

City of Menlo Park

El Camino Real/Downtown Specific Plan

September 25, 2008





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Thomas Rogers, Associate Planner
CITY OF MENLO PARK
Community Development Department
701 Laurel Street
Menlo Park, CA 94025

RE: PROPOSAL FOR EL CAMINO REAL/DOWNTOWN SPECIFIC PLAN

Dear Mr. Rogers:

We have watched the gradual changes in the City of Menlo Park over the past few decades and the City's commitment to revitalizing its downtown core into a pedestrian friendly, village center. This reflects Menlo Park's commitment to a quality life. Your City deserves the best Team to facilitate the ongoing journey towards excellence. PMC is THE team to help Menlo Park build upon past efforts and lay the foundation for the future that ensures a sustainable and walkable Downtown! Our team is honored to submit this proposal to the City of Menlo Park for the El Camino Real/ Downtown Specific Plan. This Proposal constitutes a firm offer for 60 days from the date of submittal.

Our team is brimming with ideas to help the residents and City of Menlo Park realize their "vision" for a vital Downtown Menlo Park and El Camino Real corridor. We have reviewed the background documents, and have visited the area as well as reviewed the outcome of the vision plan. PMC understands that the City is now seeking the services of a qualified consulting firm to develop a SPECIFIC PLAN for your Downtown that will improve the character and vitality of the area, attracting new businesses and people.

Why Should the City of Menlo Park Retain PMC to Prepare the Specific Plan?

- **Breadth of In-House Resources.** Please consider that PMC has a fully complimented Urban Revitalization & Design Team, Urban Planners, 3-D Modelers, Housing Specialists, a Public Infrastructure Financing Group, a Public Affairs Team to handle public outreach and communications and a Historic Resources Team.
- **Expert Project Leader.** With over 120 downtown plans under his belt, Mark Brodeur is a leading authority on downtown revitalization. Mark will provide the City of Menlo Park with a level of expertise honed over 31 years in working with small cities. Known for his affable and fun personality, local residents and decision-makers will come to trust his intuition and insight as he shapes disparate ideas to realize the vision into a successful Specific Plan.
- **Project Completion.** PMC is careful to take the proper amount of time for a project of this magnitude, but believes we can complete the project in less than 2 years.

- **Public Sector Focus.** PMC works exclusively for public sector clients. This removes any appearance of working for private interests who might gain an unfair advantage.
- **A Local Field Office.** We are located in the City of Oakland. Our Oakland office, which would manage the project, would be available on short notice for meetings with staff or consultation with interested parties.

Not only do we have the creativity and experience needed to create the SPECIFIC PLAN for this exciting area, we pride ourselves in creating economically viable planning solutions and documents that are realistic to implement. We have teamed with DMJM Harris and KMA to assist our team in this endeavor.

You will see in the project overview and the body of this Proposal that our DOWNTOWN SPECIFIC PLANS are quite different and unique from what others will offer. We are great believers in discovering what Downtown Menlo Park's true "organic urbanism" is and how to exploit that special "feel" into something that directs all future development decisions.

The PMC team would like the opportunity to demonstrate our talents to you. Thank you again for this opportunity to tell you more about our qualifications, if you have any further questions; please don't hesitate to contact Mark Brodeur directly at (949) 728-1423.

Sincerely,



Philip O. Carter
President



Mark Brodeur, FIUD
Project Lead

POC:lr:on

Submitted to:

Thomas Rogers
Associate Planner

City of Menlo Park
Community Development Department
701 Laurel Street
Menlo Park, CA 94025



Submitted by:

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PROJECT OVERVIEW AND APPROACH

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MAKING THE VISION CONCRETE

PMC's Urban Revitalization and Design Team, in association with a strong team of professionals in other specialized fields, has prepared an approach to developing a community-supported, implementation-focused Downtown Menlo Park Specific Plan and EIR that is based on our intimate knowledge of the Downtown Menlo Park Vision and that benefits from our experience providing comprehensive revitalization planning and design to 120 other downtowns.

- Review of City of Menlo Park's Request for Proposals (RFP)
- Review of Existing Documents and Studies Identified in the RFP
- Review of El Camino Real/ Downtown Vision Plan
- Discussions with Team Member Subconsultants with Experience in Menlo Park
- Review of Recent Newspaper Articles, Websites, and Literature on Downtown Menlo Park

For over a decade, Menlo Park's community leaders have realized the potential of Downtown and have been committed to fostering a dynamic, pedestrian-friendly village center. Policy direction and conceptual framework for the area has been established through the Downtown Menlo Park Vision Plan. The City now must make that vision concrete. The PMC Team possesses strong insight into what Downtown Menlo Park needs to succeed and the implementation tools necessary to create a sustainable, practical, economically and environmentally sound, and easy-to-follow specific plan.

Downtown Menlo Park – The PMC Team understands the complexities of downtowns, in general, and understands the many opportunities and challenges in Downtown Menlo Park that must be channeled into a planning program that is implementation-focused. Our team's products will be focused on (1) how to effectively communicate ideas and concepts for all users, and (2) how to provide the most effective tools and information needed to make decisions and implement projects and programs.

The Vision for Downtown Menlo Park.....

Downtown Menlo Park and the El Camino Real corridor through Menlo Park will continue to be known for the vitality and diverse range of activities that are available. It will become a place where people live, work and shop and a place that provides services and offers cultural opportunities. A unique identity can be created for the Vision Plan Area that builds on the attributes and opportunities that exist as community assets in the Vision Plan Area today including, Santa Cruz Avenue, the Menlo Park train station, independently-owned businesses and strategic opportunities for near-term change.



The Downtown Menlo Park Project Team

PMC

- Project Leadership
- Primary Authorship of Specific Plan & EIR
- Planning & Urban Design
- Community Involvement
- Branding & Marketing
- Comprehensive Revitalization Implementation Program

DMJM Harris

- Transportation and Circulation
- Parking Management
- Multi-Modal Transportation Analysis
- Infrastructure Plan

Keyser Marston

- Economic and Market Analysis
- Fiscal Impact Analysis

Ambient Consulting

- Noise

PROJECT OVERVIEW AND APPROACH

UNIQUE OPPORTUNITIES AND CHALLENGES REQUIRE A UNIQUE PLANNING PROCESS

With the Downtown Vision in place, the focus must be on implementation – putting in the place the “means” (i.e., incentives, regulations, strategies, financing, etc.) to realize the “ends” (i.e., quality development, improved infrastructure and public spaces, uplifted economy, etc.). The PMC Team recognizes that a number of key opportunities and challenges exist that need to be understood and harnessed to create desirable change. The PMC Team recommends a three-step approach.

STEP 1 ESTABLISH FOUNDATION FOR PROJECT

(October 2008 – February 2009)

This step builds upon the Downtown Vision and creates the project foundation by refining the scope of work, preparing the base map, meeting with the City Team, defining the project boundary, developing the Specific Plan contents and format, establishing and meeting with the Steering Committee, completing data collection and analysis, and facilitating community open houses and workshops.

