report will result in a clear understanding of the likely impacts of new residential development on local schools, and will also suggest funding and school enhancement options that could be used to address these impacts.

6. Other Community Services

DC&E will assess the availability of community services such as police, fire, libraries, parks and recreation programs. The information will be gathered from existing information such as City records and from contacts with individual service providers.

7. Cultural Resources

Based on review of property and planning record, Knapp Architects will conduct a modified windshield survey of the Specific Plan Area. This will result in a baseline inventory of resources in the field. The effort will be streamlined by Knapp Architects procurement of dates of construction and major alteration to structures in the Specific Plan Area. Potential historic resources that appear to have the type of design characteristics which are likely to qualify them for a local register or the California Register will be identified. From this survey, limited additional research will be conducted on properties which appear to be potentially significant. We will also arrange for tribal notification of the Specific Plan and EIR process, if required.

8. Geology and Soils

DC&E will document existing geologic and soil conditions within the Specific Plan Area. We will largely utilize existing environmental review documentation from previous geologic, geotechnical, seismic, fault-related and soil maps and reports and other existing documentation to characterize the Specific Plan Area.

9. Hazardous and Hazardous Materials

To identify potential hazards-related issues within the Specific Plan Area, SES will conduct a historical and regulatory research effort to identify potential risk areas for subsurface contamination, both soil and groundwater, that are at a scale to potentially affect sub-area development(s). This will be achieved through an assessment of available public and private reports and data regarding potential subsurface contamination. SES will also utilize City of Menlo Park and regional regulatory sources such as the City of Menlo Park Fire Department (which tracks hazardous materials incidents within the site), Regional Water Quality Control Board and Department of Toxic Substance Control to identify any regional plumes and areas of subsurface concern related to former or current industrial and commercial zones that currently have or have had operations that may have resulted in subsurface soil and groundwater contamination.

Identifying general and specific areas of concern within the Specific Plan Area will be useful to assessing potential impacts from future construction dewatering and potential target chemicals of concern for vapor intrusion. SES will utilize a standard ESA-type regulatory database with at least two sources of available historical site information such as Sanborn maps and aerial photographs, as well as any information provided by the City of Menlo Park. The principal area of concern is groundwater contamination by VOCs that tend to be the risk drivers for new development projects. The analyses of potential area contamination would be evaluated in the context of the proposed Specific Plan and area studies to delineate impacts and appropriate mitigation measures.

10. Hydrology and Water Quality

Schaaf & Wheeler will perform preliminary technical analyses of the Specific Plan Area hydrology based on existing reports and other publications, along with information gathered from Task A.2, specifically focused on the existing storm drainage systems that serve the Specific Plan Area. Schaaf & Wheeler will coordinate with the City of Menlo Park Public Works Department. The Public Works Department is in charge of the Specific Plan Area water and storm drain systems.

Schaaf & Wheeler will also investigate the requirements of the San Mateo Countywide Water Pollution Prevention Program (SMCWPPP), a conglomeration of various public agencies within San Mateo County that holds and implements the National Pollutant Discharge Elimination System (NPDES) permit for its member agencies, for the Plan Area. The SMCWPPP's NPDES permit requires certain Best Management Practices (BMPs) to be implemented in new development and significant redevelopment to protect receiving water quality from stormwater runoff and its associated pollutants.

11. Infrastructure

Schaaf & Wheeler will perform preliminary technical analyses for the Specific Plan Area water resources utilities based on existing reports and other publications, along with information gathered from Task A.2, specifically focused on the existing potable water and sanitary sewer. We will coordinate with the City Public Works Department, as well as the West Bay Sanitary District. The West Bay Sanitary District is in charge of the Specific Plan Area sanitary sewer system.

The preliminary infrastructure analysis will include a site visit and the consideration and presentation of the following issues:

- ◆ Utility points of connection.
- ◆ Capacity of existing utility lines and facilities.

12. Noise

Noise and vibration measurements will be made within the Specific Plan Area and at noise-sensitive areas surrounding the Specific Plan Area that could be affected by implementation of the Specific Plan. Noise measurements are anticipated along major roadways, near significant industrial sources, Caltrain/UPRR right-of-way, and roadways that provide access to the site. Noise measurements will also be performed at the nearest sensitive receivers. The noise monitoring survey will include up to four long-term (24-hour durations) and five to ten short-term (10-minute durations) noise measurements to adequately represent existing conditions. Vibration measurements will be made at one to two positions along the Union Pacific Railroad. These data would be supplemented where possible with data gathered for nearby projects. Constraints regarding noise issues will be identified and described in a brief report. In addition, noise compatibility issues may develop as the Specific Plan Area is developed where new sensitive uses may be affected by existing industrial sources that have not yet transformed into uses that generate less noise. To address these issues, performance standards should be developed so that new noise-sensitive land uses can be mitigated to avoid noise and land use conflicts.

13. Traffic and Circulation

Kimley-Horn & Associates (KHA) will prepare an existing conditions assessment consistent with Menlo Park's Transportation Impact Analysis Guidelines and the requirements of CEQA. This assessment will describe the existing transportation systems (automobile, transit, bicycle, pedestrian, emergency access and freight) serving the El Camino Real corridor and downtown. It will identify existing operational conditions for traffic and transit. KHA will meet with City staff to review and identify the multi-modal transportation systems within the study area and identify issues that will be addressed in the Specific Plan and the EIR.

Existing traffic counts will be used to evaluate current level of service conditions within the Specific Plan Area. It is assumed that available traffic counts will be used if they were conducted recently and accepted by the City. KHA

will evaluate existing intersection levels of service using methods from the 2000 Highway Capacity Manual operations section (reporting level of service in terms of average controlled delay). Additionally, KHA will obtain Average Daily Traffic Volumes (or conduct 3-day traffic counts as an optional task) to evaluate up to eight minor arterials, collectors or local streets that may be impacted by development within the study area.

KHA will document and assess the study area's pedestrian and bicycle systems, and document current public transportation routes and stops. This section will document the regulatory context of the study area including City, regional and state policies and requirements that govern transportation. Planned and proposed transportation projects will be summarized.

14. Updated Traffic Counts (Optional)

As an optional task, KHA would conduct 3-day traffic counts for the Specific Plan Area. Traffic counts would include AM (7:00 - 9:00 AM) and PM (4:00 - 6:00 PM) peak hour turning movement counts at up to 20 intersections.

15. Parking Assessment

Nelson\Nygaard will examine and analyze the existing parking conditions in the area. This task will include reviewing existing data and planning standards on parking. Our review will address the effects of parking policies, such as parking requirements and in lieu of parking fees, on development feasibility. The review will also examine how parking policies are affecting progress towards broader community goals.

Nelson\Nygaard will then conduct a parking analysis based on the information provided in the El Camino Real/Downtown Vision Plan to calculate a possible future demand for downtown parking. This analysis will include:

- ◆ Calculations of parking demand for uses foreseen in the Vision Plan and a comparison with existing and potential future parking supply (also as foreseen in the Vision Plan).
- ◆ Options for an overall parking strategy for managing the parking resources of downtown, including both public and private parking.

- ◆ Options for parking management of both on street parking and public lots. This will cover such topics as the pricing of parking, time limits and desired vacancy rates.
- ◆ A garage structure feasibility analysis examining the need for a structure based on projected parking demand and the possible costs and funding sources of such a structure.

16. Caltrain and High-Speed Rail Opportunities and Constraints

Nelson\Nygaard will examine and analyze existing and proposed rail facilities in the area as they relate to future land use and development. This task will include reviewing existing studies or plans produced by the City, Caltrain, and the High Speed Rail Authority. We will also interview Caltrain and HSR contacts to examine the range of rail design options available for the downtown in light of future rail development, particularly in regards to above-or below-ground grade separations.

17. Visual and Design Issues

DC&E will evaluate the visual and urban design character of the Specific Plan Area. Attention will be given to documenting the existing visual character and quality of the downtown area, the station area and El Camino Real as it runs through Menlo Park. The visual connections to the surrounding topographic features will also be documented.

18. Market Conditions

Strategic Economics' (SE) existing conditions analysis will examine demographic, employment and real estate trends that will affect development in the Specific Plan Area for residential, retail, office, and hotel and conference center uses. This analysis will also help provide background information to assist the City's and DC&E team's discussion with Stanford University regarding the Specific Plan process and key vacant and underutilized parcels on El Camino Real. SE will perform the following specific tasks to assess the market conditions in the Specific Plan Area.

SE will prepare an analysis of demographics and lifestyle trends of existing households in the Menlo Park residential market area. This information will be used to develop a more refined profile of potential households who might choose to live in a mixed use residential development. Using lifestyle trend data published by Claritas, Inc., SE will estimate the number of existing households within different market segments that make up the target market of potential buyers for mixed use residential units in the Specific Plan Area:

- ◆ Professional singles and couples
- ◆ Households with children
- ◆ Empty nesters
- ◆ Active retirees
- ◆ Seniors

SE understands that potential buyers for these units extend beyond Menlo Park and include residents of Palo Alto, Redwood City, Woodside, Portola Valley, Atherton and other communities in the market area. SE will determine the parameters of the Menlo Park residential market area in consultation with members of the local brokerage and development communities, as well as real estate market professionals.

Based on household projections from ABAG and market segment data from previous tasks, SE will estimate the increase in the number of households in the Menlo Park market area within each market segment between 2008 and 2030. These estimates will be benchmarked against population-by-age projections for Menlo Park in order to apply adjustments to account for aging trends. SE will also develop capture rates to estimate demand for Specific Plan Area mixed-use units.

Based on job projections from ABAG, SE will prepare an analysis of annual job growth for industrial, retail, financial and professional services, and health and educational services for Menlo Park from 2008 through 2030. SE will apply benchmark standards for square feet per employee, as well as capture rates, to estimate future demand for office uses in the Specific Plan Area.

SE will review recent trends in ownership and rental housing in the Menlo Park market area with focus on condominium and multi-family developments. The analysis will include data regarding rents/prices, unit types, project amenities, target markets and market absorption rates. SE will conduct interviews with local developers and with planning staff in neighboring cities to obtain information about future residential development in the Menlo Park market area. This analysis will provide insight into the potential demand for units in the Specific Plan Area and will help to gauge the market position of the Downtown and Menlo Park's El Camino Real corridor relative to other parts of the market area. This analysis will also provide market data inputs for the financial feasibility and fiscal impact analyses.

Strategic Economics will profile the local market for office space, including characteristics of local competitive supply and tenants, current prices and rents, and detailed information about any recent or proposed new office development. Strategic Economics will conduct interviews with local business owners, developers, and planning staff at cities in the region regarding trends in new office development. Interviews with these key informants will help to assess Menlo Park's competitive position within the marketplace. Employment trends in the Highway 101 corridor that might influence the future demand for office space in Menlo Park will also be evaluated.

SE will also describe current retail market conditions, including lease rates and vacancy trends in Menlo Park, with particular focus on Downtown and the El Camino Real corridor. This analysis will examine challenges to Downtown and El Camino merchants, the perception of these two areas among prospective tenants and the brokerage community, as well as opportunities and obstacles to improve retail conditions in these two locations.

SE's evaluation of the development potential of a hotel and conference center and will examine the existing inventory of hotel rooms and meeting space in the Menlo Park market area, as well as occupancy trends, average daily room rates, target market profiles, and other relevant data. In addition, SE will contact neighboring cities, planning staff at Stanford University, and hotel

project sponsors in the market area to obtain detailed information for any planned or proposed hotel development, or major renovations (such as expansion of the Stanford Park Hotel), in the market area. Key informant interviews with lodging development professionals will be conducted to collect information about hotel market segments, trends in amenities, market positioning, and other factors. The analysis will include an evaluation of the competitive position of the Specific Plan Area for hotel and conference center development.

19. Fiscal Conditions (Existing and for Vision Plan)

ERA will use the model developed in Task B to estimate the fiscal impact over the next 20 years of current development within the El Camino/Downtown Area. ERA will utilize data provided by the City and its consultants to determine the extent of development and population in the area. ERA will also estimate the fiscal impact of the current Vision Plan over the next 20 years, utilizing the model developed in Task B and assumptions about density and development types provided by the DC&E team.

Task D. Initial Outreach

In this task, the DC&E team will begin initial outreach efforts for the project, ultimately leading to the first Community Workshop. We have also proposed multiple optional tasks to strengthen outreach efforts.

1. Newsletter #1

DC&E will create content for and design a newsletter to be sent to the Menlo Park community. The newsletter will provide an overview of the Specific Plan process, summarize progress to-date and provide information about upcoming community participation opportunities.

2. Working Group Meeting #1

DC&E will facilitate the first official Working Group meeting, to be held without members of the Planning Commission and City Council. At this meeting, we will review the goals developed as a part of the Phase I Vision

Plan and share our plans for the upcoming Community Workshop #1. We will then field questions and solicit input from the Working Group for providing additional focus or refinement to our approach to Community Workshop #1. The Working Group will also be asked to provide feedback on additional outreach efforts within Task C, including the optional tasks described below, if included in the finalized scope of work.

3. Design Charrette (Optional)

As an optional task, DC&E and appropriate team members would conduct a one-or-two day design charrette with members of the community. A design charrette would help generate excitement about the project and give participants the opportunity to explore physical planning and design issues within the Specific Plan Area. Based on the Phase I Vision Plan, DC&E will work with participants to consider designs for various focus areas within the Specific Plan Area. Building on the “Imagine a Downtown” Charrette conducted in 2005 for the station area, we would focus on up to three additional focus areas within the Specific Plan Area. Potential focus areas could include the Santa Cruz Avenue streetscape and configuration, redesign of the parking plazas or development on vacant sites on El Camino Real. The charrette would likely include a Saturday to ensure maximum participation. The discussion, brainstorming and design in the charrette would result in conceptual drawings that would be included as part of Community Workshop #1.

4. Specific Plan Walking Tours (Optional)

As an optional task, DC&E will conduct up to two walking tours in the Specific Plan Area. The walking tours would be devised to build off of the walking tours and input received in the Phase I Vision Plan process. To that end, walking tours would focus on specific areas, sites or issues that generated the most discussion and debate among community members during outreach and community events for the Phase I Vision Plan. For example, time might be spent addressing El Camino Real lane configuration issues at strategic locations.

5. School Outreach (Optional)

As an optional task, DC&E staff members will attend up to three workshops at schools in Menlo Park to solicit input from local youth. These workshops would last no more than 90 minutes each. DC&E would also create a take-home flier for students to take home to their parents. This flier would serve as an additional outreach method, inviting parents to attend the upcoming Community Workshop #1. DC&E would work with the Community Engagement Manager and other City staff to determine the schools most appropriate for holding these workshops.

6. Community Workshop #1

At the first community workshop, we will start by reviewing the outcome of the Phase I Vision Plan process, with most of the focus on the twelve goals. We will then provide an overview of the Phase II Specific Plan, presenting it as the next step in the planning process for El Camino Real and Downtown. Following that introduction, we will share the outcomes and highlights from any previously-held outreach activities, such as the stakeholder meetings, Working Group meeting or any of the optional tasks proposed. We will also share the results of the existing conditions work conducted in Task C.

We will provide a brief presentation on the potential to achieve the goals outlined in the Phase I Vision Plan. Major topics to be covered include land use and market feasibility, traffic and transportation, parking, and bicycle and pedestrian opportunities, open space, and transit-oriented development. The presentation will be followed by questions from the audience and discussion that David Early will facilitate.

RFP TASK II: VISION REFINEMENT

In RFP Task II, the DC&E team will develop alternatives, evaluate those alternatives and ultimately develop a Preferred Alternative. We will also hold several workshops and meetings, as well as administer a community survey.

Task E. Alternatives Development

In this task, DC&E will work with the community and City staff to develop up to three land use alternatives for the Specific Plan Area. We will engage in a series of efforts to reach the three alternatives, as outlined below.