STEP 2: IDENTIFY THE PREFERRED DIRECTION

(February 2009 –December 2009)

This step results in the preferred land use and development plan alternative for Downtown through goal refinement, priority setting, City Team/PMC Team development plan alternatives working session and refinement meetings with the Steering Committee, Planning Commission and City Council, and community open houses and workshops. This step will also include development of other plans (or elements) and strategies noted in the RFP. The selection of the preferred land use alternative and development of other plans would serve as a basis for identifying critical implementation action steps and enable earlier execution of key elements.

Key Opportunities and Challenges for the Downtown Menlo Park Specific Plan

Planning Process-Related

- How to build upon the strong partnership between the community, City, and PMC Team to realize greater achievements.
- How to learn from the Downtown Menlo Park Vision Plan to benefit the Downtown Menlo Park Specific Plan.
- How to most effectively integrate existing plans, studies, and work efforts into the Downtown Menlo Park Specific Plan.
- How to capitalize upon the talents, energies, and time of the Menlo Park community, City staff, Planning Commission and City Council to optimize community ownership of the plan.

Development Plan-Related

- How to build upon and reinforce the village character unique to Menlo Park and optimize the retail and walkability potential of Santa Cruz Avenue.
- How to most effectively connect the east-west areas of Menlo Park across El Camino Real and Caltrain tracks.
- How to successfully restore and enhance the train station as a vital asset.
- How to locate and design a railyard pedestrian overcrossing and bicycle connections across El Camino Real and Caltrain tracks.
- How to effectively realize and maintain a multi-modal transportation system that best supports Downtown vitality.
- How to best develop a Downtown public parking system that meets the commercial and residential needs of the community.
- How to prepare development regulations and design guidelines that are easy to use and accurately result in the development envisioned for Downtown.

Implementation Plan-Related

- How to most effectively understand available resources (technical, financial, human) in the community and region for implementing the vision for Downtown Menlo Park.
- How to derive the greatest public benefit from redevelopment projects and the development of public facilities.
- How to optimize private participation in Downtown.
- How to develop creative public financing programs to realize new and enhanced public infrastructure and facilities.
- How to realize maximum publicly supported clearance for projects through the EIR.

PROJECT OVERVIEW AND APPROACH

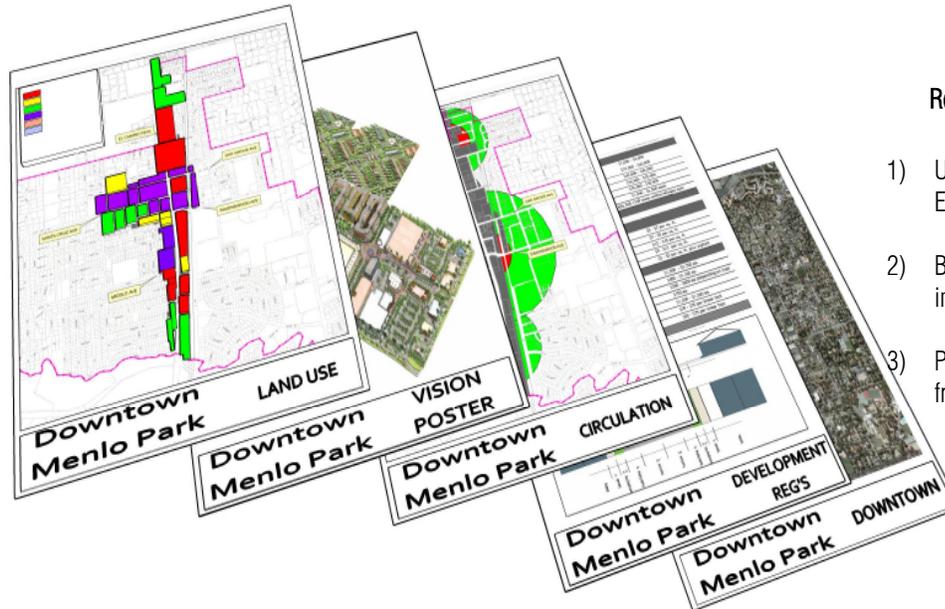
STEP 3: PREPARE SPECIFIC PLAN AND ENVIRONMENTAL DOCUMENT

(December 2009 – March 2010)

This step is where the fruits of the Menlo Park community's labors are truly evident. Draft and final versions of the Downtown Specific Plan and EIR will be developed and will receive direction from the community, City Team, Steering Committee, Planning Commission, and City Council. Adoption by March 2010 is the focus.

A CLEARER VISION FOR OUR COMMUNITIES

The key to success is a comprehensive pictorial representation of what Downtown Menlo Park will look like in the future. A physical depiction of streets, parks, buildings, and other component building blocks of our urban fabric can serve to confirm the vision. This is where downtown revitalization needs to begin.



Realizing the Downtown Vision requires:

- 1) Understanding, in full, the EXISTING CONDITIONS
- 2) Breaking down the BIG PICTURE into discrete layers or pieces
- 3) Putting in place the tools to get from HERE to THERE

Our initial intent for the Downtown Specific Plan is to utilize a public design process to establish a bold vision for the area. This vision should not evolve solely as a two-dimensional plan with land uses, but instead should be a comprehensive three-dimensional design represented by a group of illustrative drawings, detailed area plans, and other images that will build consensus and excitement about the possibilities for the Downtown. This vision and Specific Plan, of course, must be grounded in the economic reality of the site and its context to the City's finances. In light of this fact, we have teamed with Keyser Marston who will prepare a Market Absorption Study that will provide a solid foundation for the City's Downtown vision.

PMC proposes a new way of expressing the ideas or vision in tangible terms via a simpler, clearer tool. The **Vision Poster** is a positive first step in downtown revitalization that average citizens can understand and everyone can use. People can physically see and get excited about the direction in which their downtown can progress.

The actual poster is formatted to include a map on the front and illustrated text on the back. The map includes the entire downtown area with enough detail to offer specific features outlined by the

PROJECT OVERVIEW AND APPROACH

community, such as plazas, courtyards, significant landscaping components, and individual buildings. Key areas can be called out with sketches, photos, or drawings. The images seek to exhibit specific buildings, intersections, or promenades designed to meet the community's vision. The back of the poster includes illustrated text (clearly laid out graphically on one sheet, yet equivalent to up to five or six pages) outlining the key principles, goals, and objectives of the vision and expressing hopes, aspirations, and needs for Downtown Menlo Park.

The posters, once developed, printed, and distributed, are placed in downtown storefronts, City Hall, classrooms, and other public places. They continue to stir emotion and imagination long after their completion.

KEEPING VITALITY IN THE VISION

Menlo Park's downtown revitalization program does not end with the completion of the Vision Poster, a Specific Plan, or even with the execution of improvements. The long-term success of such a program depends on a constant awareness of the changes taking place, not only in the central business district, but also beyond its boundaries to the extent that they affect its vitality. A commitment on the part of the community to maintain and promote the vision can be as simple as public awareness and civic dedication. As time passes and elements of the vision, the Vision Poster, and the Specific Plan are implemented, members of the community begin to see their dreams come to life. Every step made within the community toward achievement of the vision is confirmation that the community's dream is being realized. As each member of the community observes the realization of the community's dream, he or she can easily measure the success of their own personal efforts by one quick glance at the tool that helped bring it all to life – the Vision Poster.

The PMC Team appreciates the opportunity to compete for this important project and is

Steps in the Approach

Menlo Park wants to invest in its Downtown by developing a vision. We offer this series of tasks that can be combined to develop a reliable approach.

- The Market Absorption Study will define how market dynamics affect the performance of Downtown Menlo Park and how those dynamics can be maximized to achieve desired results. The findings from this study will provide direction for the entire planning process.
- A windshield survey of the physical conditions of the Downtown Menlo Park will identify and prepare a summary of the most important issues for revitalization.
- Expanded community involvement and participation beyond the pedantic city hall public informational-type meeting to a forum that truly involves citizens in the development of the Vision Poster and the Downtown Specific Plan.
- Consensus will be built in problem areas such as dilapidated buildings, underutilized retail sites, uninspired streetscapes, historic preservation, traffic calming, and inadequate public spaces.
- Develop basic goals that reflect the community's aspirations, or desired state of affairs, based on realistic expectations and that captures the vision of the place the citizens wish to create.
- Develop the general concepts and guidelines for the Vision Poster such as a generalized land use pattern, a desired image, major pedestrian paths, significant downtown anchors, vehicular circulation systems, notable parking locations, open spaces, featured entry points, and areas for spot or comprehensive redevelopment.
- Publicize the Vision Poster. Have the draft poster printed on inexpensive newsprint or poster paper and distribute it widely to spark further community interests and input.
- Endorse the Vision Poster. Identify key Downtown Menlo Park stakeholders to present the poster to various organizations throughout the city so that as many people as possible are exposed to the various ideas contained on the poster.
- Based on the Vision Poster, assemble and develop components of the Specific Plan including existing conditions, land use, infrastructure, district focal points, comprehensive design guidelines and standards, special downtown events, and an implementation strategy.
- Educate the public and decision makers of steps needed to implement the Vision Poster, for example, downtown plan, capital improvement program, zoning update, designs for specific improvements.
- Select a "vision keeper," preferably the City Council, who is charged with the responsibility to maintain vigilance in promoting its ideas and concepts.

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confident that we possess fundamental strengths to realize the objectives for Downtown Menlo Park.

- We have extensive experience working with downtowns throughout California and the West – innumerable tools and experiences are readily available to share.
- We have a high level of understanding of issues and opportunities in the Downtown – we will hit the ground running.
- We are implementation-focused and community-based – we know how to prepare plans that result in positive change.

The PMC Team will serve as an extension of the City Team to realize broad community and stakeholder support to create a new set of tools that results in a revitalized Downtown Menlo Park.

WORK PROGRAM

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THREE-STEP PROCESS

The PMC Team will utilize a three-step process to develop the Downtown Menlo Park Specific Plan. PMC will work closely with the City and will coordinate with a number of other public agencies and utilities throughout the specific plan process.

STEP I: ESTABLISH FOUNDATION FOR PROJECT

Step one will consist of:

- 1) Task One—Get Smart about the Specific Plan Area
- 2) Task Two— Project Management and Meetings
- 3) Task Three— Public Outreach Strategy

STEP 2: IDENTIFY THE PREFERRED DIRECTION

Step two will consist of:

- 4) Task Four— Refine the Vision
- 5) Task Five—Assemble Specific Plan Components

STEP 3: PREPARE SPECIFIC PLAN AND ENVIRONMENTAL DOCUMENT

Step three will consist of:

- 6) Task Six—Prepare the Downtown Specific Plan
- 7) Task Seven – CEQA Compliance

DETAILED WORK PLAN

STEP I: ESTABLISH FOUNDATION FOR PROJECT

Task One: Get Smart about the Specific Plan Area

1.1 – Kickoff Meeting and Project Setup

The PMC Team will meet briefly with appropriate Menlo Park representatives to confirm and refine objectives and goals for the El Camino Real/Downtown Specific Plan. This step is essential for establishing the same expectations beginning with project inception. This task will be used for discussion of project area information needs, roles and responsibilities, expectations, project setup, accounting procedures, and project protocol. Our consultant team will work with City staff to refine and develop the final project work plan and schedule and discuss facilities needs and other logistical issues. This step will include reviewing key issues with the City, confirming at the outset the potential land uses (retail/restaurant, commercial, office, and residential) to be studied, the time frame for the demand projections and to receive relevant materials from the City (such as demographic or economic information prepared by the City, the City's most recent budget, update on status of major projects under construction, approved and/or planned in the study area, infrastructure needs, and other pertinent

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materials.) This meeting will also be an opportunity for the team to visit the study area with City staff. Due to the importance of this meeting, all key members of our consultant team will attend.

The consultant team will also use this opportunity to obtain additional City-supplied information for review, including mapping, the public policy framework affecting the area, information on utilities and infrastructure, previous studies, and other information as available.

Deliverable: Meeting & Project Files/Accounting/Project Management

1.2 – Visual/Aesthetic Reconnaissance and SWOT (strengths, weaknesses, opportunities and threats)

As part of the site reconnaissance process, the consultant team will make Downtown field observations. PMC staff will be responsible for assessing the condition of elements primarily within the private realm including land use, existing development standards/conditions, signage, and Downtown Menlo Park’s general urban character as it fits into the surrounding context. PMC staff would make regular and ongoing site visits to walk the Downtown district, gain an in-depth understanding of the site and its surroundings, and photo document the area. We call this ascertaining the districts’ specific urban DNA. Designers must really see the place, and having specific questions helps to refine the understanding of place and potential over time. One of the assignments during this period will be a parcel-by-parcel “context” inventory.

The PMC Team will also review background materials to be provided by the City. Such research will allow the team to take advantage of prior work and ensure that the Specific Plan area is sensitive to existing and planned context in relation to other City development strategies and policies. Documents to review will include the Vision Plan, General Plan, Zoning Ordinance, Community Engagement Model, Comprehensive Bicycle Plan, parking studies, capital improvements policies and guidelines, and other background materials. We will note recommended changes and/or additional policies and regulations needed to facilitate investment and improvements in the El Camino Real corridor.

Based on a review of the existing reports and information, the PMC Team will prepare a brief SWOT memorandum that recapitulates the relevant findings and provides any necessary recommendations to the City.