1. Working Group Meeting #2: Review of Workshop #2 Preparation

DC&E and key team members will attend Working Group Meeting #2 to receive input on our proposed approach to Community Workshop #2. The Working Group will provide us with comments on our approach to our overall presentation and the development of alternatives. This meeting will result in refinement and additions to our proposed presentation and approach for Community Workshop #2, providing certainty and clear understanding of the Workshop for Working Group members and attending members of the public.

2. Community Workshop #2: Alternatives Development

In Community Workshop #2, DC&E will briefly discuss the progress to-date of the Specific Plan. We will also provide a presentation of land use, transportation, economic and other issues relevant to the Specific Plan, informed by input from City staff and the Working Group. The community will then be divided into randomized groups to take part in a mapping exercise. Each group will be facilitated by either a member of the DC&E team or by members of City staff. The mapping exercise will focus on potential avenues for achieving the twelve goals. This method will result in focus for the table discussions and provide for a transition from the work performed for the Phase I Vision Plan. We will ask each small group to summarize its ideas for achieving the twelve goals. Extra attention will be focused on those issues that generated the most debate during the Phase I Vision Plan process.

3. Daytime Workshop

DC&E will conduct a Daytime Workshop as a follow-up exercise to Community Workshop #2. We will conduct this workshop and present information in a similar manner as Community Workshop #2. We will work with City staff and the Community Engagement Manager to devise a strategy for

achieving participation by a diverse demographic and geographic segment of Menlo Park.

4. Refinement of Input to Alternatives

Using the input received in Tasks D and E, the DC&E team will develop up to three alternative land use scenarios for the Specific Plan Area. Alternatives will represent different approaches to achieving the twelve goals in the Phase I Vision Plan.

5. Preliminary Alternatives Memo to Staff

DC&E will prepare a memorandum for City staff summarizing the alternatives to be analyzed in Task F. The memorandum will describe the land uses, transportation aspects, built form and other components of each alternative. City staff will provide comments on the alternatives before they are presented to the Planning Commission and City Council in Task E.6.

6. Planning Commission/City Council Meeting

DC&E will facilitate a joint meeting with the Planning Commission and City Council to present the draft alternatives. The Planning Commission and City Council will be given the opportunity to provide input and suggested revisions to the draft alternatives prior to analysis in Task F.

7. Finalize Alternatives

The DC&E team will further refine the alternatives based on suggestions heard in the Planning Commission/City Council Meeting in Task E.6.

8. Newsletter #2

Newsletter #2 will summarize the information presented and the feedback received at Community Workshop #1 and will invite community members to participate in Community Workshop #2.

Task F. Alternatives Evaluation

In this task, DC&E will analyze the impacts of each alternative will have on the community with respect to several metrics, as outlined below. The evaluation performed in this task will result in an Alternatives Report, which clearly describes the results. The specific criteria to be considered are described below.

1. Market Feasibility

To test the feasibility of the alternatives, Strategic Economics will prepare a static pro forma analysis of up to 12 specific conceptual development projects that are consistent with the alternatives to will test their financial feasibility within different Specific Plan subareas. In addition, the analysis of the hotel building type will consider the question of whether a new hotel/conference center would best be located east of El Camino Real and south of Ravenswood as shown in the Vision Plan, or if another site is more feasible.

2. Fiscal Impacts/Potential Tax Revenue

ERA will evaluate the fiscal impact of each alternative over a 20-year time-frame. This analysis will use the model developed in Task B to develop a detailed projection of tax revenues and costs associated with development of each alternative.

3. Environmental Impacts

Building on the work performed in Task C, Schaaf & Wheeler will prepare studies on hydrology and water quality for the proposed alternatives. Schaaf & Wheeler will then review and evaluate the environmental impacts of each alternative, including impacts to water supply, water quality, and stormwater runoff. To complete this task, Schaaf & Wheeler will create descriptive spreadsheets that estimate the stormwater and other environmental impacts based on build-out numbers for each alternative. The resulting analysis will discuss the major characteristics of each alternative, identify significant environmental effects of the alternatives, then summarize and compare, in a matrix format, the relative merits of the alternatives in terms of these effects.

4. Public Services

Building on previous work from Task C, Schaaf & Wheeler will prepare studies on infrastructure needs for the proposed alternatives. Schaaf & Wheeler will then review and evaluate the impacts of the alternatives on public infrastructure and services, including water, wastewater, and storm drain utilities. To complete both of these tasks, Schaaf & Wheeler will create descriptive spreadsheets that estimate the utility demands based on the build-out numbers for each alternative. The resulting analysis will discuss the major characteristics of each alternative, identify significant public infrastructure effects of the alternatives, then summarize and compare, in a matrix format, the relative merits of the alternatives in terms of these effects.

5. Community Services

DC&E will analyze each of the alternatives for their impacts on community services, including police, fire and solid waste disposal. This will include a generalized, quantitative analysis similar in scope and detail to that contained in an EIR, and will be based on both interviews with local service providers and quantitative analysis completed by DC&E. Our scope and budget assume that service providers will be able to provide per unit or per person service costs for use in the analyses.

6. Schools

CSA will project numbers of students to be generated under each alternative. They will then perform analysis to determine and compare the impacts of each alternative on schools, and will provide options for mitigating any identified impacts.

7. Potential for Public/Private Partnerships

DC&E and ERA will assess each alternative for its potential to involve public/private partnerships as a means to fund improvements. The results will be presented alongside the other findings in Task H.

8. Options For Capturing Value Created as a Result of the Specific Plan Process

ERA will prepare an analysis of land value expected to be created by each alternative, along with a range of options that will allow the City to realize public benefits from that value. The options will likely include a range of impact fees and assessments that would fund infrastructure and public facilities related to the development, along with development agreements and other tailored approaches in the case of individual parcels or complexes.

9. Urban Form

DC&E will construct a 3-dimensional digital model of the buildings, streets and open space within the Specific Plan Area and for limited contextual buildings using Google Sketchup. We will model existing buildings and approved projects within the Specific Plan Area, which will serve as the base model. We will rely on visits to the Specific Plan Area and project proposal documents provided by City staff to model approximate heights and general building form, including upper floor setbacks, rooflines and basic articulation of building masses. We will then add, modify or remove elements from the base model to create an additional model for each alternative. The existing and alternative models will be developed for use in meetings and workshops in Task H, *Alternatives Review and Selection* to help the community and others involved in the Specific Plan process visualize the urban form associated with each alternative.

10. Traffic and Transportation

KHA will prepare an evaluation of the alternatives developed in the Specific Plan process. For each alternative, the evaluation will consist of a combined quantitative and qualitative estimation of potential transportation impacts. Quantitative trip generation estimates of alternative development concepts will be used to qualitatively assess potential significant traffic impacts, providing a comparative analysis of the concepts. The evaluation will include a review of each concept's proposed transportation systems including roadway connections, public transportation, pedestrian and bicycle facilities. To the extent the concepts are detailed, KHA will review parking access and loading

and delivery to sites. The evaluation will potentially result in recommended modifications to concept transportation plans. This task includes review of proposed plans for El Camino Real relevant to Caltrans design criteria and acceptance of urban arterial design elements such as curb bulbouts, on-street parking, lane width, landscaping, and intersection design. KHA will identify design elements that will require design exceptions from Caltrans.

11. Parking

Nelson\Nygaard will assess the parking and rail implications of the alternatives developed in Task E. This task will include an analysis of projected parking demand and the feasibility of the proposed built parking supply.

12. Other Criteria Identified by the Community (Optional)

As requested in the RFP, the DC&E team will provide additional analysis of the alternatives in regard to any other criteria that might be raised by the community prior to and during Task F. We have not provided a cost for these analyses since we do not yet know what they entail, but the team DC&E stands ready to assist with any analysis that might be requested by the community and authorized by the City.

13. Administrative Draft Alternatives Report

DC&E will compile all of the analysis performed for previous tasks in Task F to create an Administrative Draft Alternatives Report. The report will clearly describe the three alternatives proposed for the Specific Plan Area and the impacts of each. We will submit the Administrative Draft Alternatives Report to City staff for Review.

14. Staff Review and Refinement to Draft Alternatives Report

DC&E will incorporate comments from City staff to prepare the Final Alternatives Report. The Alternatives Report will be made available to the Working Group prior to Working Group Meeting #3

Task G. Community Survey

In this Task, DC&E will develop a survey to help better inform the review and selection of alternatives in Task H. As opposed to the Survey conducted as part of the Phase I Vision Plan process, this survey will be written to ask questions of participants about the alternatives to be analyzed at the upcoming Community Workshop #3. Questions will be asked indirectly about the various alternatives being proposed. This Community Survey will not be intended to serve as a vote, but rather an additional community outreach method and source of community input.

1. Community Survey Development

DC&E will work with City staff to develop a community survey to encourage wider community participation and for gathering information about the community's preference with regarding the components of the Specific Plan alternatives being proposed. DC&E will also work with the Community Engagement Manager to ensure the broadest segment of Menlo Park is participating. We will then submit a draft of the community survey to City staff for review.

2. Survey Administration

DC&E will create a final survey document for circulation to the public. The Community Survey could be circulated as a stand-alone mailing or in combination with one of the Specific Plan Newsletters.

3. Survey Results Compilation

DC&E will collect the returned community surveys from City staff in order to compile the results. We will then create a tabulation of the results for City staff and for posting on the project website.

Task H. Alternatives Review and Selection

In this task, the DC&E will present the alternatives analysis in a series of workshops and special meetings intended to reach a Preferred Alternative. The steps we will take to reach the Preferred Alternative are described below.

1. Working Group Meeting #3: Review of Alternatives Analysis

DC&E and appropriate members of the team will attend Working Group Meeting #2 to review the alternatives analysis conducted in Task F and share our approach for Community Workshop #3. Members of the Working Group will be given the opportunity to ask questions, comment on our approach to presenting the alternatives analysis, and make suggestions for our overall approach to conducting Community Workshop #3. This meeting will result in revisions and additions to our proposed presentation and approach for Community Workshop #3, providing a clear understanding and expectation for the event.

2. Community Workshop #3: Presentation of Alternatives and Impacts

In Community Workshop #3, DC&E and key team members will briefly discuss the progress to-date of the Specific Plan and summarize the activities at Community Workshop #2. We will also present three land use alternatives for the Specific Plan Area. Using the results of Task F, the impacts of each alternative will be summarized for workshop participants. Team members will then take comments and questions from the community.

3. Live Voting Technology (Optional)

As an optional task, DC&E will provide live voting technology during Community Workshop #3. We would work with City staff to determine the most appropriate questions or issues for which to administer a vote.

4. Daytime Workshop

DC&E will conduct a Daytime Workshop as a follow-up exercise to Community Workshop #2. We will conduct this workshop and present information in a similar manner as Community Workshop #3. We will work with City staff and the Community Engagement Manager to devise a strategy for

achieving participation by a diverse demographic and geographic segment of Menlo Park.

5. DC&E Develops Preferred Alternative

The input received in Task H and other previous sources of input will be utilized to develop a preferred land use alternative for the Specific Plan Area. To articulate the alternative, DC&E will produce a memorandum characterizing its components. The memorandum will be presented with an illustrative plan of the Specific Plan area, showing building footprints, street trees, public improvements, open space and key transportation connections. DC&E will then submit these two deliverables to City staff for review.

6. Staff Review/Refinement

DC&E will incorporate comments from City staff to reach a Preferred Alternative for review in Working Group Meeting #4.

7. Working Group Meeting #4: Preferred Alternative

DC&E will attend Working Group Meeting #4 to review the Preferred Alternative and share our approach for Community Workshop #4. Members of the Working Group will be given the opportunity to ask questions, provide comments and make suggestions for refinement to the Preferred Alternative. This meeting will result in revisions and additions to our proposed presentation of the Preferred Alternative and general approach for Community Workshop #4, providing a clear understanding and expectations for the event.

8. Community Workshop #4: Preferred Alternative

At Community Workshop #4, DC&E and key team members will summarize the progress of the Specific Plan, including summarizing the work performed since Community Workshop #3. Using input received in Working Group Meeting #3, we will also present a refined Preferred Alternative to workshop participants. We will present the Preferred Alternative graphically with a refined illustrative plan, street cross-sections and photographs representative of the proposals in the Preferred Alternative. This will also include a digital massing model of the Preferred Alternative constructed to the same

level of detail as was described in Task F.8. The DC&E team will then be available to answer questions and take comments from workshop participants on potential refinement of the Preferred Alternative.

9. Daytime Workshop

As an optional task, DC&E would conduct a Daytime Workshop as a follow-up exercise to Community Workshop #4. We would conduct this workshop and present information in a similar manner as Community Workshop #4. We would work with City staff and the Community Engagement Manager to devise a strategy for achieving participation by a diverse demographic and geographic segment of Menlo Park.

10. Planning Commission/City Council Meeting

DC&E will facilitate a joint meeting with the Planning Commission and City Council to present the Preferred Alternative, including changes incorporated as a result of earlier input received as part of Task H. The Planning Commission and City Council will be given the opportunity to provide input and suggested revisions to the draft alternatives prior to finalization of the Preferred Alternative and preparation of the Draft Specific Plan. This meeting should allow for discussion, but result in a clear set of objectives for finalization of the Preferred Alternative.

11. Final Preferred Alternative

DC&E will incorporate comments and suggested changes to the Preferred Alternative based on feedback received at the Planning Commission/City Council Workshop to reach a Final Preferred Alternative. If additional rounds of revision are required to reach a Preferred Alternative, DC&E will work with the City to determine an appropriate budget for each additional revision. DC&E will prepare a Preferred Alternative Memorandum, which will include an illustrative plan and information regarding pedestrian and vehicular circulation, building density, mix of land uses, connectivity, parking, market feasibility and other topics as warranted.

12. Newsletter #3

Newsletter #3 will summarize the information presented and the feedback received at Community Workshops #3 and #4, and will invite community members to participate in the upcoming community meetings and hearings aimed at refining the content of the Draft Specific Plan and Draft EIR. The newsletter will include graphic representation of the Preferred Alternative from which portions of the Specific Plan content and further environmental review will be directly derived.

RFP TASK III: DEVELOPMENT OF DRAFT SPECIFIC PLAN, FISCAL IMPACT ANALYSIS AND DRAFT EIR

In RFP Task III, the DC&E team will simultaneously prepare the Draft Specific Plan, Fiscal Impact Analysis and Draft EIR. DC&E will work with City staff to identify opportunities for accelerated implementation of elements of the Specific Plan, if feasible.

Task I. Specific Plan Preparation

In this task, the DC&E team will prepare the individual elements to be included in the Specific Plan.

1. Introduction and Planning Process

This element will introduce the Specific Plan and provide an overview of the public involvement process used to engage stakeholders, outside agencies, entities, and others taking part in the planning process.

2. Concept and Vision

This element will outline the concepts and vision that form the foundation of the Specific Plan and its policies.

3. Goals and Policies

This element will outline the goals for the Specific Plan Area with respect to specific issues or subject areas that could include, but are not limited to land use, urban design, economic development, circulation, parking, community services, housing, open space, public art and utilities.

4. Land Use

The Land Use element will discuss the land use pattern and mix of uses proposed in the Specific Plan. Depending on the extent to which the Preferred Alternative will require alteration of existing regulations and policies, this element could include new land use designations and intensities for development within the Specific Plan Area.

5. Transportation and Circulation

With guidance from KHA, DC&E will prepare the transportation and circulation element of the Specific Plan. This element will address pedestrian, bicycle, transit and auto access within the Specific Plan Area.