Deliverables: (1) Contextual inventory; (2) Document review memorandum; (3) SWOT memorandum

1.3 – Create Composite Base Map

The depth of City mapping resources is unknown at this juncture. Parcel mapping, GIS information, aerial photography, and any other base mapping layers provided by the City will be consolidated into a composite project base map. This composite will be used as a base for all mapping and diagrams prepared for the Specific Plan, including the hand-drawn illustrative vision poster described in Task Four below. PMC will work with whatever resources the City can provide without requiring creation of new maps not currently under City control.

Deliverable: Electronic and hard copy base map

1.4 – Two Days in Downtown/Stakeholder Interviews

PMC will spend a total of two days in Menlo Park to gather and review background information and conduct stakeholder interviews. The planners and designers of PMC feel that it is imperative to immerse ourselves in Downtown Menlo Park for a few days to actually spend time in the area and to gain insight that cannot be obtained in our offices. The purpose of this intensive two-day on-site immersion is to

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promote the Downtown Specific Plan effort, to provide information to the public regarding Specific Plan goals, and to gather important input from stakeholders.

This task will involve interviews with various stakeholders, to be identified in cooperation with the City. The consultant team will work with the City to create a stakeholder list that will likely include City staff, select decision makers, landowners, merchants, developers, architects, engineers, interest groups, neighborhood organizations, and academic institutions. The purpose of this effort will be to establish a framework for the planning process, to create a comfortable and intimate environment where attendees can express the issues and observations they feel are of priority within the planning area, and to identify how key issues may be solved. Stakeholder interviews are a great way to perform outreach to key audience members and to give them a true opportunity to feel heard. The interviews will provide the team with important data to structure the project and the project outreach. We recommend interviewing up to 15 key stakeholders.

Deliverables: Stakeholder Interviews summary

1.5 – Refine the Specific Plan Area Boundary

PMC will review and modify the Specific Plan boundaries and locate any subdistricts in consultation with Menlo Park officials. Modifying this boundary early will keep the project on schedule and avoid the need for a budget augmentation to make any mapping/text changes.

Deliverable: Revised boundaries

1.6 – Opportunities and Constraints Analysis

The PMC Team would identify and summarize, in diagram form, opportunities and constraints of the Specific Plan area and its adjacencies. We would evaluate plan area characteristics for environmental, physical, and social opportunities and constraints, and diagram them over the base map for use in developing design concepts, infrastructure interventions, and market concepts.

- 1) **Urban Context Diagrams (Community Analysis)** - The consultant team will create a series of urban context diagrams that graphically illustrate various issues which may include development history, districts, neighborhood, parks and open space, transportation/access, building massing and scale, and architectural development opportunities.
- 2) **Develop the Urban Design Opportunities and Constraints Exhibit** - PMC will develop an analysis of the project area's urban design improvement potential by evaluating existing streetscapes, alleys, sidewalks, neighborhoods, districts, focus nodes, landmarks such as historic or cultural features, parks and public space, ecological features, and important path opportunities. Current streetscape and infrastructure projects will be included in our analysis to create design criteria that are cohesive and comprehensive. We will prepare a brief report and diagram to summarize the findings of this analysis.

Deliverable: Opportunities and Constraints Analysis Report and Diagram; Urban Context Diagrams

1.7 – Conduct Market Study

- 1) **Demographic and Economic Overview** - KMA will prepare an assessment of existing projected demographic and economic trends for the City of Menlo Park and the greater trade area (preliminarily identified as San Mateo County). This assessment will include a review of existing and projected demographic and economic trends (i.e., population, household, income, and employment),

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based on available data from the City, County, State Department of Finance, ABAG, and the U.S. Census.

2) **Market Study** - For this task, KMA will provide a focused market assessment of up to four major land uses identified jointly by the PMC Team and City staff for study, which may include existing uses Downtown such as retail/restaurant, commercial (including cinema), office, and residential uses, or other land uses which may be identified during the course of the study. The subtasks include the following for the land uses evaluated:

- Retail and Restaurant – For this analysis, KMA will carry out the following tasks:
 - Identify the trade area(s) for the specific types of retail (comparison retail, convenience retail, eating and drinking) based on the physical barriers, local demographics, location and nature of existing competition, and the study area’s drawing power of potential tenancies.
 - Estimate the expenditure potential available in the trade area for each of the target retail categories using sales data from the State Board of Equalization.
 - Evaluate existing market conditions, such as the range of tenancies, major retailer representation in the trade area, and overall sales performance. We will also assess the strengths and weaknesses of existing and planned retail competition in the trade area relative to the study area.
 - Based on the preceding tasks, assess the share of trade area expenditure potential that could likely be captured by the study area for the selected retail categories evaluated. The purpose is to identify potential retail products with the most potential in the study area.
- Commercial – At this time, KMA will focus primarily on two uses: cinema and office, which are often located downtown to enhance its draw as a retail/commercial destination, increase pedestrian traffic, and attract support activities. These uses will be confirmed with City staff at the start of the work task.
 - Cinema: KMA will identify the trade area, the current and projected population base, and the key demographic characteristics of the target population. We will estimate the theater market support and total expenditure potential available from the target population. Based on an assessment of the strength of the market, we will assess whether a downtown cinema can be competitive. The critical issues to be addressed are the current competition among existing theater operators for first-run films and the market positioning of a new facility needed for success.
 - Office: KMA will review office market trend data available from industry reports, such as total building inventory, vacancy rates, lease rates, and absorption. We will identify and assess the strengths and weaknesses of competitive office locations relative to the study area and project future office space demand based on the share of employment that will be accounted for by office employment, with reference to projections by ABAG and EDD. We will interview local brokers to supplement our information on office market activities and performance as well as our assumptions on the strength and nature of potential office space demand in both the local and regional market and the ability of Downtown to capture a share of the future demand.
- Residential – KMA will evaluate the supply and demand balance for downtown infill residential (for sale and apartments) that affect absorption in the City. This assessment will include the

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review of the population and household growth in the area and their housing demand characteristics (such as the type, size, pricing). This will be approached in multiple modes, as follows:

- First, we will reference population and employment projections developed from Subtask 2 above.
- Second, we will evaluate recent trends in housing construction through reference to the City's Building Permit data and data published by the Building Industry Association (BIA) and other industry sources.
- Third, we will parse the demographic data to estimate future housing demand in the market area.
- Fourth, we will assign a market share of the demand to the City of Menlo Park, taking cognizance of the need to differentiate this product from new developments in the neighboring cities, such as Redwood City and Mountain View.

At the conclusion of this task, KMA will prepare a concise summary of our focused market findings and conclusions, with support tables as needed. This summary will also include our recommendations for the types of land uses and products with the most promising market potential consistent with the vision for downtown and which appear to be the most appropriate for the study area. We will meet with City staff to review the draft and incorporate their input in our final summary memorandum of market findings and conclusions.

Deliverable: Summary of Demographic and Economic Findings, with Support Tables, Market Findings and Conclusions

1.8 – Community Workshop #1: Opportunities-Constraints & Market Study Findings

The PMC Team, including PMC's urban designers, planners, and public outreach experts, would facilitate this workshop and will present a PowerPoint of the findings of the Market Study and the Opportunities and Constraints Analysis to the public to maintain enthusiasm about the design process and to gain valuable community insight about the development opportunities in Downtown Menlo Park. Comments and design suggestions received during this workshop would be included in meeting notes for review and potential incorporation.

Deliverable: Workshop #1 Meeting Materials

1.9 – Economic/ Marketing Analysis and Development Strategies

The purpose of this analysis is to assess the financial viability for the proposed land uses identified in Task 1.7. KMA will prepare a simplified financial analysis for up to three (3) illustrative development scenarios of different land use mix and/or density/intensity. The subtasks for modeling the financial analysis are as follows:

- KMA will estimate development costs assuming prototypes for the most promising land uses using industry standard development cost ranges (e.g., shell, tenant improvements, parking), typical site improvement costs, and soft costs (e.g., architectural and engineering, governmental fees, legal and closing, taxes and insurance, marketing, commission, development fees, contingencies). The financial model will assume private sector investments.

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- KMA will prepare pro formas projecting revenue and expense from the illustrative development, based on rent/price levels achieved in comparable projects within the market area. We will conduct selective research and/or update of key real estate market indicators that may be required for this analysis, such as current rent levels, vacancy rates, sales prices, and land values for retail, commercial, and residential land uses in the Downtown. KMA will be using the database that we have collected from our extensive experience working on the Peninsula and in the Santa Clara Valley and supplementing it with interviews of active real estate professionals in the area.
- Based on the estimates of cost and revenues in the above task, KMA will estimate the value that can potentially be supported by the economics of the three proposed development scenarios, assuming the accepted range of returns for the types of land use products proposed. The objective is to (1) determine if the value generated can support the land values achieved in Downtown Menlo Park, and (2) compare the values potentially generated under the various land use and/or density/intensity scenarios (up to 3) to identify the optimum development program for the study area.

KMA will make a qualitative assessment of the economic benefits associated with a zoning change to property owners in the Specific Plan area based on a review of land values supported by the permitted amount of commercial development versus amended land uses, the current assessed values of the properties, the date that the properties were acquired, and any available information on the business plans of specific property owners. Changing the zoning and land use designations to permit retail and other commercial development as well as an intensification of permitted development is a function of the additional economic value afforded by the changes. We will evaluate in a matrix the trade-offs between “upzoning” and the tangible and intangible public benefits desired by the City and the community in the Vision Plan (Phase 1).

Based on the assessment of market conditions, KMA will work with the team to identify the mix of land uses best suited for development. Specific issues will include the configuration of retail space in any mixed-use development, the density of residential development, and the type of residential development best suited for the area (e.g., for rent or for sale). Included in this analysis will be a consideration of the appropriate mix of affordable residential units in the area. The mix and density of uses will consider the demand projections.

Deliverable: Marketing Analysis and Development Strategy Memorandum including a summary matrix comparing the results of financial analysis for up to three illustrative development scenarios

Task Two: Project Management and Meetings

2.1 – Establish Steering Committee and Staff Task Force Working Groups

Public participation should be integral to the El Camino Real/Downtown Specific Plan because broad community support can facilitate future implementation. Therefore, PMC recommends the establishment of two separate working committees. The first committee is called the Steering Committee. PMC strongly suggests that the City select a group of 9-12 people from the public: a minimum of two council persons, two planning commissioners, two property owners, two merchants, and one person from the City as an ad hoc member. This committee will provide general oversight and direction to the consultant team and will not be utilized for a detailed review of language or specific design concepts. The Steering Committee will meet regularly with the consultant team. We believe that a great deal can be accomplished with a group of positive thinkers working as a team to forward community goals.

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The second committee is a Staff Task Force. The consultant team believes that City staff should be intimately involved in planning the future of Downtown Menlo Park. PMC advises the formation of a 5-9 member Staff Task Force that is made up of representatives of city departments. We seek regular input from this Task Force on matters that affect the City. This group would provide review authority on the content of the plans created for the City, including review of language and specific design concepts. The Staff Task Force will receive regular plan updates and will meet regularly with the consultant team.

Deliverable: No products anticipated

2.2 – Meetings with Working Groups (12 each)

PMC will meet with the working groups as needed to review deliverables produced to date and receive further direction to ensure that the end result – a Specific Plan that can be implemented – is produced. We advise that the Steering Committee meet monthly with key members of the consultant team to review and provide input on the Downtown Specific Plan process. We advise that the Task Force meet with key members of the consultant team once a month for face-to-face meetings. Currently, we have budgeted for twelve face-to-face meetings with each group.

Deliverable: No products anticipated

2.3 – Meetings with City Council (3)

PMC will meet with City Council as needed to review the progress of the project and to provide input. Currently, we have budgeted for three face-to-face meetings.

Deliverable: No products anticipated

2.4 – Meetings with Planning Commission (4)

PMC will meet with Planning Commission as needed to review the progress of the project and to provide input. Currently, we have budgeted for four face-to-face meetings.

Deliverable: No products anticipated

2.5 – Discussion and Coordination with Stanford University

PMC will engage Stanford University in the overall planning project to coordinate and discuss the key vacant/underutilized parcels along the southern portion of El Camino Real owned by the university. Currently, we have budgeted for one face-to-face meeting and additional teleconferencing as needed.

Deliverable: No products anticipated

2.6 – Public Hearings (3)

PMC will attend and make presentations to one Planning Commission hearing and two City Council hearings to consider and adopt the Specific Plan. There will be an extra charge of \$1,800 per extra meeting if necessary.

Deliverable: PowerPoint presentation

2.7 – Project Management

Mark Brodeur, a PMC principal, will serve this project as the Project Advisor. Lakshmi Rajagopalan and Adrianna Jordan will co-manage the Downtown Specific Plan and Janet Palma will manage the CEQA

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compliance portion of this project. Work will include subconsultant communications, billings, record keeping, scheduling, meeting coordination, mailings, staff work assignments, and quality control reviews.

Deliverable: None

Task Three: Public Outreach Strategy

Community Involvement Strategy

We view public affairs as a partnership between PMC, our clients, and the communities they serve. PMC's expertise lies in helping our clients actively listen to the community and translating that information into clear actions. We design unique, effective, and award-winning public participation programs to meet the specific needs of our clients.

Encouraging Families to Participate in Public Meetings

For the Menlo Park community, PMC proposes a multi-pronged approach to encourage participation in the public meetings that will be key to the Downtown Specific Plan project. Our approach is targeted to meet the specific needs of the Menlo Park population, which has a large population of young families. In addition, approximately one-sixth of the City claims some level of Hispanic ethnicity.