6. Community Services (Including Schools)

DC&E, with assistance from key team members, will prepare a Specific Plan element outlining a strategy for providing future community services within the Specific Plan Area, including fire, police, parks and recreation, and solid waste. CSA will assist in the drafting of policies specifically aimed at minimizing impacts of the Specific Plan on schools. CSA will also negotiate with the school district to ensure that impacts of the Specific Plan are minimized.

7. Parking

Nelson\Nygaard will use the information from Tasks C and F to develop a Parking element for the Specific Plan. This element will include an overall parking strategy, identifying the parking priorities of different user groups (e.g. employees, patrons), a built parking supply, and an implementation plan.

8. Design Guidelines and Development Standards

DC&E will develop this chapter of the Specific Plan, which will include design guidelines and potential development standards to be used by property owners and the City in completing improvements and development in the Specific Plan Area. The design guidelines will be formulated to ensure that new development will reinforce the vision identified in the planning process, and will guide public realm improvements, such as streetscape improvements, landscaping, street furniture, utilities, lighting and signage. Guidance will also cover private development, including architecture, mass, scale, detailing and form, and signage. The development standards will cover locations, mass, scale and the form of new development, and include signage. The guidelines and standards may be tailored to reflect different districts, corridors and/or neighborhoods within the Specific Plan Area.

9. Infrastructure Plan

Schaaf & Wheeler will prepare an Infrastructure Plan for the Preferred Alternative to be incorporated into the Draft Specific Plan. As part of this task, Schaaf & Wheeler will provide a conceptual and skeletal plan for new potable water, sanitary sewer, and storm drain infrastructure necessary in the Plan Area to provide an adequate level of service, as based on existing City requirements, if available, or other typical standards. Infrastructure may include some combination of parallel pipelines, new pipelines, pipeline replacement, stormwater detention facilities, and pumping facilities. Schaaf & Wheeler will also estimate capital and life cycle costs of the skeletal utility systems. Schaaf & Wheeler will provide an estimate of unit “in tract” costs (cost per tributary/served acre) and also include suggestions as to appropriate floodplain and stormwater quality measures that would need to be implemented into the project.

10. Implementation

DC&E will prepare this chapter, outlining a strategy to implement the El Camino Real/Downtown Specific Plan. With the assistance of DC&E team members, we will identify estimated costs, financing and phasing opportunities. Phasing discussions will include identification of opportunities for accel-

erated implementation. The fiscal impact analysis described below will inform the development of the Implementation element.

11. Fiscal Impact Analysis of the Preferred Alternative

ERA will prepare an analysis of the fiscal impact of the Preferred Alternative, both on its own and net of the fiscal impact of current conditions. ERA will present the results, along with those of the prior analysis of the vision plan and the alternatives, in a report that will include an executive summary and appendices detailing the calculations.

12. Draft Zoning Amendments

DC&E assumes that any zoning amendment will involve adding a new Specific Plan Area zoning district that implements the Specific Plan and establishes development standards for that zoning district. As such, DC&E, with input from City staff, will draft the zoning amendments required to implement the Specific Plan.

Task J. Specific Plan Refinement

In this task, the DC&E team will work to refine the content of the Specific Plan through consultation and review by City staff and by soliciting additional community input.

1. Administrative Draft Specific Plan

DC&E will prepare an Administrative Draft Specific Plan for review by City staff. This includes a full document, complete with graphics, text and potential appendices. Additionally, DC&E will provide any large format digital drawings that have been produced as part of the development of the Specific Plan.

2. Draft Specific Plan

DC&E will produce a Draft Specific Plan based on comments received from City staff on the Administrative Draft Specific Plan.

3. Working Group Meeting #5

DC&E will attend Working Group Meeting #5 to review the content of the Draft Specific Plan and share our approach for Community Workshop #5. Members of the Working Group will be given the opportunity to ask questions, provide comments and make suggestions for refinement to key aspects of the Specific Plan or the approach to the upcoming workshop. The meeting will result in revisions and additions to the Specific Plan and general approach for Community Workshop #5, providing a clear understanding and expectations for the event.

4. Community Workshop #5

At Community Workshop #5, DC&E and key team members will summarize the content of the Specific Plan, including summarizing the input received and work performed since Community Workshop #4. We will present the Preferred Alternative graphically with a refined illustrative plan, street cross-sections and photographs representative of the proposals in the Specific Plan. The DC&E team will then be available to answer questions and take comment from workshop participants on potential refinement of the Specific Plan.

5. Planning Commission and City Council Meeting

DC&E will facilitate a final joint meeting with the Planning Commission and City Council to present the Draft Specific Plan. The Planning Commission and City Council will be given the opportunity to provide input and suggested revisions to the Draft prior to preparation of the Public Review Draft Specific Plan. This meeting should allow for discussion, but result in a clear set of objectives for refinement of the Specific Plan.

Task K. Draft Environmental Impact Report

At the same time that we prepare the Draft Specific Plan, the DC&E team will begin preparing the Draft EIR. This includes preparing an Administrative Draft EIR for City staff's review. The specific steps we will take to complete the Draft EIR are described below.

1. Notice of Preparation

City staff will prepare a Notice of Preparation (NOP), with input from DC&E, regarding the Specific Plan for local and State agencies. The City will be responsible for production and distribution of the NOP.

2. Scoping Meeting

Following release of the NOP, DC&E will conduct one scoping meeting for the project. DC&E will work with the City to identify the best way to notice the meeting to encourage the maximum amount of participation by agencies and the public. We assume that the City will be responsible for the actual noticing, including production and distribution.

3. Environmental Review

The EIR will evaluate all CEQA required topics. For some topics, special impact analysis will be completed. These are described in below for each topic area.

a. Air Quality

I&R will complete the following tasks to address air quality issues in the Draft EIR using BAAQMD CEQA guidance:

- ◆ **Setting.** Baseline conditions described in previous tasks will be updated to describe the air quality setting of the Specific Plan Area. Planning efforts to attain and maintain air quality standards would be described.
- ◆ **Assess construction impacts.** An analysis of construction impacts will be based on the potential for health and nuisance impacts and the level of dust control measures. Typically, visible dust clouds that extend beyond construction areas and affect sensitive land uses are an indication of significant air quality impacts due to construction. Use of heavy-duty construction equipment near sensitive receptors could lead to unhealthy exposure to diesel exhaust. These types of impacts will be evaluated on a qualitative basis taking into account the amount of activity and the proximity of sensitive receptors.

- ◆ **Assess air quality impacts affecting the region.** Air quality impacts that affect regional air quality will be assessed in accordance with the BAAQMD CEQA Guidelines. Air pollutant emissions associated with the build out of the site will be calculated using traffic data and the latest emission factors available from the California Air Resources Board (e.g., URBEMIS2007). Changes in daily emission rates for the project will be calculated and compared with the no-project and current planning scenarios. The differences in emissions will be compared with significance thresholds (e.g., thresholds published by the BAAQMD).
- ◆ **Exposure to Existing Air Pollution Source.** The Specific Plan will be reviewed to identify any planned sensitive receptors that might be developed where unhealthy air pollutant concentrations may exist. Prescribed buffers will be identified based on associated health risks associated with exposure to air pollutants from truck traffic or any nearby industrial source.
- ◆ **Assess local air quality impacts from traffic.** An assessment of changes to carbon monoxide concentrations will be conducted. Roadside carbon monoxide concentrations will be predicted using screening methods acceptable to the BAAQMD. These methods are based on the CALINE4 Line-Source Dispersion Model. If necessary, the CALINE4 model will be used to model carbon monoxide concentrations at receptors near busy roadways. The significance of the results will be based on a comparison with ambient air quality standards.
- ◆ **Specific Plan consistency with Clean Air Plan.** The BAAQMD has adopted plans to attain state and federal air quality standards for ozone and PM₁₀. A discussion of the consistency of the proposed uses with clean air plan assumptions will be included in the analysis. This discussion will be based on future population projections for each development scenario and current projections. The discussion will be based on those projections provided to us. In addition, a discussion will be included that describes how the Specific Plan will incorporate features that are consistent with adopted regional Transportation Control Measures (TCMs).

◆ **Greenhouse Gas Assessment.** Project impacts to the contribution of global warming will be addressed by quantifying potential CO₂ emissions from the project and discussing these in the context of their potential impact to overall global emissions. These calculations will include emissions from area sources, motor vehicle travel and energy use based on the URBEMIS2007 model, and provided energy consumption factors. Project impacts will be examined using applicable plans that are intended to reduce future greenhouse gas emissions. A list of measures included in the project that will reduce emissions will be described. If necessary, mitigation measures to further reduce emissions will be identified. The analysis will include a discussion that describes the current setting for both the physical and regulatory aspects of greenhouse gas emissions and their impact to global warming.

A draft air quality study report will be prepared in standard CEQA format with setting, impact, and mitigation sections. Responses to comment on the administrative version of this report will be incorporated into the report.

b. Biological Resources

In this task, DC&E will assess the potential for development permitted under the Specific Plan's policies would have potential adverse environmental impacts on known biological resources. As necessary, DC&E will identify mitigation measures to address potential adverse environmental impacts. For example, a mitigation measure could include project specific arborist surveys. For projects potentially impacting San Francisquito Creek, a focused survey to determine potential impacts on the riparian habitat might be included in the Draft EIR as a mitigation measure.

c. Community Services

DC&E will analyze the provision of additional community services for their potential impacts. Impacts to be analyzed include solid waste, policy, fire and utilities.

d. Cultural Resources

Knapp Architects will analyze the potential impacts to cultural resources from the growth anticipated as part of the Specific Plan. General mitigation measures will be identified to reduce potential impacts.

e. Geology and Soils

DC&E will review and summarize available reports about the geology and soils in the area, including the hydrology study conducted by Schaaf & Wheeler as part of Task C. We will develop mitigation measures to reduce any potentially-significant impacts as a result of Specific Plan implementation.

f. Hazardous and Hazardous Materials

DC&E will prepare this section of the EIR. This section will include potential impacts and any necessary mitigation measures, such as requiring Phase I and additional analysis prior to development within the Specific Plan Area.

g. Hydrology and Water Quality

Schaaf & Wheeler will evaluate potential impacts of implementation of the Specific Plan on hydrology, water quality and stormwater infrastructure, based on CEQA guidelines. We will propose mitigation strategies and alternatives for any potentially significant impacts. In particular, the following potential impacts will be addressed:

- ◆ Impact of Specific Plan implementation on stormwater adsorption rates, drainage patterns, runoff, or flood risk.
- ◆ Impact of Specific Plan implementation on vulnerability of people or property to flooding.
- ◆ Impact of the Specific Plan implementation on waste discharges into waterways.

Hydrologic analyses and impact evaluations will be based upon our Infrastructure Assessment, as well as the best published data, geographic information, regulatory conditions available at the time of analysis, and conceptual project plans developed by DC&E.

h. Infrastructure

Schaaf & Wheeler will identify potential impacts on water and wastewater infrastructure from implementation of the Specific Plan and propose mitigation measures and alternatives for any potentially significant impacts. In particular, the following potential impacts will be addressed:

- ◆ Impact of Specific Plan implementation on the availability and contamination of drinking water supplies.
- ◆ Impact of Specific Plan implementation on groundwater resources.
- ◆ Impact of Specific Plan implementation on essential services or infrastructure, such as water supplies and wastewater disposal.

Utility analyses and impact evaluations will be based upon our Infrastructure Assessment, as well as the best published data, geographic information, regulatory conditions available at the time of analysis, and conceptual project plans developed by DC&E.

i. Noise

Illingworth & Rodkin will complete the following tasks to address noise issues in the Draft EIR:

- ◆ **Describe Noise Setting.** Noise and vibration measurements made in previous tasks would be used to describe existing noise and vibration levels within and around the Specific Plan Area. Existing traffic conditions will be modeled to further describe existing noise conditions. City policies would be used to describe the regulatory noise environment.
- ◆ **Calculate Future Noise Levels.** I&R will calculate future noise levels resulting from transportation noise sources in the project vicinity and adjacent commercial/industrial properties. Future noise levels will be calculated based on the results of noise monitoring surveys, data contained in the Specific Plan, and the traffic studies conducted for the Specific Plan. Noise generated by construction and implementation of the Specific Plan will be calculated at the nearest sensitive receivers and placed into context with existing and future noise levels expected at these sites.

- ◆ **Assess Noise Impacts.** Plan noise impacts would be assessed against appropriate significance criteria. The noise and land use compatibility of the project would be assessed relative to the City standards. Construction noise impacts will be assessed against appropriate speech, sleep, and activity interference thresholds. Operational noise impacts would be assessed relative to City General Plan policies and Zoning Codes.
- ◆ **Evaluate Mitigation Measures.** Reasonable and feasible measures to mitigate significant noise impacts would be evaluated. Such features may take the form of sound barriers, buffers, and building treatments. Mitigation will be presented to also reduce potentially significant noise impacts resulting from the construction and operation of the project.

A draft noise study report will be prepared in standard CEQA format with setting, impact, and mitigation sections. Responses to comment on the administrative version of this report will be incorporated into the report.

j. Traffic and Circulation

For inclusion in the Draft EIR, KHA will prepare a short and long-range traffic analysis based on the preferred land use alternative developed in Task H consistent with the requirements of CEQA. The EIR traffic analysis will be comprised of the following scenarios:

- ◆ Near-Term Baseline (Existing plus planned and approved projects);
- ◆ Near-Term plus El Camino Real/Downtown Specific Plan (Project);
- ◆ Cumulative Baseline (current General Plan); and
- ◆ Cumulative with El Camino Real/Downtown Specific Plan (Project).

The near-term and cumulative traffic projections would be used to prepare a Traffic Impacts Analysis. KHA will develop future traffic projections using the City's TRAFFIX model. KHA will update the City's TRAFFIX model to establish the baseline scenarios described above (Near-term plus planned and approved projects, and Cumulative without project).

i. Traffic Forecasts

This area of the analysis forecasts the travel demand of the project. Traffic forecasts will be developed in a two-stage process. The first stage estimates the net increase in traffic generated within the Specific Plan area as a result of build-out of the preferred land use alternative.

- ◆ Trip generation rates from the Institute of Transportation Engineers will be the basis for estimating traffic. These rates will be adjusted to reflect the multi-modal characteristics of the Specific Plan area (e.g., compact, walkable, higher density mixed-uses, transit-orientation, etc.).
- ◆ Adjustments will be based on published research, census data, and methods for evaluating mixed-use infill development, and transit-oriented development to the extent it is applicable in the Specific Plan area. The adjustments reflects reductions for mixed-use, pedestrian/bicycle connectivity and transit-oriented areas based on quantifiable physical attributes (densities, connectivity, mix of uses, transit services) and demand management (parking supply/cost, TDM, etc.). KHA will submit all proposed adjustments to Menlo Park staff for approval.
- ◆ The net trip generation of build-out of the Specific Plan area will include adjusted trip generation of all proposed redevelopment minus the existing uses being replaced by new development. The net trip generation will be assigned to the circulation network.

The above traffic projections will be added to the Near-term baseline (existing plus approved projects) to develop the near-term analysis scenario.

The second stage results in development of cumulative traffic projections required for CEQA environmental review. We assume the City's TRAFFIX model represents build-out of the City's General Plan, but will work with City staff to refine the model's land use to represent current long-range forecasts. The C/CAG travel demand forecasting model will be used to develop estimates of through traffic on major cross-town streets. Cumulative projections would reflect a No Project scenario, as required by CEQA. Project traf-

fic will be added to the cumulative projections for evaluation of the Specific Plan area under Cumulative Plus Project conditions.

ii. Impacts Analysis

The traffic analysis of each scenario will evaluate levels of service on the intersections evaluated in the existing conditions analysis and will evaluate any proposed intersections, not to exceed a total of 25 intersections. Additionally, the traffic impact analysis will assess conditions of the preferred transportation plan – incorporating specific development or system modifications (i.e., new streets and connections).

The impacts analysis will assess transit, pedestrian and bicycle, freight and loading, and emergency access impacts of the proposed project. The City’s current significance criteria will be used for identifying traffic impacts at the study intersections and other modes of transportation. If not available, KHA will work with City staff to establish pedestrian, pedestrian safety, bicycle, parking and transit significance criteria.

k. Visual and Design Issues

DC&E will use its expertise in site planning and urban design to complete a visual analysis of potential build-out of the Specific Plan. We will evaluate views of the Specific Plan Area as seen from major roadways in the area. We will also analyze view corridors to nearby natural topographic features.

4. Administrative Draft EIR

Based on work completed under Task K.3, DC&E will prepare and submit an Administrative Draft EIR (ADEIR). The ADEIR will be written concurrently with the Specific Plan, with the objective to incorporate self-mitigating policies and design solutions into the document. This will minimize the number of mitigation measures, resulting in a more concise and functional document. Once completed, the ADEIR will be submitted to City staff for review. The ADEIR will include the following key components:

- ◆ **Executive Summary.** DC&E will create a summary in a form consistent with CEQA Guidelines Section 15123. This summary will facilitate a

quick understanding of environmental issues and the actions required to mitigate potential impacts. It will include a summary table of impacts, mitigation measures and levels of significance before and after mitigation.

- ◆ **Existing conditions, Impacts and Mitigation Measures.** DC&E will use the project description to clearly and succinctly describe the project.
- ◆ **Alternatives.** The alternatives evaluation completed in Task F (RFP Task 2) will be incorporated into the EIR. This section will include a tabular comparison of the alternative's impacts.
- ◆ **Assessment Conclusions.** DC&E will prepare assessment conclusions to meet CEQA Guidelines for the following mandatory findings:
 - Cumulative impacts
 - Growth inducement
 - Unavoidable significant effects
 - Significant irreversible changes
 - Impacts found not to be significant
- ◆ **Scoping Meeting Summary.** This summary will explain how the issues raised at the public scoping session are addressed in the EIR.
- ◆ **References.** This will include agencies and persons contacted and literature reviewed.
- ◆ **Report Preparers.** This will identify the consultants and staff that prepared the EIR.

5. Draft EIR

The DC&E team will incorporate all City comments on the Administrative Draft EIR to create the Draft EIR.

6. Notice of Completion

If requested by the City, DC&E can prepare and distribute the Notice of Completion to the State Clearinghouse and additional interested parties identified by the City.

7. Public Hearing on Draft Specific Plan and EIR

DC&E and key team members will attend a public hearing at which the Planning Commission will accept comments on the Draft Specific Plan and Draft EIR, and will provide its own comments as well.

RFP TASK IV: DEVELOPMENT AND ADOPTION OF SPECIFIC PLAN, RELATED GENERAL PLAN AND ZONING ORDINANCE AMENDMENTS AND FINAL EIR

In RFP Task IV, the DC&E team will prepare the Public Review Draft Specific Plan and EIR for review and adoption by the Planning Commission and City Council. We will also perform any associated General Plan Amendments or Zoning Amendments that are necessary as a result of the Specific Plan.

Task L. Specific Plan and EIR Public Review and Adoption Process

The DC&E team will complete the following tasks, resulting in adoption of a Final Specific Plan and EIR.

1. Preparation of Public Review Draft Specific Plan, General Plan Amendments and Final Zoning Ordinance Amendments

DC&E will revise the Draft Specific Plan, General Plan Amendments and Zoning Ordinance Amendments to respond to comments received during Task K.

2. Final EIR

The DC&E team will prepare responses to comments and a Final EIR to respond to all substantive comments received on the Draft EIR. The resulting document will be a Final EIR Addendum containing an introduction, a revised EIR summary (based on the summary contained in the Draft EIR), a list of changes to the text of the Draft EIR, a list of commentors on the Draft EIR, verbatim copies of all comments received, and responses to all comments

on the Draft EIR. Our scope and budget assume a maximum of 80 hours for this task by the entire team; if the volume of comments requires additional time, then a contract amendment will be required.

3. Findings

As directed by City staff, DC&E will prepare findings to allow for adoption of the Specific plan and certification of the Final EIR. These findings will summarize the significant impacts of the specific Plan, present mitigation measures required to reduce impacts to less-than-significant levels, permit adoption of the Mitigation Monitoring Program, and include, if necessary, statements of overriding consideration.

4. Planning Commission Public Hearing on Draft Specific Plan and FEIR

DC&E and key team members will attend one public hearing at a Planning Commission meeting to recommend the Specific Plan for adoption and the Final EIR for certification at a subsequent City Council hearing. Members of the DC&E team will be available to respond to comments or questions from Planning Commission members.

5. Council Adoption Hearings

The Final Specific Plan, General Plan and Zoning Ordinance amendments and FEIR will be presented at up to two public hearings before the City Council. DC&E will attend the hearing to recommend the Specific Plan for adoption and the Final EIR for certification by the City Council. After the first hearing, DC&E will refine the Specific Plan.

6. Adopted Specific Plan

After the Specific Plan is adopted by the City Council, DC&E will produce a final version of the document that reflects any changes made during the adoption process.

7. Newsletter #4

DC&E will prepare a final newsletter summarizing the results of the Specific Plan process. Specifically, we will highlight the content of the Specific Plan, recall key process milestones and thank the community for their participation.

3 BUDGET, PRODUCTS, MEETINGS AND SCHEDULE

As shown in Table 2, the estimated cost to complete the scope of work described in this proposal is \$789,279. The DC&E team will complete this scope of work for a fixed fee not to exceed this amount.

We are flexible regarding project costs and hope that you will not eliminate us from consideration on the basis of cost alone.

The billing rates for each team member are included in Table 2.

DC&E bills for its work on a time-and-materials basis with monthly invoices.

DC&E also recommends that the City of Menlo Park include a contingency in the project budget of approximately 10 percent to allow for any unforeseen project needs or changes.

A. Cost Guarantee

DC&E guarantees that it will complete a contracted scope of work for the contracted cost. Any in-contract cost overruns are absorbed by the firm and are not passed on to the client.

B. Assumptions

This scope of work and cost estimate assumes that:

- ◆ Billing rates for this project are guaranteed through June 30, 2010. Billing rates would be subject to an increase of up to six percent on July 1, 2010 and in each subsequent year thereafter. A budget increase would be necessary to cover costs incurred after July 1, 2010.
- ◆ Our cost estimate includes the meetings shown in Section E in this chapter. Additional meetings would be billed on a time and materials basis. Subconsultant team members could also attend additional meetings or hearings for an additional cost based on time and materials.

- ◆ No more than 80 hours of DC&E staff time will be required to respond to comments on the Draft EIR. If additional labor is necessary, a contract amendment allowing additional work will be necessary.
- ◆ City of Menlo Park staff will act as a clearinghouse for comments on all administrative draft documents, and will provide DC&E with a single, internally reconciled set of comments on each administrative draft.
- ◆ There will be a single round of intensive review and revision to each administrative draft product prior to the screencheck draft. If City of Menlo Park staff feels that a second administrative draft is needed, a contract amendment allowing additional work will be necessary.
- ◆ Revisions to screencheck drafts will focus on typographical errors, formatting and other minor edits. Such revisions will not include content changes.
- ◆ DC&E will use ArcView version 9.2-compatible shapefiles and/or geodatabases from City of Menlo Park for the development of the project's base map and subsequent thematic maps. All files delivered by City of Menlo Park are assumed to be current, spatially accurate and aligned with one another, and referenced to a common coordinate system appropriate for the area. Each shapefile will arrive with the appropriate coordinate system definitions (i.e. .PRJ files); likewise, the coordinate system of geodatabases, if applicable, will contain proper coordinate system definitions. This scope assumes that the City of Menlo Park's existing GIS information, including attribute data, are essentially complete and that any needed adjustments by DC&E will be minor. A maximum of four hours will be allotted for data quality control procedures. Additionally, DC&E will expect metadata documentation for each shapefile and/or geodatabase submitted for this project including, but not limited to, data author and description, data creation date, attribute field definitions, and frequency of data updates.

Table 2-A
 Design, Community & Environment
 El Camino Real/ Downtown Specific Plan and EIR
 Cost Estimate

Hours per Task	Design, Community & Environment										Strategic Economics			Kimley-Horn Associates				
	Early, Founding Principal	Ford, Principal (Specific Plan)	Noack, Principal (EIR)	Brubaker, Senior Associate	Heyd, Associate	Johnson, Urban Designer	Simpson, Planner	Graphics/ WP	Graphics Tech	Clerical/ Intern	Fogerty, Principal	Erica Spaid	Research Analyst	Daisa, Principal	Krupka, Project Manager	Fehr, Senior Engineer	Mustafa, Engineer	Support Staff
Task A. Project Initiation	2	12		30	8	40	10	16	4	10	3	3	1	3	6	2	8	
Task B. Fiscal Impact Analytical Framework and Initial Analysis	2	4		10														
Task C. Existing Conditions	2	24	10	60	30	100	80	10	4	4	18	60	80	4	12	16	30	5
Task D. Initial Outreach	4	12		34		80		10	4	6	3				4	2		
Task E. Alternatives Development	8	20		90		270			10	4	3			2	8	2		
Task F. Alternatives Evaluation	8	30		60	8	240		10	10		32	134	30	3	20	26	30	
Task G. Community Survey		4		10		30		10	20	80	3							
Task H. Alternatives Review and Selection	8	40		106		208		10	4	4					4			
Task I. Specific Plan Preparation	2	42		80		220		10	40	4				8	8			
Task J. Specific Plan Refinement	4	30		80		150		8	30									
Task K. Draft Environmental Impact Report	4	12	16	24	40	40	250	8						14	55	24	130	20
Task L. Specific Plan and FEIR Public Review and Adoption	10	20	6	120	20	100	40	8	4					2	4			
Total Hours	54	250	32	704	106	1,478	380	100	130	112	62	197	111	36	121	72	198	25
Billing Rate	\$225	\$190	\$190	\$160	\$135	\$105	\$105	\$90	\$80	\$70	\$195	\$120	\$95	\$240	\$185	\$155	\$110	\$90
Labor Cost	\$12,150	\$47,500	\$6,080	\$112,640	\$14,310	\$155,190	\$39,900	\$9,000	\$10,400	\$7,840	\$12,090	\$23,640	\$10,545	\$8,640	\$22,385	\$11,160	\$21,780	\$2,250
Total Firm Labor Cost										\$415,010			\$46,275					\$66,215
EXPENSES																		
Mileage (@ \$0.585 per mile)										983								
Subconsultant Administration (10%)										32,258								
Reprographics and Mapping										10,000								
Deliveries										150								
Office Expenses (Phone, Fax, Copies, etc)										8,300								4,072
Database Search																		
Data Purchase													1,000					
California Historic Resource Inventory System																		
Total Expenses										51,691			\$1,000					\$4,072
TOTAL PER FIRM										466,701			\$47,275					\$70,287
GRAND TOTAL										\$789,279	<i>Includes additional subconsultants shown on Table 2-B</i>							

Table 2-B
 Design, Community & Environment
 El Camino Real/ Downtown Specific Plan and EIR
 Cost Estimate

Hours per Task	Nelson Nygaard			Illingworth and Rodkin			Knapp Architects			Schaaf and Wheeler		Economics Research Associates		Stellar Environmental Solutions		Community Systems Associates
	Tumlin, Principal	Canepa, Project Manager	Associate Project Manager	Rodkin, Founding Principal	Reyff, Project Scientist	Thill, Senior Consultant	Knapp, Founding Principal	Pollock, Senior Designer	Staff	Anderson, Principal	Hardy, Associate Engineer (PM)	Edison, Principal	Vilchis, Associate	Makdisi, Principal	Glass, Senior Project Scientist	Krupp, President
Task A. Project Initiation	2	6	2							2	16			8	4	
Task B. Fiscal Impact Analytical Framework and Initial Analysis												58	60			
Task C. Existing Conditions	6	35	70	8	20		8	12	28	2	32	34	44	50	20	16
Task D. Initial Outreach	4	6														
Task E. Alternatives Development	4	10	4			4										
Task F. Alternatives Evaluation	6	41	70							4	24	55	46			14
Task G. Community Survey																
Task H. Alternatives Review and Selection	2	12	4													
Task I. Specific Plan Preparation	10	40	50							4	40	30	50			30
Task J. Specific Plan Refinement										4	32					
Task K. Draft Environmental Impact Report				27			11	4	22	4	40					
Task L. Specific Plan and FEIR Public Review and Adoption	4	8		8		2				2	24					
Total Hours	38	158	200	43	20	6	19	16	50	22	208	177	200	58	24	60
Billing Rate	\$208	\$123	\$112	\$150	\$110	\$70	\$135	\$110	\$105	\$193	\$147	268	\$132	\$150	\$85	\$250
Labor Cost	\$7,904	\$19,434	\$22,400	\$6,450	\$2,200	\$420	\$2,565	\$1,760	\$5,250	\$4,246	\$30,576	\$47,436	\$26,400	\$8,700	\$2,040	\$15,000
Total Firm Labor Cost			\$49,738			\$9,070			\$9,575		\$34,822		\$73,836		\$10,740	\$15,000
EXPENSES																
Mileage (@ \$0.585 per mile)			200			50			75			250		100		
Subconsultant Administration (10%)																
Reprographics and Mapping			100						100			500				
Deliveries									60			50				
Office Expenses (Phone, Fax, Copies, etc)																
Database Search														500		
Data Purchase																
California Historic Resource Inventory System									250							
Total Expenses			\$300			\$50			\$485		\$0		\$800		\$600	\$0
TOTAL PER FIRM			\$50,038			\$9,120			\$10,060		\$34,822		\$74,636		\$11,340	\$15,000

- ◆ After creating the initial base map, DC&E will provide a copy to City of Menlo Park for review and approval prior to use for subsequent mapping work. At the conclusion of the project, DC&E will provide a CD to City of Menlo Park containing all original GIS data as well as project-specific data layers modified or created by DC&E along with pertinent metadata documentation.
- ◆ All products will be submitted to the City of Menlo Park in electronic (PDF) format.
- ◆ This project includes an allowance for printing as shown in Table 2 in the “Reprographics and Mapping” line item. This is an allowance only, based on the anticipated volume of printed material required for project meetings as shown in this chapter. If this allowance is exceeded, additional printing costs will be billed at DC&E’s actual cost.
- ◆ City of Menlo Park staff will be responsible for meeting logistics, including schedule co-ordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.
- ◆ DC&E will provide up to three facilitators for the public workshops. Additional facilitators will be drawn from City of Menlo Park staff or other local organizations, such as a university with a planning program. DC&E will provide training for facilitators immediately before each workshop.
- ◆ DC&E will be responsible for designing notices for public meetings and will provide City of Menlo Park with an electronic version of the workshop flier for printing and mailing.
- ◆ The DC&E Project Manager will attend all project meetings, public workshops, Working Group meetings and other public meetings. David Early, as Lead Facilitator, will attend all public workshops and City Council hearings. Each project meeting will last up to two hours. Each Working Group meeting will last up to two hours. Each public workshop or public meeting will last up to three hours, plus an additional hour for setting up and taking down equipment.

C. Optional Tasks

This proposal includes the following optional tasks. Costs for these tasks are not included in the costs in Table 2:

- ◆ Updated Traffic Counts (Task C.14): \$7,500
- ◆ Design Charrette (Task D.3): \$30,000
- ◆ Specific Plan Walking Tours (Task D.4): \$6,000
- ◆ School Outreach (Task D.5): \$9,000
- ◆ Other Criteria Identified by the Community (Task F.12): To Be Determined
- ◆ Live Voting Technology (Task H.3): \$3,000

D. Products

The following is a list of all tasks for which a product will be submitted to the City. Though not listed, the existing conditions documentation and assessments conducted by the DC&E team during Task C will be submitted to the City as a series of White Papers.