PMC has found in the past that the most difficult social group to attract to public meetings is parents of young children, perhaps for obvious reasons. Some public meetings may be slated for weekends to enable parents to attend.

PMC also recommends that the outreach campaign contain a small multilingual component that includes Spanish translation of promotional flyers, some Web site content, and fact sheets describing the project. To facilitate this campaign component, the Public Affairs Team has staff members who are fluent in both written and verbal Spanish translation.

Stanford University Outreach

Many of the tasks listed below would be utilized to reach out to members of the Stanford University community as well as the community at large. For example, promotional posters and newsletters for the project could easily be distributed at key sites on campus or through relevant school organizations in order to attract students and faculty to attend public workshops.

3.1 – Community Workshops and Meetings Open to the Public

Meetings and workshops provide a great opportunity to find out which issues are of specific importance to residents of Menlo Park, as well as receive direct public feedback.

PMC will conduct a total of five community workshops designed to gather feedback from stakeholders and area residents on the issues related to the project. PMC will also create printed support materials for meetings (e.g., flyers, sign-in sheets, comment cards). Two of those meetings will be performed as open houses.

Place-Based Meetings, Open Houses and Other Daytime Meeting Options

Due to the City demographics exhibiting such a large contingent of young families, PMC recommends that this outreach campaign include the participation of Belle Haven Child Development Center and/or Menlo's Children's Center from the City of Menlo Park's Community Services division to supply 3 hours of childcare to parents for free or for a nominal fee during public meetings on key Specific Plan

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issues. These services would be publicized in all promotional materials for the meetings to encourage local parents to attend.

In addition, PMC regularly holds “place-based meetings” that are in conjunction with or are piggybacked onto meetings already being held by community-based organizations. This strategy often enables PMC staff to reach specific demographics that typical public meetings, held in the evening at City Hall, may not appeal to. Open houses and meetings scheduled during daytime hours or on weekends are also regular practices at PMC.

Live Voting Exercises

PMC also offers our clients unique new polling software (Turning Point) that enables PMC staff to conduct more participatory public meetings and gather valuable data from audience members. The software runs through standard PowerPoint presentations, is simple to use, and allows changes to questions and data sorting to be done in real time. The system also records audience responses in an Excel table format so that data gathered during meetings can be preserved and analyzed at a later date. Note that PMC does indicate that the data gathered from the meetings is not being preserved specifically for policy development, nor is it statistically valid. Instead it is just a fun, engaging tool for community participation at public meetings.

Utilizing small easy-to-use handheld keypads, the software enables audience members to immediately and anonymously respond to multiple-choice questions posed on-screen during staff presentations. Since social pressure is removed when audience responses are anonymous, PMC staff and our clients will have a more accurate idea of what issues are truly important to the community they are working with. The use of Turning Point is beneficial both at public meetings on contentious issues and at meetings that require a particularly large amount of audience engagement and feedback.

3.2 – Media Relations

Performing effective media relations activities is an ongoing process that is strengthened by establishing a solid working relationship with print and electronic media outlets. PMC will be a proactive media resource on the City’s behalf by developing messaging, conveying it through press releases, and working with the City to make the outreach process as transparent as possible.

Overall tasks include:

- Submitting meeting announcements to local TV and print media outlets in advance of all meetings and workshops.
- Gathering and developing a local media list that includes, among others, the San Mateo County Times, The Almanac, the Palo Alto Daily News, The Stanford Daily, and other relevant community papers.

3.3 – Fact Sheets

PMC also proposes the development of a simple two-page fact sheet that can be distributed at public meetings and community events, could be sent to the media, and would also be available to the public on the Web site. These fact sheets could also be translated into Spanish.

3.4 – Project Web Site and Online Survey

PMC will produce a project Web site linked to and branded to match the City’s existing site that will serve as an informational source as well as a repository for all meeting presentations, maps, graphics, and

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additional materials. PMC Public Affairs staff will work in conjunction with the City to develop compelling, informative content for the site. The site itself will be designed by our in-house team of Web designers and will be hosted by PMC. The Web site will be updated regularly with new information and materials or on an as-needed basis.

The site will include:

- All presentations and materials produced for public meetings and workshops.
- All draft documents and materials produced for the project.
- Press releases, project fact sheets, and general information related to the promotion of public meetings.
- Online Web survey to facilitate information gathering about the project.
- One page on the site could provide key project information translated into Spanish. The site navigation bar would also indicate to viewers that a page is available in Spanish. This page would include meeting dates and project information.

3.5 – E-Newsletters

Project specific E-newsletters will serve as an additional meeting announcement to interested parties and will be submitted to a list of community-based organizations and residents supplied by the City and to those who sign up for the newsletters during public meetings. The newsletters would be distributed during key phases of the project and would contain articles on elements of the project that are most important to the community. PMC's Creative Services team can manage submission of these e-newsletters as well as design them so they can be printed for distribution by the City.

3.6 – Promotional Flyers

PMC will produce a promotional flyer for each public workshop in both English and Spanish. One hundred copies of each flyer will be printed for distribution to community-based organizations and for display in public areas to publicize meetings.

Community-based organizations that would receive the flyers include the City of Menlo Park's Community Services childcare facilities, Stanford University, Chamber of Commerce, and many others.

3.7 – Value-added service: Campaign Development and Light Pole Banners (OPTIONAL)

To highlight the affected downtown area on El Camino Real, PMC recommends the development of a small marketing campaign complete with a tagline (motto) that encourages people to wonder about the kinds of positive change happening in the area. For example, "Plan the future of Menlo Park" in conjunction with a City logo and the project Web site address would encourage people who are in the area regularly to investigate the project online. All of the project-related materials (press releases, fact sheet, Web site, etc.) would carry this message.

PMC also recommends that the City purchase up to 10 light pole banners that could be displayed in the area as prompts to people who drive through the area, live there, or work there.

Deliverable: Meeting Materials; Media Announcements; Fact Sheet; Web Site & Online Survey; E-Newsletters; Promotional Flyers

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STEP 2: IDENTIFY THE PREFERRED DIRECTION

Task Four: Refine the Vision

4.1 – Develop Downtown Scenarios

Our consultant team will produce up to three preliminary land use/design alternative scenarios for the El Camino Real/Downtown Specific Plan area. These detailed scenarios will demonstrate alternative ways to implement the general goals of the Vision Plan. These scenarios will consider appropriate land uses, densities, and intensities for development along with development types that promote the very best district qualities and exceptional planning and design principles.

Each scenario will be presented as a full-color graphical rendition (plan view) of what the Specific Plan area might look like upon full build-out and implementation of the specific projects and civic improvements.

Deliverable: Downtown scenario graphics

4.2 – Preliminary Analysis of Downtown Scenarios

Each of the downtown scenarios developed in Task 4.1 will be assessed according to the following criteria:

- 1) **Environmental impacts** – such as traffic/transportation and climate change
- 2) **Fiscal impacts** – such as revenue from various types/intensities of new development and costs to provide services, as well as analysis of possible financial assistance or public/private partnerships that might be required for implementation;
- 3) **Market feasibility** – exploring the market demand for specific land uses;
- 4) Relationship between development incentives/density bonuses and public benefits
- 5) Other criteria as developed by the community

The scenarios will be compared against both the existing conditions and a theoretical build-out under the existing General Plan and Zoning Ordinance. A matrix will be developed to rate each of the downtown scenarios, the existing conditions, and the theoretical build-out conditions against the above criteria to provide a clear method of comparison.

Deliverable: Preliminary Analysis Report and Matrix

4.3 – Community Workshop #2: Present Downtown Scenarios and Results of Preliminary Analysis

The PMC Team, including PMC's urban designers, architects, planners and public outreach experts, will facilitate this highly interactive workshop and provide participants with opportunities for hands-on design input. The team will record participant comments and design suggestions. The purpose of this workshop is to present preliminary downtown plan scenarios as a starting point for citizen participation in the design process, to generate new ideas and variations on presented ones, and to ultimately identify components and characteristics of a preferred alternative. Attendees would identify aspects of the alternatives that they like or dislike, suggest changes, and provide the perspective of those that visit, live, or work in the Specific Plan area. Comments and design suggestions received during this workshop would be included in meeting notes for review and potential incorporation.

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Deliverable: Community Workshop #2 Meeting Materials

4.4 – Refine the Downtown Scenarios

The design team would refine two or three land use/design alternatives incorporating public comment from Workshop #2 and direction from the working groups. Additional analysis of the refined scenarios will be performed as needed.

Deliverable: Downtown Scenarios Graphics and Revised Analysis

4.5 – Community Workshop #3 – Select the Preferred Downtown Scenario

The purpose of this workshop is to bring together the community to discuss concepts developed in previous tasks and arrive at a preferred approach. Through a highly interactive public workshop, the consultant team would gain an understanding of the public’s preferred direction for plan development. Comments and design suggestions received during this workshop would be included in meeting notes for review and potential incorporation into the design.

Deliverable: Community Workshop #3 Meeting Materials

4.6 – Conduct Access, Circulation, and Parking Demand Analysis

As part of the EIR existing conditions analysis, DMJM Harris will review traffic, pedestrian, and transit patterns in the area, meet with City staff to review operational issues, and evaluate existing and possible/proposed geometry for key intersections and/or traffic calming measures. DMJM will set up analysis tools needed to assess intersection level of service impacts of subsequent design recommendations, including effects on traffic movements in the area, and assess bicycle usage and future bicycle circulation issues.

DMJM Harris will review on-street and off-street parking supply within the project area to evaluate overall parking demand. Demands during the AM, midday, and PM peak hours will be evaluated. Parking strategies including the installation of advanced parking technologies and/or implementation of parking pricing strategies will be evaluated.

Deliverable: Circulation and Parking Analysis Report

4.7 – Develop Preferred Downtown Scenario: Vision 2050 Poster

The PMC Team would develop the preferred alternative incorporating community feedback and all previous direction from the working groups. This plan would serve as the draft plan for review and recommendation by the Planning Commission and action by the City Council.

PMC believes that creating a tangible vision in the form of a Vision Poster is a powerful tool – and may even be one of the most powerful products that we will produce for you. A Vision Poster will bring our ideas and yours to life and will illustrate what the project area(s) can be. This is one of the most important products PMC will deliver and is informed by (1) outreach, (2) design analysis, (3) economic analysis, and (4) traffic analysis. This product is a design exercise that illustrates the PREFERRED SOLUTION to achieving the future community vision for the Specific Plan area and serves as a “roadmap” for future planning. It aims to communicate appropriate land uses, catalyst projects, and good urban design while considering traffic and economic conditions. It will also provide the community with an exciting glimpse into what their Downtown will look like in the future. The Vision Poster would illustrate the design plan for Menlo Park in a manner that is easily distributed, understood, and recognized by all and can be featured in storefront windows and displayed as a spread in the San Mateo County Times, The Almanac, the Palo Alto Daily News, and The Stanford Daily. Since this

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product is an organic hand-drawn exhibit, there are costs associated with its preparation. Due to the importance of this graphic, we have estimated that there will be several modifications to it as it moves its way through the process.

Deliverable: Fully illustrated vision poster (24 x 36) that incorporates preferred land use plan, urban design plan, and transit-oriented development plan and design. Deliverables allow for one major revision.

4.8 – Open House #1: Vision 2050 Poster

Our team will hold a public open house to present the Vision 2050 Poster and solicit final public input. We will update the Vision Poster to reflect input received during the open house.

Deliverable: Open House Materials; Revised Vision 2050 Poster

Task Five: Assemble Specific Plan Components

Once the team has developed an understanding of relevant issues and public sentiment, PMC will establish the specific items and major components of the Specific Plan. This phase will define the who, what, where, when, and how for each action item to be adopted as part of the plan and will coincide and build upon the Vision Poster in Task 4.11.

5.1 – Land Use Plan

After considering market analysis from Task Four, the land use plan will determine appropriate densities and intensities for development along with development types that promote the very best neighborhood qualities and exceptional planning and design principles. The Land Use Plan will be a full-color rendition of the Specific Plan land uses upon full build-out and implementation of the specific projects and civic improvements.

Deliverable: Land use plan report and map; fee: \$2,500

5.2 – Urban Design Illustrations

The urban design plan will determine the appropriate architecture and urban design concepts for the downtown area which has the appropriate WOW! factor, including: What will the entries look like? Where will they be located? What are the desired height/massing and orientation of buildings? How much of the area “should” undergo significant intensification? Where is mixed-use retail/residential best suited? All of these issues will be addressed in full in the Specific Plan area. These illustrations will provide the public with clear visual representations of what future improvements will look like.

Deliverable: Urban design plan report with graphics

5.3 – Infrastructure Plan

The Specific Plan will discuss how infrastructure constraints can best be addressed and what facilities should be updated, expanded, or are lacking. City departments and outside utility companies will be queried as to known needs and future expansion plans.

- **Preliminary Infrastructure Plan** - DMJM Harris will prepare a preliminary plan graphic based on staff and community input. Symbols and annotations will be used to indicate location and type of recommended corridor improvements, e.g., improved crosswalks, medians, frontage parking/walks, etc. Display size approximately 1"=100'.

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DMJM Harris will gather and review existing adopted plans and studies, utility as-built plans, utility system mapping, and other information about planned improvements in the area, as well as conduct a site visit of the project area. Existing as-built plans, system mapping, capacity studies, and readily available work will be obtained from area utility providers for the following services:

- Sanitary sewer;
 - Potable water;
 - Storm control and drainage;
 - Gas;
 - Electric; and
 - Telecommunications.
- Refined Infrastructure Plan Recommendations.
 - *Revised Layout Plans, Cross Sections, and Costs* - Revise all plans as needed per community and staff direction.
 - *Product Revisions* - per staff direction. Prepare color versions of perspective sketch illustrations.