- ◆ Newsletter #1 (Task D.1)
- ◆ Alternatives Memorandum (Task E.4)
- ◆ Newsletter #2 (Task E.8)
- ◆ Administrative Draft Alternatives Report (Task F.13)
- ◆ Alternatives Report (Task F.14)
- ◆ Community Survey (Task G.1)
- ◆ Survey Results Tabulation (Task G.3)
- ◆ Draft Preferred Alternative Memorandum to City Staff (Task H.5)
- ◆ Preferred Alternative Memorandum (Task H.11)
- ◆ Newsletter #3 (Task H.12)
- ◆ Fiscal Impact Analysis Report (Task I.11)

- ◆ Draft Zoning Ordinance Amendments (Task I.12)
- ◆ Administrative Draft Specific Plan (Task J.1)
- ◆ Draft Specific Plan (Task J.2)
- ◆ Administrative Draft EIR (Task K.4)
- ◆ Draft EIR (Task K.5)
- ◆ Public Review Draft Specific Plan (Task L.1)
- ◆ General Plan Amendments (Task L.1)
- ◆ Final Zoning Ordinance Amendments (Task L.1)
- ◆ Final EIR (Task L.2)
- ◆ Findings (Task L.3)
- ◆ Specific Plan (Task L.6)
- ◆ Newsletter #4 (Task L.7)

E. Meetings

This section provides a list of all meetings that will be held during the Specific Plan process.

- ◆ Kick-off Meeting with City Staff (Task A.1)
- ◆ Joint Kick-off Meeting with Working Group, Planning Commission and City Council (Task A.5)
- ◆ Stakeholder Meetings (Task A.8)
- ◆ Working Group Meeting #1 (Task D.2)
- ◆ Community Workshop #1 (Task D.6)
- ◆ Working Group Meeting #2 (Task E.1)
- ◆ Community Workshop #2 (Task E.2)
- ◆ Daytime Workshop #1 (Task E.3)
- ◆ Planning Commission/City Council Workshop #1 (Task E.6)
- ◆ Working Group Meeting #3 (Task H.1)
- ◆ Community Workshop #3 (Task H.2)
- ◆ Daytime Workshop #2 (Task H.4)
- ◆ Working Group #4 (Task H.7)
- ◆ Community Workshop #4 (Task H.8)
- ◆ Daytime Workshop #3 (Task H.9)
- ◆ Planning Commission/City Council Workshop #2 (Task H.10)

- ◆ Working Group Meeting #5 (Task J.3)
- ◆ Community Workshop #5 (Task J.4)
- ◆ Planning Commission/City Council #3 (Task J.5)
- ◆ Public Hearing on Specific Plan and Draft EIR (Task K.7)
- ◆ Planning Commission Public Hearing on Draft Specific Plan and Final EIR (Task L.4)
- ◆ City Council Adoption Hearings (Task L.5)

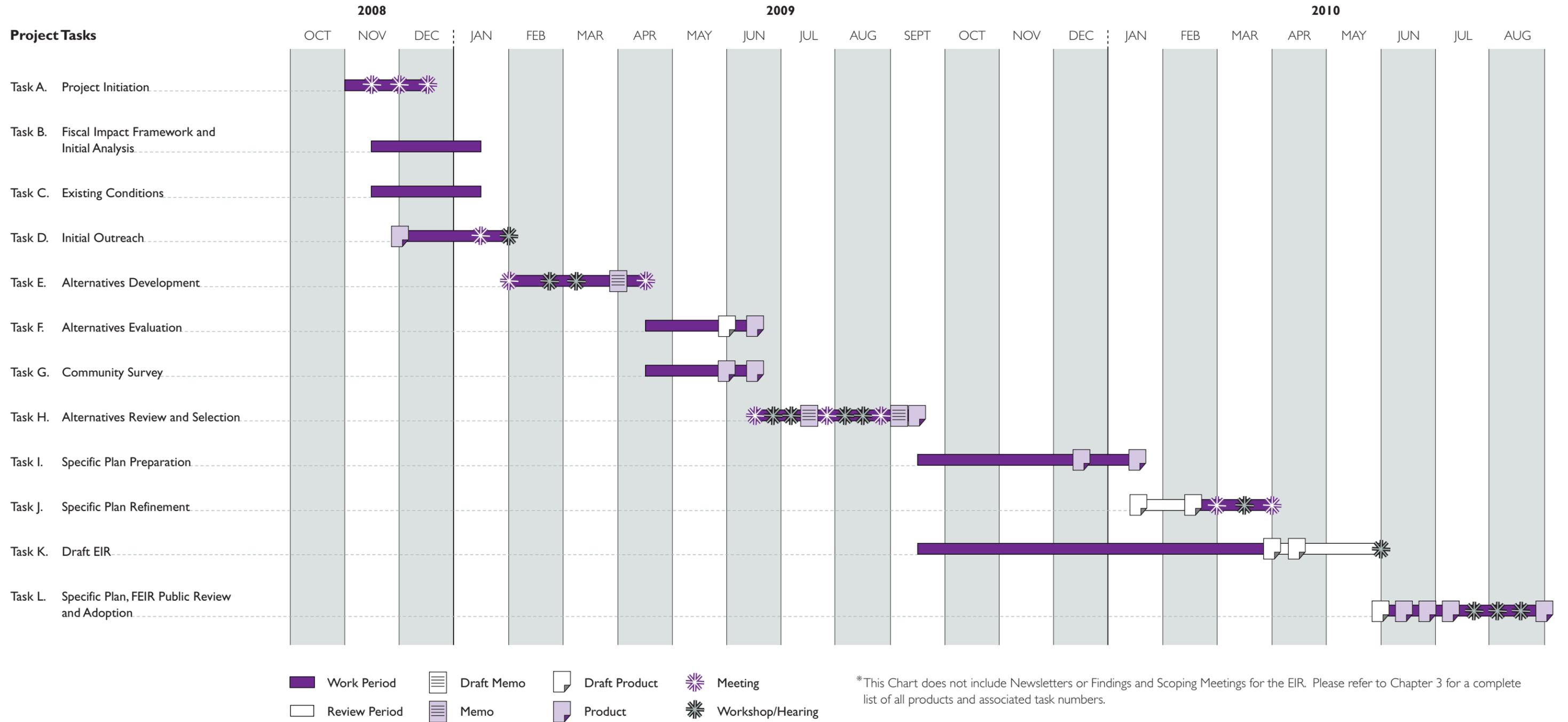
Several DC&E team members will be available to attend meetings throughout the project. Below is a list of the DC&E team members that will be attending meetings, including the number they will attend and which type.

- ◆ **Design, Community & Environment:** All Meetings
- ◆ **Strategic Economics:** 2 Community Workshops, 2 Public Hearings, 3 Staff Meetings
- ◆ **Kimley-Horn Associates:** 2 Working Group Meetings, 2 Community Workshops, 2 Public Hearings, 3 Staff Meetings
- ◆ **Nelson\Nygaard:** 2 Community Workshops, 2 Public Hearings, 3 Staff Meetings
- ◆ **Schaaf & Wheeler:** 1 Community Workshop, 3 Staff Meetings
- ◆ **Economic Research Associates:** 2 Working Group Meetings, 2 Public Hearings, 3 Staff Meetings
- ◆ **Knapp Architects:** One Staff Meeting

F. Schedule

The schedule for the El Camino Real/Downtown Specific Plan is shown below in month-long increments. As shown in Figure 2, DC&E will complete the project within 22 months.

**FIGURE 2
PROJECT SCHEDULE**



4 KEY PERSONNEL AND AVAILABILITY

DC&E has assembled a highly-qualified team to complete the El Camino Real/Downtown Specific Plan and EIR for the City of Menlo Park. DC&E will serve as the prime consultant and oversee all aspects of the project to ensure that all products are produced on-time, on-budget and are of the highest quality. The following section describes the make-up of the project team and each firm's specific areas of expertise. Additionally, a summary of each staff member's qualifications, experience, and anticipated responsibilities on the project are included below. Resumes for each staff member are included in the appendix at the end of this proposal. Figure 3 provides a graphic representation of team organization.

All of the designated personnel listed below are available to work on the El Camino Real/Downtown Specific Plan and EIR for the duration of the project. The team members have reviewed their future workloads and guarantee that there will be adequate staffing capacity to complete the scope of work within the proposed schedule. All of the firms have the capacity to successfully complete the project and are committed to providing the resources necessary to meet the needs of City staff and the Menlo Park community.

The primary contact for this proposal is:

Tom Ford, AICP, DC&E Principal
1625 Shattuck Avenue, Suite 300
Berkeley, CA 94709
(510) 848-3815

A. *Design, Community & Environment*

1. Firm Description

DC&E was founded by David Early in 1995 to offer the type of high-quality, personalized, and comprehensive design services the City of Menlo Park needs to successfully complete the El Camino Real/Downtown Specific Plan and EIR. DC&E has direct experience successfully working with the City of Menlo Park and its community members, including the firm's recent work on the *El Camino Real/Downtown Vision Plan* for the Specific Plan Area.

DC&E's previous experience working with the City of Menlo Park translates into a strong understanding of local land use, zoning and development patterns, as well as a high-level of familiarity with existing project data, key stakeholders and the City's long-term goals. 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.

DC&E provides a comprehensive range of planning and design services, enabling our staff to provide efficient and responsive project management for integrated planning and environmental review projects like the El Camino Real/Downtown Specific Plan and EIR. We provide our clients with state-of-the-art technology and methods in all aspects of planning and design, and our multi-disciplinary approach provides us with strong qualifications to complete the El Camino Real/Downtown project in a manner that reflects community input, while still meeting the needs of the City.

DC&E has a strong record of on-time, on-budget project management experience. We guarantee that we will complete the contracted scope of work for the contracted cost. Any in-contract overruns are absorbed by the firm and are not passed onto the client. Additionally, DC&E has the capacity to ensure that client needs are addressed promptly and effectively.

**FIGURE 3
ORGANIZATION CHART**



B. Key Personnel

David Early, AICP, DC&E’s Founding Principal, will serve as Lead Facilitator for the El Camino Real/Downtown Specific Plan and EIR and will be available to facilitate public workshops and critical meetings throughout the planning process. Mr. Early emphasizes community participation, meeting facilitation and consensus building in all of his work, and his experience ranges from facilitating large public workshops to working with small groups to develop consensus on the design of specific projects or programs. Specifically, Mr. Early served as Principal-in-Charge of the *Regional Smart Growth Strategy* for the Association of Bay Area Governments (ABAG), and *Measure J Outreach, Facilitation and Strategic Planning* for the Contra Costa Transportation Authority (CCTA), as well as the Lead Facilitator for the *Downtown Station Area Specific Plan* for the City of Santa Rosa. Additionally, he recently served as the Lead Facilitator on the *El Camino Real/Downtown Vision Plan* for the City of Menlo Park and developed a strong working relationship with both City staff and the community. Mr. Early’s work has won awards at the local, state and national level for smart growth, revitalization and specific plans and landscape architecture. He is also a member emeritus of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California.

Tom Ford, AICP, Principal, will serve as Principal-in-Charge of the El Camino Real/Downtown Specific Plan and EIR. Since joining DC&E in 1999, Mr. Ford has gained extensive experience managing and overseeing a wide range of concept plans, Specific Plans, downtown plans, as well as “Main Street” and streetscape master plans. He is an expert in pedestrian-oriented streetscape design and downtown revitalization projects. During his nine years at DC&E, he has worked on numerous Specific Plans throughout the state and the Bay Area in particular. As a result of this experience, Mr. Ford possesses a strong understanding of the legal requirements and key issues Specific Plans, and particularly those involving environmental review, entail. His experience working on Specific Plans within the Bay Area region includes the *North Burlingame/Rollins Road Specific Plan* for the City of Burlingame;

the *Ceres Downtown Specific Plan and EIR* for the City of Ceres; the *Sacramento Railyards Specific Plan and Design Guidelines* for the City of Sacramento; the *Downtown Station Area Specific Plan and EIR* for the City of Santa Rosa; and the *23rd Street Specific Plan* for the City of San Pablo. As Principal-in-Charge of the *23rd Street Specific Plan*, Mr. Ford helped create a framework for pedestrian-oriented mixed-use development, as well as a range of concepts for key infill sites, to develop a plan that focused on the relationship between a pedestrian-oriented shopping corridor and an intersecting arterial, similar to the relationship between El Camino Real and Santa Cruz Avenue. His work on the *North Burlingame/Rollins Road Specific Plan* for the City of Burlingame established key land use changes and improvements to the streetscape and public realm to foster increased safety and economic opportunity. Additionally, Mr. Ford recently served as the Principal-in-Charge of the *El Camino Real/Downtown Vision Plan* for the City of Menlo Park, the first phase of the planning process for this Specific Plan and EIR, and he is extremely familiar with the Plan Area, the community and its goals for the area's future. He is currently serving as the Principal-in-Charge of the *West Broadway Avenue Specific Plan* for the City of Seaside.

Steve Noack, AICP, Principal, will serve as an advisor to the DC&E team and provide environmental review expertise throughout the planning and EIR process. A member of DC&E's staff since 2002, Mr. Noack brings over 30 years of experience in environmental planning for a wide range of projects throughout the Bay Area. Mr. Noack specializes in integrated environmental review and planning projects and has prepared documents for General Plans, campus plans, master development plans and transportation projects. His expertise includes the day-to-day application of the California Environmental Quality Act, the National Environmental Policy Act and other State and federal environmental regulations and guidelines. Mr. Noack has overseen numerous projects involving both planning and environmental review components, and he is an expert in the efficient coordination and completion of such projects to minimize the need for mitigation or the duplication of efforts. Specifically, Mr. Noack oversaw all of DC&E's environmental review work on both the *Northeast Area Specific Plan and EIR* for the City of Sebastopol

and the *Downtown Station Area Specific Plan and EIR* for the City of Santa Rosa. Additionally, Mr. Noack has worked on several transit-oriented development projects, including his current and recent work as Principal-in-Charge on the *Walnut Creek BART Transit Village Plan EIR* for the City of Walnut Creek and the *Downtown San Leandro Transit-oriented Development Strategy EIR* for the City of San Leandro, both of which focus on the creation of station area improvements to enhance connectivity and promote a vibrant mix of uses. He is currently serving as the Principal-in-Charge of the *San Carlos General Plan Update and EIR* for the City of San Carlos.

Bruce Brubaker, Senior Associate, will serve as the Project Manager for the El Camino Real/Downtown Specific Plan and EIR and help ensure a seamlessly integrated Specific Plan and EIR process. Mr. Brubaker will be responsible for the day-to-day management of the project, serving as the primary contact for City staff and attending all meetings. Mr. Brubaker is a California Registered Architect with over 18 years of experience in urban design and architecture, ranging from conceptual designs through construction documents, for both commercial and residential projects. He is also certified as a Charrette Planner by the National Charrette Institute. Since joining DC&E in 2005, Mr. Brubaker has gained extensive experience working on Specific Plans and similar land use plans throughout the Bay Area. Recently, he served as DC&E's Project Manager for the *Santa Rosa Station Area Specific Plan and EIR* for the City of Santa Rosa, preparing innovative development standards to guide infill development around the future SMART commuter rail station in downtown Santa Rosa; the *Sacramento Railyards Specific Plan* for the City of Sacramento; and the *Area Two Concept Plan* for the City of Newark, planning for the future Dumbarton Station on the east side of the San Francisco Bay. Prior to joining DC&E, he served as Project Architect and Project Manager for all phases the *Menlo Park Downtown Urban Design Plan*. Currently, Mr. Brubaker is serving as DC&E's Project Manager on the *Bayfair BART Station Area Improvement Plan* for BART, as a subconsultant to Wilbur Smith Associates.

Ted Heyd, Associate, will serve as senior environmental review staff on the El Camino Real/Downtown Specific Plan and EIR project. He will provide environmental review expertise and technical oversight on the EIR, as well as help coordinate the work of the subconsultant team. Mr. Heyd has extensive experience developing work plans and schedules; managing consultant teams; coordinating the on-time delivery and adequacy of technical analyses; maintaining contact with clients; attending coordination meetings; and ensuring that product reviews follow DC&E's intensive quality control process. Specializing in complex environmental review projects, Mr. Heyd has worked on a wide range of projects involving CEQA, NEPA and other applicable regulations. His projects have included several mixed-use urban infill development projects, and he is extremely familiar with the particular issues associated with them. He also has experience working on projects involving transit-oriented development in established urban environments. He recently served as DC&E's Project Manager for the *Downtown San Leandro Transit-Oriented Development Strategy EIR* for the City of San Leandro, as well as for both the *East Oakland Community Based Transportation Plan* and the *Berkeley Community Based Transportation Plan* for the Alameda County Congestion Management Agency, for which he helped develop a community outreach strategy and conduct public meetings. Mr. Heyd is currently the Project Manager for the *Walnut Creek BART Transit Village Plan EIR* for the City of Walnut Creek.

Brad Johnson, Project Urban Designer, will serve as key urban design staff and assist with design, analysis, research, report writing and graphic production throughout the El Camino Real/Downtown Specific Plan and EIR. Since joining DC&E in 2007, Mr. Johnson has contributed to a wide variety of urban design and planning projects in the Bay Area, including Specific Plans and Community Visioning Projects. Working closely with Mr. Ford on the *Sacramento Railyards Specific Plan*, Mr. Johnson helped develop design guidelines and development standards, as well as land use elements for the high-profile Specific Plan. He also worked closely with Mr. Ford on the award-winning *23rd Street Specific Plan* for the City of San Pablo and the *Southern Waterfront Design* for the City of Suisun City. Recently, Mr. John-

son served as the key urban design staff on the *El Camino Real/Downtown Vision Plan* for the City of Menlo Park, helping conduct community workshops and creating conceptual plans for redevelopment sites. As a result of this experience, he is extremely familiar with the Specific Plan Area and key project issues. Currently, Mr. Johnson is serving as the Project Manager for the *Seaside Housing Element Update* for the City of Seaside as a subconsultant to Veronica Tam and Associates.

Kyle Simpson, Project Planner, will assist with all environmental review analysis, research and writing, as well as public outreach efforts. Mr. Simpson specializes in environmental review and has worked on several projects involving a range of transportation and infill development issues. Since joining DC&E in 2006, Mr. Simpson has worked on a wide variety of projects, including the *Downtown San Leandro Transit-Oriented Development Strategy EIR* for the City of San Leandro, the *Miller Avenue Plan EIR* for the City of Mill Valley, and the *Rollingwood Avenue Initial Study/Mitigated Negative Declaration* for the City of Vallejo. Mr. Simpson's recent project experience also includes the *Napa Pipe Site EIR* for Napa County, which analyzed the impacts of a mixed-use development containing 3,200 new residences, neighborhood-serving retail, office space, restaurants, a condominium hotel, and other community facilities. Currently, Mr. Simpson is serving as key staff on the *Walnut Creek BART Transit Village Plan EIR* for the City of Walnut Creek. Prior to joining DC&E, Mr. Simpson worked with Greenbelt Alliance in San Francisco, advocating for smart-growth and responsible planning.

C. *Strategic Economics*

1. **Firm Description**

Strategic Economics is a consulting and research firm specializing in urban, regional and real estate economic services to help local governments, community groups, developers and non-profit organizations better understand the economic and development context in which they operate. Strategic Eco-

nomics specializes in assisting clients to take strategic steps towards creating high-quality places for people to live and work.

Strategic Economics' work style is characterized by creativity, flexibility and close collaboration with clients, focusing on making economic information legible and relevant to both public and private stakeholders. Strategic Economics' team members provide 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. Utilizing these skills, Strategic Economics has successfully completed numerous downtown revitalization and neighborhood planning efforts, economic baseline studies and development strategies, regional growth management projects, retail development strategies, transit-oriented development, and real estate feasibility analyses.

Strategic Economics is also a partner in the Center for Transit Oriented Development (C-TOD), a non-profit venture conducting research to advance the creation of transit-oriented development 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. As partner, Strategic Economics leads major research initiatives for the C-TOD and has an on-going role in many C-TOD projects. This creative partnership enables Strategic Economics to develop unique expertise in a wide range of TOD-related topics to enhance and inform of all of the firm's work.

2. Key Personnel

Nadine Fogarty, Principal, will serve as Strategic Economics' Principal-in-Charge for the El Camino Real/Downtown Specific Plan and EIR. She will determine the methodology for and guide the analysis of the existing conditions and financial feasibility analyses. A Principal with Strategic Economics since 2005, Ms. Fogarty manages a wide range of consulting assignments, providing expertise in market analysis, real estate development feasibility, retail strategies and implementation techniques for transit-oriented development

(TOD). She specializes in the evaluation of planning policies to determine the implications for local development potential and the creation of joint development strategies for transit station development projects. Currently she is working with the City of St. Paul to evaluate the development potential along the future Central Corridor light rail line, which will run between downtown Minneapolis and downtown St. Paul. Ms. Fogarty has also provided real estate advisory services to clients such as the Sonoma Marin Transit District (SMART), the San Mateo County Transit District (SamTrans), and the City of El Cerrito. Ms. Fogarty will determine the methodology for and guide the analysis of the existing conditions and financial feasibility analyses.

Erica Spaid, Associate, will serve as Strategic Economics' Project Manager on the El Camino Real/Downtown project and work closely with Ms. Fogarty on the existing conditions and financial feasibility analyses. Since joining Strategic Economics in 2006, Ms. Spaid has specialized in financial feasibility and regional employment analyses and recently completed the financial feasibility analysis for a transit-oriented development project in San Mateo County. Working with Ms. Fogarty, she has also conducted pro-forma analyses for several development scenarios proposed along the Central Corridor light rail line in St. Paul, Minnesota. Additionally, Ms. Spaid has significant experience completing economic impact studies for projects involving potential land use changes, and 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. Ms. Spaid also complete a spatial assessment of Long Beach's economy that evaluated the interaction between employment and land use, as well as an assessment of the economic benefits of introducing light rail transit to the San Gabriel Valley in Los Angeles.

D. Kimley-Horn and Associates

1. Firm Description

KHA is one of the most respected and fastest growing full-service consulting engineering firms in the United States. KHA has over 2,200 employees in 61

offices nationwide, including nine offices with over 200 engineers, planners, designers, and technicians in California. With such far-reaching and in-depth experience, KHA is able to perform planning and transportation studies quickly, efficiently and within agreed-upon budgets.

KHA has been providing a variety of services since the firm's founding in 1967, becoming a nationally-recognized leader in land development and transportation planning. KHA's long-term association with public municipalities and private developers has enabled the firm to build a broad range of project experience solving complex design and planning issues for both private and public clients.

2. Key Personnel

James M. Daisa, P.E., Principal, will serve as KHA's Principal-in-Charge and oversee all of the firm's work on the El Camino Real/Downtown project. Mr. Daisa is a registered Professional Traffic Engineer in the State of California and has over 18 years of experience in transportation planning and traffic engineering. Mr. Daisa specializes in New Urbanist community planning, large-scale study area and corridor plans, multi-modal street design, downtown revitalization, and pedestrian and transit-oriented development. His experience includes the creation of multi-modal street design guidelines for Metro, Portland's regional government, which were published in "Creating Livable Streets: Street Design Guidelines for 2040" and received an award from the Environmental Protection Agency. He also developed the Santa Clara Valley Transportation Authority's "Best Practices for Integrating Transportation and Land Use Manual," a state-of-the-practice research project that integrating multi-modal streetscape improvements, urban design and land development practices in transit-oriented areas. Additionally, Mr. Daisa has prepared numerous pedestrian, rail, and transit-oriented development and transportation plans throughout California, Oregon and Washington, facilitating innovative transportation planning and parking projects for urbanized areas undergoing change, development or intensification. He is responsible for developing circulation plans, street design guidelines/standards, transit plans, streetscape improvements, pedestrian and bicycle networks, station

area designs, transit corridors and technical analyses. Mr. Daisa also specializes in conducting research related to travel patterns within high-density, mixed-use transit-oriented developments and developing Level of Service policies and multi-modal assessment methodologies. A national expert in the field of Context Sensitive Design, Mr. Daisa has significant experience working closely with communities and agencies to develop innovative transportation solutions and develop consensus on land use and transportation plans. He has been involved in the field of CSD since its infancy and is a strong advocate of context sensitive solutions.

Paul J. Krupka, P.E., T.E., Senior Engineer, will serve as KHA's Project Manager on the El Camino Real/Downtown project. Mr. Krupka has over 25 years of experience working on a diverse range of transportation engineering projects based on traffic engineering and analysis. He is an experienced project manager with significant technical expertise in traffic engineering, traffic control device design, ITS, traffic and transportation planning, transit and highway corridor planning and engineering, and parking. Mr. Krupka specializes in the application of traffic engineering principles to solve site design challenges, as well as complex street and highway design and operation issues. Mr. Krupka has seen projects through construction and knows what it takes to build complex urban roadway modifications and freeway improvements. He is intimately familiar with the construction process, from right-of-way acquisition, temporary detours, grade separation components and utility relocations, to working with contractors during construction and railroad relations.

Deborah K. Fehr, P.E., Associate, will serve as KHA's Project Engineer, on the El Camino Real/Downtown project. Ms. Fehr has more than 10 years of experience in transportation planning and traffic engineering and has worked on a wide range of transportation impact analyses, General Plan circulation studies, sub-area planning and corridor studies projects, and transportation elements for Environmental Impact Reports. Her engineering experience also includes traffic control device warrant studies, parking studies, conceptual roundabout design and traffic signal design. Additionally, Ms. Fehr has com-

pleted numerous projects involving a variety of land uses, including small retail and residential projects, office and industrial parks, regional retail malls, mixed-use activity centers and new towns.

Syedali (Ali) Mustafa, EIT, Analyst, will serve as KHA's Project Engineer, on the El Camino Real/Downtown project. Mr. Mustafa has a professional background in engineering consulting that spans a wide array of projects for private developers and public agencies throughout California. With double Masters degrees in Transportation Engineering and more than five years of transportation planning and traffic engineering experience, Mr. Mustafa has worked extensively on traffic impact studies, Environmental Impact Reports, General Plans, Specific Plans, parking studies, transportation management plans, neighborhood traffic management plans, and planning and design strategies for major sports facilities.

Charles R. Spinks, P.E., Vice President and Associate. With more than 32 years of experience as a civil engineer in California, Mr. Spinks has overseen the planning and design of several water resources projects, including flood control facilities; water supply facilities; water reclamation facilities; and hydroelectric facilities such as dams, tunnels, penstocks and powerhouses. Since joining KHA over a decade ago, Mr. Spinks has worked extensively with federal, State and local agencies, including the U.S. Army Corps of Engineers, the Bureau of Reclamation, Navy Facilities Engineering Command, Federal Emergency Management Agency, Federal Energy Regulatory Commission, Caltrans, State Coastal Conservancy, Coastal Commission, Department of Parks and Recreation, Riverside County Flood Control District, and Department of Water Resources.

Michael J. Fisher, P.E., Associate, has over 11 years of experience managing all phases of the planning, design and construction of new and existing wet utility infrastructure. Mr. Fisher's experience includes considerable work in the design and construction management of sewer rehabilitation and replacement work, including gravity sewers, manholes, lift stations and force mains. Mr. Fisher has also completed several condition and capacity assessments, as

well as prepared rehabilitation and repair recommendations for wet utility infrastructure. Additionally, he led the development of KHA's "Risk" based infrastructure failure analysis protocol and has utilized it to prepare prioritized, time-phased, capital improvement plans for numerous existing water and sewer systems. Mr. Fisher is also very experienced in information management and development of geo-referenced asset management systems and mapping.

E. Nelson\Nygaard Consulting Associates

1. Firm Description

Nelson\Nygaard Consulting Associates Inc. is distinguished by its commitment to planning transportation systems and identifying mobility improvements to 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, the firm specializes 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 across North America. Today, Nelson\Nygaard works with a wide variety of clients, including public transit operators, regional and state planning organizations, City and County municipal departments and private sector customers. Nelson\Nygaard specializes in the provision of the following transportation services:

- ◆ Transit Service
- ◆ Accessible and Specialized Transportation
- ◆ Multi-Modal Transportation
- ◆ Smart Growth Projects and TOD
- ◆ Program Management
- ◆ Financial Planning
- ◆ Public Participation and Information

2. Key Personnel

Jeffrey Tumlin, Principal, will serve as Nelson\Nygaard's Principal-in-Charge and oversee all of the firm's work on the El Camino Real/Downtown project. Mr. Tumlin leads the firm's national parking, Transit-Oriented Development (TOD) and Smart Growth practices. He has overseen the transportation component of TOD plans for over 50 station areas around the country, including stations in the Seattle, Vancouver, Portland, Oregon, Los Angeles, Washington D.C., Kansas City and San Francisco Bay Area regions. As a lead planning consultant to the Bay Area Rapid Transit District (BART), Mr. Tumlin co-authored BART's "Transit-Oriented Development Guidelines and Station Access Guidelines." In addition to his significant expertise developing innovative transportation plans, Mr. Tumlin's workshop facilitation skills and previous experience in Menlo Park make him an invaluable asset to the public participation portion of the El Camino Real/Downtown project.

Brian Canepa, Senior Associate, will serve as Nelson/Nygaard's Project Manager and s primary contact on the El Camino Real/Downtown Specific Plan and EIR. Mr. Canepa specializes in innovative parking strategies, Transit-Oriented Development (TOD) and Transportation Demand Management (TDM) programs. Throughout all of his work, Mr. Canepa emphasizes planning approaches that support multi-modal connectivity, appropriate parking pricing, employer participation, and efficient and cost-effective transit modes. He has developed multi-modal plans for transit centers in several California communities, including Oakland, Oxnard and Santa Rosa. Additionally, he is the author of "Bursting the Bubble: Determining the Transit-Oriented Development's Walkable Limits," which was published in the Journal of the Transportation Research Board in 2007.

F. Illingworth & Rodkin, Inc.

1. Firm Description

Founded in 1987, Illingworth & Rodkin, Inc. (I&R) provides a complete range of acoustics, vibration and air quality consulting services to governmental agencies, private sector clients and other environmental and design profes-

sionals. Over the past 20 years, I&R has completed over 3,800 projects in architectural acoustics, community noise and vibration, industrial noise and vibration control, and air quality studies. With significant expertise in acoustics and air quality analysis, I&R is experienced with both the State and Federal environmental regulatory processes.

2. Key Personnel

Richard B. Rodkin, P.E., Principal, will serve as Principal-in-Charge of the El Camino Real/Downtown Specific Plan and EIR and provide guidance and oversight for all of I&R's work for the City of Menlo Park. As one of the firm's Founding Principals, Mr. Rodkin has prepared environmental noise studies for a wide range of industrial, commercial, residential, institutional and transportation projects throughout California. Mr. Rodkin began his career as an acoustical consultant in 1973 and has worked continuously within the field of acoustics in a variety of capacities related to the design of new buildings, environmental review and industrial development. His experience working on building design projects has included commercial, institutional and residential development projects, and his transportation noise and vibration study experience has included projects involving freeways, light and heavy rail trains, and local roadway improvements.

James A. Reyff, Project Scientist, will serve as I&R's Project Manager for all air quality analysis on the project, as well as the firm's primary contact. Mr. Reyff is a meteorologist with significant expertise in the areas of air quality and acoustics, specializing in meteorology, air quality emissions estimation, transportation and land use air quality studies, air quality field studies, and environmental noise studies. Mr. Reyff is extremely familiar with federal, State and local air quality and noise regulations, and through his vast project experience, he has developed effective working relationships with many regulatory agencies throughout the state.

Michael S. Thill, Senior Consultant, will serve as the Project Manager for all of the firm's noise assessment work on the project. Mr. Thill has ten years of professional experience and is an expert in conducting field research, data

analysis and noise modeling. He has completed numerous field surveys in a variety of noise environments, authoring technical noise reports for residential, mixed-use, commercial and transportation projects, as well as for educational facilities, redevelopment projects and office and industrial developments. Mr. Thill is proficient with 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).

G. Knapp Architects

1. Firm Description

Knapp Architects is a full-service architectural firm specializing in historic architecture and urban infill projects. Based in San Francisco, the firm has completed several projects throughout the Bay Area and Northern California since its formation in 2006. In addition to preparing customary architectural documents, Knapp Architects provides historical research and analysis, planning services related to historic buildings and resources, and entitlement and environmental review consultation services for projects involving historical resources. In addition to the firm's significant in-house expertise, Knapp Architects benefits from its on-going collaboration with professionals experienced in architectural history, landscape history and architecture.

2. Key Personnel

Frederic Knapp, AIA, Founding Principal, will oversee all of the firm's work on the El Camino Real/Downtown Specific Plan and EIR. Mr. Knapp has over two decades of experience in the fields of architecture and historic preservation and is a registered architect in both California and Arizona. He also meets the Secretary of the Interior's Professional Qualification Standards for Architecture and Historic Architecture. Mr. Knapp has experience in all phases of architectural practice, from pre-design and programming to post-occupancy and forensic investigation. 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

numerous feasibility studies, cultural resource analyses, Historic Structures Reports, National Register nominations, federal Historic Preservation Tax Credit applications, and NEPA, CEQA and local preservation ordinance evaluations. Mr. Knapp specializes in complex projects involving numerous interrelated structures and landscapes, including historic districts, military bases and university campuses. He has worked on more than two dozen projects with 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.

Christopher Pollock, Senior Designer, will work closely with Mr. Knapp throughout the project and assist in the preparation of the cultural resources analysis for the Existing Conditions Report and EIR. With nearly 35 years of experience in interior design, project management and space planning, Mr. Pollock has authored two books on San Francisco's Golden Gate Park, *San Francisco's Golden Gate Park -A Thousand and Seventeen Acres of Stories* and *Golden Gate Park: San Francisco's Urban Oasis in Vintage Postcards*. He is currently writing a book about the Rustic Style. Mr. Pollock's recent experience also includes designing SenSpa in the Presidio of San Francisco, winner of a 2006 California Preservation Foundation award.

H. Schaaf & Wheeler

1. 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. Despite the firm's small size, it ranked #12 in the San Jose/Silicon Valley Business Journal's list of the Top 25 Engineering Firms in 2008 and was the only firm on the list to focus solely on water issues.

Schaaf & Wheeler’s primary areas of concentration include the following services:

- ◆ 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.

2. Key Personnel

Charles D. Anderson, PE, Principal, will serve as Principal-in-Charge and provides technical oversight and quality assurance throughout the project. Mr. Anderson has 20 years of experience working on projects involving hydrology, flood control and drainage studies, potable water, irrigation water and wastewater systems, groundwater and storm water runoff. Mr. Anderson’s recent experience includes working closely with the nearby City of San Mateo to develop a stormwater master plan and design coastal flood protection projects. Additionally, he is currently overseeing the design of the new San Francisquito Creek pump station in neighboring Palo Alto.

Charles E. Hardy, PE, Project Engineer, will serve as the Project Manager and S&W's primary point of contact during development of the El Camino Real/Downtown Specific Plan and EIR. Mr. Hardy has significant experience working on projects throughout California involving hydrology, storm-water drainage and flood control, open-channel hydraulics, water supply, wastewater conveyance, and water quality. He is also an expert in prescribing best management practices for stormwater management projects. Recently, Mr. Hardy addressed water issues while working with Design Community & Environment on the *West Broadway Urban Villiage Specific Plan* for the City of Seaside.

I. Economics Research Associates

1. Firm Description

Economics Research Associates (ERA) is an international consulting firm providing services in real estate, entertainment and leisure, and land use policy and planning. Founded in Los Angeles in 1958, today the firm is a wholly-owned subsidiary of AECOM Technology Corporation, with its headquarters in Los Angeles and offices in Chicago, San Francisco, San Diego, New York, London and Washington, D.C. ERA has completed more than 17,000 research and consulting assignments for public and private clients over the past 50 years. Utilizing the diverse set of skills and experience of the firm's multidisciplinary staff, ERA provides consulting services in five inter-related fields: (1) economic development and planning; (2) real estate and land use; (3) recreation, tourism and leisure; (4) transportation systems; and (5) management and marketing services.

In urban and regional economics, ERA has conducted major studies for public and private clients in most major metropolitan areas, including economic base studies, urban redevelopment feasibility assessments, long-range master plans, and analyses of the interaction between urban transportation systems and metropolitan development. The firm has extensive experience assessing the fiscal impacts of development policies and projects, as well as providing recommendations for revenue diversification programs. Additionally, ERA

frequently performs negotiating services and analyses for public clients seeking private ventures.

In real estate and land use economics, ERA has experience studying the marketability, feasibility and appropriateness of project densities for all types of real estate uses, including adaptive reuse and commercial property revitalization projects. ERA also conducts project valuation analyses, portfolio reviews and independent review valuations during sales transactions.

ERA's work in recreation, tourism and leisure incorporates the firm's vast experience formulating tourist development plans for major geographic regions and subregions, evaluating public and commercial recreational facilities, and analyzing special mass attraction events and sports facilities. Long known for its work with major theme parks, ERA has also led in the definition of responsible revenue generation and cost coverage programs for public park systems, and the firm is presently a leading authority on the development and programming of urban entertainment centers.

ERA's consultation services in transportation planning and economics includes urban, intercity and international transport operations, in both cargo and passenger transport. The firm's research involves infrastructure planning, as well as transport operations analysis; economic activity forecasting and financial planning. Related assignments include transit agency property development potentials and private venture partnerships. The firm also defines market prospects for joint development and revitalization projects in transit-oriented districts.

2. Key Personnel

James A. Edison, Principal, will serve as Principal-in-Charge of the El Camino Real/Downtown Specific Plan and EIR. Based out of ERA's San Francisco office, Mr. Edison is an expert in land use economics and specializes in public and private financing for infrastructure and development projects. Mr. Edison's public sector experience includes local and regional economic impact studies; new county government formation strategies; and the creation

of impact fees to fund infrastructure and public facilities. Mr. Edison has over a decade of public and private real estate and finance experience, focusing on public finance strategies for real estate development. Mr. Edison has conducted numerous evaluations examining the economic and fiscal impacts of Specific Plans, and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development proposals. Recent examples include East Garrison at the former Fort Ord in Monterey County, California, the Great Park on the former Marine Corps Air Station El Toro, California, and Rancho Mission Viejo in southern Orange County, California.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments, and has advised both public and private clients on the use of individual instruments and the interaction between those instruments and the needs of developers and project finance. Mr. Edison has conducted fiscal impact evaluations in a wide range of contexts, including specific plans, individual development projects, community revitalization programs, annexations and government reorganizations. Before joining ERA, Mr. Edison was a vice president at Economic Planning Systems, Inc., a real estate economics firm in Berkeley, California, where he provided expertise on the public and private financing, feasibility and fiscal impact of real estate development to public agencies and private clients. Previous to that James was a budget analyst for the City and County of San Francisco and a public finance attorney with the firm of Orrick, Herrington & Sutcliffe LLP in Los Angeles.

Ernesto Vilchis, Associate, will serve as ERA's Project Manager on the El Camino Real/Downtown project. Mr. Vilchis joined ERA in 2008. Prior to working at ERA, Ernesto served as Project Manager for Citizens Housing Corporation, an affordable housing developer, where he performed a wide variety of tasks related to project development from feasibility analysis through completion of construction. This included preparing and monitoring development and construction budgets and procuring financing from conventional, public and quasi-public sources, including tax-credits (4 and 9

percent), the state of California’s Multifamily Housing Program, and the Federal Home Loan Bank’s Affordable Housing Program. He also has experience with supportive housing funding and programming. He managed the first project funded by the State of California’s Mental Health Services Act Housing Program and the first hybrid building funded by the City of San Francisco’s Local Operating Subsidy.

J. Stellar Environmental Solutions, Inc.

1. Firm Description

Stellar Environmental Solutions, Inc. (SES) is a small, locally-focused Northern California 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 provides a full range of environmental and engineering services for CEQA, environmental and hazardous waste projects. Their services include conducting hydrology and water quality studies; preparing plans for hazardous waste management; 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. The firm’s 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 & Environment will be completed on or before their scheduled deadlines.

2. Key Personnel

Richard S. Makdisi, R.G., R.E.A., Principal, will serve as SES’s Principal-in-Charge on the El Camino Real/Downtown project. Mr. Makdisi has more than 25 years experience in broad-based environmental and geologic experience, including hazardous waste management, geoscience engineering, geo-

chemistry, 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. Since 1996, Mr. Makdisi has worked as a team member on several previous EIR development projects with DC&E , as well as prepared numerous CEQA documents and General Plans within Northern California.

Teal N. Glass, Senior Project Scientist, will serve as SES's Project Manager on the El Camino Real/Downtown Project Ms. Glass has over 8 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.

K. Community Systems Associates, Inc.

1. Firm Description

CSA was formed in 1982 by Marshall Krupp. The firm is dedicated to providing public and private client project management, feasibility, evaluation, implementation and strategic services. 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 that 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.

2. Key Personnel

Marshall Krupp, Founding President, will be personally responsible for all of the consulting services of the company on the El Camino Real/Downtown Project. 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 and political strategies. He has also executed implementation strategies 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 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.

5 PROJECT LIST

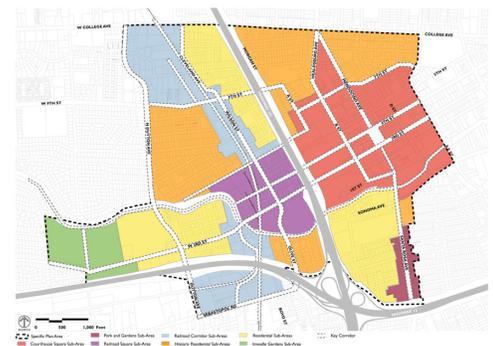
This chapter provides a brief description of each team member’s relevant experience working on a range of projects—including Specific Plans and EIRs—that are comparable in size and scope to the El Camino Real/Downtown Specific Plan and EIR project. Additional team qualifications are included in an appendix at the end of this proposal.

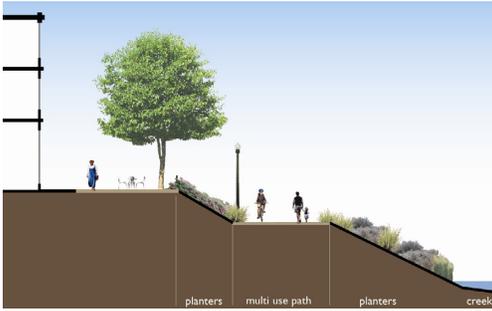
A. Design, Community & Environment

El Camino Real/Downtown Vision Plan for the City of Menlo Park. DC&E has been working with the City of Menlo Park to develop a Vision Plan for Menlo Park’s downtown and the El Camino Real corridor, an important connection between Menlo Park and other Peninsula cities. Menlo Park’s downtown currently contains a variety of long-standing commercial and office uses in relatively low-rise development, and the El Camino corridor features several large vacant parcels of land that were once occupied by automobile dealerships. During the visioning process, DC&E gathered significant community input through a variety of methods, including walking tours of the Plan Area, a bus tour through comparable Peninsula downtowns, community workshops, outreach to community groups, and a community survey. The final Vision Plan will include a series of principles to help guide community decision-making and provide a clear framework for future development within these key areas of the City, as well as a conceptual plan illustrating proposed land uses.



Downtown Station Area Specific Plan and EIR for the City of Santa Rosa. Downtown Santa Rosa is one of 14 proposed train station sites for the Sonoma-Marín Area Rail Transit (SMART) commuter rail service. Funded by a grant from MTC, the Plan was initiated to prepare for potentially significant changes within the downtown area as a result of a new station and the creation of higher-density transit-oriented development. DC&E prepared the Downtown Station Area Specific Plan and EIR 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 Spe-





cific Plan process, DC&E led a series of community workshops to help formulate a unified vision for the study area. Through these outreach efforts, DC&E was able to establish context-sensitive land use policies, development standards, design guidelines, market strategies and infrastructure improvements to support the implementation of that vision. DC&E also facilitated several Technical Advisory Committee meetings to help foster greater project support and understanding, and to coordinate the efforts and goals of local stakeholders, City staff, MTC and other interested agencies. This project won the 2008 Northern Section of the California Chapter of the American Planning Association Award of Merit for “Focused Issue Planning.”

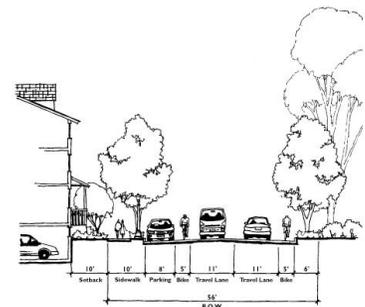
23rd Street Specific Plan for the City of San Pablo. DC&E prepared a Specific Plan to encourage pedestrian-oriented, mixed-use development along the 23rd Street corridor in San Pablo. Leveraging the success of an existing façade improvement program already utilized by 23rd Street merchants to renovate their properties and businesses, the Specific Plan created a framework to expand corridor improvements. The planning process included bilingual community outreach; the creation of development concepts for infill opportunity sites; and significant communication with local and regional developers specializing in urban residential and mixed-use projects. The Specific Plan established building standards and parking regulations to facilitate new mixed-use development and help revitalize underutilized properties along this important corridor within the community. 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.



West Broadway Urban Village Specific Plan for the City of Seaside. DC&E is currently preparing a Specific Plan for Seaside’s West Broadway Avenue that will create an “urban village” to function as Seaside’s downtown, similar to the Broadway Retail Corridor. The City has set forth a vision for the area to establish it as an active node with an increased intensity of uses, including a mix of residential uses with ground-floor retail stores. As a part of this effort, DC&E is conducting an extensive outreach process that includes a Community Advisory Committee, stakeholder interviews, a

developer panel and community workshops. The Specific Plan includes design concepts for a mixed-use project that includes a public library and parking garage, new residential development in the adjacent neighborhood, and a future multi-modal transit hub and light rail station. Safety, accessibility, mobility and place-making are emphasized in this Specific Plan.

North Burlingame/Rollins Road Specific Plan for the City of Burlingame. DC&E led a consultant team to examine potential land use and circulation changes in the northern part of Burlingame to take advantage of two significant projects occurring in the area. The Millbrae Intermodal Station, immediately adjacent to the Plan Area, opened in the spring of 2003. This station is the southern terminus of BART’s San Francisco International Airport line and offers cross-platform connections to the Caltrain system. Additionally, Mills Peninsula Hospital is in the initial design stages of a project to replace its existing facility on El Camino Real. The Specific Plan also provides for the continued viability of the Rollins Road industrial corridor. Many of the businesses in this area are closely tied to activities that take place at nearby San Francisco International Airport. Land use changes in the Plan Area were developed in response to the needs of Burlingame’s existing industrial base, the proximity to the new intermodal station and housing needs identified in Burlingame’s recently adopted Housing Element Update. The Specific Plan was adopted by the City of Burlingame in September 2004.



Palo Alto Comprehensive Plan Amendment for the City of Palo Alto. The City of Palo Alto is known for its high quality of life and proximity to Stanford University, which have resulted in a culture of innovation throughout the City, including in its planning and environmental policies. The first city in the country with curbside recycling, Palo Alto has a strong commitment to sustainability, which will be bolstered through the Comprehensive Plan Amendment that DC&E is now completing for the City. The amendment will fulfill three main goals. First, it will incorporate sustainability throughout the Comprehensive Plan, reflecting existing programs and identifying ways in which the City can expand its greening efforts. Second, it will examine two areas with potential for infill development, resulting in concept plans

for each the California Avenue/Fry's site and the East Meadow Circle/Fabian Way area. Finally, the Comprehensive Plan amendment will identify new housing sites throughout the City, which will allow for completion of a new Housing Element by City staff.

B. Strategic Economics

Downtown Tracy Urban Design and Specific Plan for the 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 patterns 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 for the downtown.

Webster District Strategic Plan for the 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 for the 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 owner 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.

Menlo Park Smart Growth for the 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 for the 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 for the 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, of-

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, SE 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, SE 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.

C. Kimley-Horn and Associates

El Camino Real Corridor Transit-Oriented Development Plan/Bay Meadows Specific Plan for the City of San Mateo. 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.

Downtown San Leandro TOD Strategy for the City of San Leandro. Kimley-Horn is currently 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-orient development 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.

This project has earned numerous awards: the 2008 Focused Issue Planning Award for the APA Northern California Chapter; 2008 Breathe California Award for the Smart Growth/Green Building category; and the 2008 “Growing Smarter Together” Award for the Association of Bay Area Government.

The Railyards Mixed-Use and Transit-Oriented Development Shared Parking Study for the City of Sacramento. 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 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. Being designed as a regional destination, it is poised to revitalize the downtown core of Sacramento. 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.

Additionally, Kimley-Horn is currently providing roadway and structure design, preliminary traffic analysis, and a parking analysis.

Santa Clara Rapid Transit BART Station Concept Planning & Parking Assessment and Management Toolbox for 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. Due to 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.

Walnut Creek BART Transit-Oriented Development Plan for the City Walnut Creek. 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.

Warm Springs BART Specific Plan for the City of Fremont. 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.

D. Nelson\Nygaard Consulting Associates

Glendale Downtown Mobility Plan for the City of Glendale. The City of Glendale envisions its downtown as a vibrant place where people work, live, shop, dine, and explore. To realize this vision, the City plans for more residential and retail development in its downtown core. Nelson\Nygaard is developing a Downtown Mobility Plan for the City of Glendale to address the challenge of how to simultaneously accommodate this growth and enhance mobility and quality of life. The recommended strategies will be both comprehensive (taking into account the needs of pedestrians, cyclists, transit users, and motorists) and integrated (addressing the relationship between transportation, land use, parking, and urban design policies). In addition, Nelson\Nygaard will be incorporating all recommended mobility strategies into a phased implementation plan informed by national best practices and tailored to Glendale's unique needs.

Ventura Downtown Mobility & Parking Plan for the City of San Buenaventura. Nelson\Nygaard developed a far-reaching parking and transportation demand management plan for Downtown Ventura. The plan includes the following elements:

- ◆ overall parking strategy
- ◆ parking management plan for public parking
- ◆ review of parking technology
- ◆ parking and transportation demand management ordinance

- ◆ transportation demand management strategy, and
- ◆ coherent implementation plan.

The plan replaces free parking with market-rate parking pricing for all on-street parking, returning the revenue to downtown merchants through an innovative 'Parking Benefit District' strategy. Complementing the parking pricing strategy is one of the most comprehensive transportation demand strategies for any downtown in the United States, including free transit passes for all downtown employees and residents, parking cash-out programs, and improvements to bicycling, carpooling and transit programs.

Downtown Walnut Creek Transportation and Parking Study for the City of Walnut Creek. Downtown Walnut Creek, CA, 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 in 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 provided 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.

E. Illingworth & Rodkin, Inc.

Downtown Santa Rosa Specific Plan and EIR for the City Santa Rosa. 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.

Avalon at Union Station in the City of Union City for Lamphier-Gregory. 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.

Centerville Intermodal Transit Facility for the City of Fremont. 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.

F. Knapp Architects

On-Call Services for the Town of Danville. Knapp Architects has provided consultation services for the Town of Danville on several downtown projects with the potential to affect historic resources. Knapp researched the history of the subject properties, reviewed proposed designs under the Town's downtown guidelines for heritage resources, and evaluated projects under the Secretary of the Interior's Standards for Rehabilitation.

Downtown Historic Resources Inventory for the City of Martinez. Knapp Architects is currently working in collaboration with Kelley & VerPlanck Historical Consulting on an inventory of the historic resources in the City of Martinez's downtown. Stemming from the *Downtown Specific Plan* in response to historic resources issues and will allow the City to plan for development while considering the effects on historic resources. The survey includes a full reconnaissance survey of two downtown sub-areas, DPR 523A forms for buildings over 50 years old, a historic context statement, DPR 523B forms for individually-eligible buildings, and a DPR 523D form for an eligible historic district.

Mission Square EIR for the City of Sonoma. Serving as a subconsultant to DC&E, Knapp Architects assessed historic resources issues for a proposed mixed-use project in downtown Sonoma which included 23 residential units and almost 6,000 square feet of commercial and office space. The project site lies within the Sonoma Plaza Historic District, which is listed on the National Register of Historic Places, and contains a residential building that is considered a contributing structure to the District. The historical scope included research into listed districts which could be affected and evaluation of

impacts, formulation of mitigations, and description of alternatives for the EIR. The environmental review focused on the project's aesthetic quality and compatibility with surrounding historic development; potential impacts to the early twentieth-century bungalow on the site; traffic congestion; and an analysis of the project's shared parking.

G. Schaaf & Wheeler

West Broadway Specific Plan for the City of Seaside. As a subconsultant to DC&E, 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 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 DC&E into the Specific Plan, including figures describing 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 to craft 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 the California American Water Company on the Monterey Peninsula.

Third-Party Review of Hydrology Reports for the City of Menlo Park. 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 asked 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 hydro-

logic review included an evaluation of pre- and post-project discharges to the Menlo Park storm drain system; an evaluation of the hydrologic methods used by the consulting firm; an evaluation of the projects' impacts to in-street flooding; and an evaluation of the projects' general drainage plans.

Coyote Valley Specific Plan for the City of San Jose. The Coyote Valley is currently a rural swath of land between the cities of San Jose to the north and Morgan Hill to the south. The area is within the sphere of influence of the City of San Jose, and the City has developed the Coyote Valley Specific Plan (CVSP) per the San Jose 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.

UPRR Pedestrian Undercrossing H&H for Union Pacific Railroad. 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 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. The proposed undercrossing did, however, provide a potential path for flood flows or storm drain overflows to penetrate under the railroad into the Willow Road area to the north.

H. Economics Research Associates

Fiscal Impact and Infrastructure Financing Plan for East Garrison for the East Garrison Community Partners, LLC. ERA prepared a fiscal impact analysis and infrastructure financing plan for the East Garrison Project, a joint venture between the County of Monterey and East Garrison Community Partners, LLC, a local developer. ERA estimated the costs and revenues to the County associated with the project, and prepared a set of fiscal mitigations that included several special tax and assessment districts and certain services taken over by a homeowners association. ERA also prepared an infrastructure financing program that integrated private finance, bonding, tax increment, affordable housing tax credits, and a range of other sources into a unified, and feasible, infrastructure funding cash flow.

Fiscal Analysis and Plan for Providing and Financing Public Services for the Proposed Westridge Center Project for the City of Salinas. Economics Research Associates (ERA) was selected as a member of a consultant team retained by the City of Salinas, California, to prepare an environmental impact report and a plan for providing public services for the proposed Westridge Center project. ERA's responsibility was to prepare the latter document, which includes an analysis of the fiscal impacts of project alternatives, as well as a plan for financing major capital improvements.

Fiscal Impact Implications of Core Area Alternative Futures for the City of Walnut Creek. The City of Walnut Creek retained Economics Research Associates to assess the fiscal implications of alternative patterns and levels of future development within the downtown core area of Walnut Creek. Specifically, ERA quantified and modeled the numerous fiscal impacts in order to guide the city in selecting a future land use pattern and overall scale of core area development which would impose the minimum fiscal burden on the citizens of Walnut Creek.

Walnut Creek Retail Development for the City of Walnut Creek. The City of Walnut Creek retained ERA, as part of a planning and design team, to pre-

pare the market, financial and fiscal analysis for three key blocks in its downtown. After examining the real markets for all uses, ERA prepared detailed financial pro forma analyses for three development alternatives for each block. For one of the key blocks, ERA indicated that a two level high-end retail development with below grade parking was indeed realistic. The property owner and developer proceeded to build the Broadway Point retail project conforming to the suggested plan for that block. Tenants include Eddie Bauer, Restoration Hardware, Crate & Barrel and Il Fornaio restaurant.

Housing and Retail Strategy for Downtown Burlingame for the City of Burlingame. ERA prepared an economic strategy for downtown Burlingame's commercial area. The objective of the study was to provide a realistic guide of retail product mix in the real estate market place over the next 20 years to be used in preparation for the upcoming Downtown Burlingame Specific Plan and to evaluate opportunities for mixed use housing over retail. In addition, the study was used to educate interested community members about how economics affect land planning and development decisions. The City also used the study to encourage the redevelopment of specific properties in a manner that will serve both property owner and community interests.

I. Stellar Environmental Solutions, Inc.

Palo Alto Palo Alto General Plan Update and Area Studies for the City of Palo Alto. SES is currently serving as 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 areas of the City that is the focus of the study area were historically commercial/industrial zones where numerous high technology companies developed and expanded, including Ford Aerospace and former companies such as Digital Pathways, McDonnell Douglas Electro. Co., Elma Engineering, Datacopy Corp., Microelectronics Tech., 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 for the 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 sites 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 for the City of San Jose. SES 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 ensure a water supply that would support planned growth and help prevent over drafting of the aquifer. The technical sections focused on 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.

J. Community Systems Associates, Inc.

Strategic Consultation Services for numerous school districts. CSA is recognized throughout California as one of the strongest political strategist and

school mitigation negotiators in the State. Currently, CSA is providing consulting services for 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.

Consultant, Advisor and Strategist for the *Murrieta Valley Unified School District v. County of Riverside*. CSA's most significant accomplishments includes serving as 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. Over the past 16 years following the successful consultation and strategy in the *Murrieta* decision, CSA has been sought by school districts throughout the State of California. Having represented over 50 such districts, CSA has developed sophisticated computer models for use by 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. Additionally, CSA has successfully negotiated for over \$500 million in facility financial resources for numerous Districts over the past 4 years, and is leading the effort of growth management on behalf of numerous school districts in California.

6 REFERENCES

This chapter provides the names and contact information for the DC&E team's relevant projects. Additional project references are available upon request.

A. Design, Community & Environment

Ken MacNab, Senior Planner, formerly with the City of Santa Rosa
(707) 942-2827

Project: *Downtown Station Area Specific Plan and EIR*

Diana Hurlbert, Senior Planner, City of Seaside
(831) 899-6727

Project: *West Broadway Urban Villiage Specific Plan*

Avanindra Gangapuram, Planning Division Manager, City of San Pablo
(510) 215-3201

Project: *23rd Street Specific Plan*

Kenyon Webster, Planning Director, City of Sebastopol
(707) 823-6167

Project: *Northeast Area Specific Plan and EIR*

B. Strategic Economics

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

Project: *Menlo Park Smart Growth*

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

Project: *Downtown Tracy Urban Design and Specific Plan*

Bruce Knopf, Vice President of Development, Catellus Development Group
(510) 267-3404
Project: *Webster District Strategic Plan*

C. Kimley-Horn and Associates

Larry Patterson, City of San Mateo
(650) 522-7303
Project: *El Camino Real Corridor Transit-Oriented Development Plan/Bay Meadows Specific Plan*

Kathleen Livermore, Planner III, City of San Leandro
(510) 577-3350
Project: *Downtown San Leandro Transit-oriented Development Strategy EIR*

Richard Rich, Thomas Enterprises
(916) 329-4500
Project: *Sacramento Railyards Specific Plan and Design Guidelines*

Marian Lee-Skowronek, Santa Clara Valley Transportation Authority
(408) 321-5779
Project: *Santa Clara Rapid Transit BART Station Concept Planning & Parking Assessment and Management Toolbox*

D. Nelson\Nygaard Consulting Associates

Alan Loomis, Principal Urban Designer, City of Glendale
(818) 548-2140
Project: *Glendale Downtown Mobility Plan*

Tom Mericle, Traffic Engineer/Transportation Manager, City of Ventura
(805) 654-7774
Project: *Ventura Downtown Mobility & Parking Plan*

John Hall, Transportation Planning Manager, City of Walnut Creek
(925) 943-5899
Project: *Downtown Walnut Creek Transportation and Parking Study*

E. Illingworth & Rodkin, Inc.

Bruce Brubaker, Senior Associate, Design, Community & Environment
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Project: *Downtown Station Area Specific Plan and EIR*

John Courtney, Lamphier-Gregory
(510) 535-6690
Project: *Avalon at Union Station, Union City*

Barbara Meerjans, City of Fremont, Community Development Department
(510)494-4440
Project: *Centerville Intermodal Transit Facility*

F. Knapp Architects

Albert Lopez, Deputy Community Development Director, City of Martinez
(925) 372-0257
Project: *Downtown Historic Resources Inventory*

Jennifer McDougall, Manager Environmental Planning
(510)642-7720
Project: *University of California, Berkeley, SCIP EIR*

Donna Plunkett, Senior Environmental Planner, EDAW, Inc.

(415) 433-1484

Project: *Alma College Historical Study*

G. Schaaf & Wheeler

Diana Hurlbert, Senior Planner, City of Seaside

(831) 899-6737

Project: *West Broadway Urban Villiage Specific Plan*

Virginia Parks, Assistant Engineer, City of Menlo Park

(650)330-6740

Project: *Third-Party Review of Hydrology Reports*

Darryl Boyd, City of San José Planning Department

(408) 535-3555

Project: *Coyote Valley Specific Plan*

H. Economics Research Associates

Ian Gillis, Urban Community Partners I, LLC

(415) 215-6800

Project: *East Garrison Specific Plan Fiscal Analysis and Implementation Plan*

Susan McCue, Economic Development Program Manager, City of Vallejo

(707) 553-7283

Project: *City of Vallejo North Mare Island Fiscal Impact Study*

Keith Rogal, Napa Pipe Redevelopment Partners

(797) 251-0123

Project: *Napa Pipe Fiscal Impact Analysis and Financing Plan*

I. Stellar Environmental Solutions, Inc.

David Early, Design Community & Environment
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Project: Subconsultant to complete geology, hydrology and hazard assessment sections on multiple EIRs.

Richard Grasseti, Grasseti Environmental Consultants
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Project: Subconsultant to complete geology, hydrology and hazard assessment sections on multiple EIRs.

Amy Skewes-Cox
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Project: Subconsultant to complete geology, hydrology and hazard assessment sections on multiple EIRs.

J. Community Systems Associates, Inc.

Dr. Alan G. Rasmussen, Superintendent, Ocean View School District
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Project: *Ocean View School District Strategic Consulting Services*

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Project: *Los Banos Unified School District Strategic Consulting Services*

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Project: *McCabe Union School District Strategic Consulting Services*

Sally Frazier, Superintendent, Madera County Office of Education
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Project: Madera County Office of Education Strategic Consulting Services