Deliverable: Infrastructure Plan

5.4 – Streetscape/Public Places Improvement Plans

- **Schematic Layout Plan** – DMJM Harris will prepare initial to-scale layout plans with aerial photo and/or utility map underlay, indicating locations and/or extent of proposed improvements within plan study area, including sidewalks, crosswalks, bulb-outs, street trees, and street lights. Display size approximately 1"=30'. Coordinate maps and design recommendations with City of Menlo Park staff and DMJM Harris as needed. Design issues include:
 - Curb line location and building setback/sidewalk width
 - Driveway curb cut locations and site(s) access requirements
 - Location of corner sidewalk bulb-outs/crossings relative to right turns
 - Street tree, street light, furnishing(s) selection and spacing
 - Implications for existing/future utilities
- **Typical Plans and Cross Sections** - DMJM Harris will prepare enlarged to-scale sketch plans and cross-sections indicating street, sidewalk, and frontage development for up to four different typical conditions, consistent with the Schematic Layout Plan. Sketches would indicate lane widths, tree wells, paving treatments, locations and spacing of street lights, curb alignments, and crosswalks.

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- **Concept Cost Estimates** - DMJM Harris will prepare schematic-level cost estimates for all street improvements based on quantity costs for comparable projects and/or rules of thumb.

The PMC Team will make refinements/edits to the streetscape concepts prepared for the Downtown Vision Plan report from July 2008, which will result in a final streetscape plan. The streetscape plan for the specific plan area will include cross-sections for different street widths, a furniture palette, and suggested landscaping.

Deliverable: Streetscape Plan

5.5 – Develop Downtowncode and Design Guidelines

In this task, the consultant team will prepare the land use regulations, development standards, and design guidelines to address private property within the study area. In every case possible, previously drafted applicable design guidelines will be utilized and/or supplemented to maximize efficiency and avoid duplicated time, cost, and effort.

The City has some very specific goals for the Specific Plan area, including revitalizing underutilized parcels, increasing housing, activating the train station, enhancing pedestrian amenities, improving circulation, and strengthening the village character of Downtown Menlo Park. All of these goals require user-friendly zoning to accommodate and encourage these aims. However, Euclidean zoning and form-based zoning are both ill-suited for downtown settings.

We anticipate that we will develop new zoning categories in our **downtowncode** format, which is a hybrid type of regulatory control geared for downtowns that utilizes some Euclidean zoning, form-based zoning, municipal (non-zoning) ordinances, and SmartCode regulations.

The consultant team will review existing development standards applicable to the Downtown and will develop a brief report suggesting changes to support the desired development character and appropriate neighborhood transitions. This will include but not be limited to the allowed and prohibited uses, density, signs, parking regulations, and transit-oriented development and mixed-use zone regulations.

Downtowncode

Land use regulations will constitute the zoning for land within the study area and may include the following:

- Description and purpose of land use categories
- Relationship to form-based code/General Plan
- Applicability
- Land use designations
- Non-conforming uses

Development regulations may include the following:

- Prohibited uses
- Setbacks

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- Height limits
- Floor area ratios
- Parcel size
- Landscape requirements
- Parking requirements

Design Guidelines

Design guidelines and standards for private property will be developed as appropriate for this planning area and may include “Do’s and Don’ts” for the following:

- Site design and parking
- Building design—scale, massing, storefronts, wall articulation, roof, mechanical screening, doors, windows, materials, awnings, parapets
- Landscape treatments
- Neighborhood transitions

Deliverable: Development standards assessment; Urban Design Guidelines; Downtown code, regulations. Deliverables allow for one major revision.

5.6 – Infill Development Incentives Best Practices Toolbox

Infill sites present development opportunities for most cities and are “all we have left.” To encourage and provide incentives to developers to invest more in infill development projects, the PMC Team recommends the best practices toolbox, all the good ideas that can be brought to the table to give infill development an edge over the consumption of greenfield sites at the perimeter of the City.

We will provide a list of small steps and big steps that the City could take to promote infill projects. Some ideas include:

1. Small Steps	2. Big Steps
<ul style="list-style-type: none"> • Fund master plans 	<ul style="list-style-type: none"> • Locals must define areas for growth/no growth
<ul style="list-style-type: none"> • More flexible redevelopment 	<ul style="list-style-type: none"> • As-of-right approval for certain infill projects
<ul style="list-style-type: none"> • Zone for mixed-use development 	<ul style="list-style-type: none"> • Property tax rebates/abatement
<ul style="list-style-type: none"> • Lot consolidation 	<ul style="list-style-type: none"> • Address local fiscal incentives for sprawl
<ul style="list-style-type: none"> • Reduce lot sizes, setbacks, and parking requirements 	<ul style="list-style-type: none"> • Focused public investment strategy - Improve antiquated infrastructure and add public amenities such as parks, libraries and

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1. Small Steps	2. Big Steps
	streetscapes
<ul style="list-style-type: none"> • Parking waivers for family/sit down restaurants 	<ul style="list-style-type: none"> • Bond measures to fund improvements
<ul style="list-style-type: none"> • Water and sewer hookup fee reductions/eliminations 	<ul style="list-style-type: none"> • Extra levies within neighborhoods
<ul style="list-style-type: none"> • Density bonuses/allowances for vertical mixed-use projects 	<ul style="list-style-type: none"> • Creation of tax increment financing districts
<ul style="list-style-type: none"> • Senior housing density bonuses 	<ul style="list-style-type: none"> • Lower impact fees for infill projects – waive infrastructure hookup fees
<ul style="list-style-type: none"> • Fast track and streamlined permitting 	
<ul style="list-style-type: none"> • Loans/grants to developers to encourage infill development 	

Deliverable: Development Incentives Memo

5.7 – Develop the Implementation Program

The PMC Team will develop the Implementation Program, which will detail critical action steps or phases necessary for Menlo Park to redevelop the Downtown. KMA will provide input to the team and the City on the identification of potential strategies, resources, and/or timing for implementation of the Specific Plan, such as the potential use of funds identified in the financing plan:

- Incremental sales, T.O.T., and property taxes projected to be generated by improved opportunities in the Specific Plan area; and
- Other local and non-local resources that may be available to support plan implementation.

This program will include beautification and urban design projects. Each action, project, and improvement will be assigned a budget as well as a suggested implementation date. Once the appropriate actions are defined, the plan will assign a responsible party to complete the action. This information will be distilled into a simple matrix for inclusion in the plan.

Deliverable: Implementation program, one draft and one final version (one reproducible hard copy and one electronic file in Microsoft Word format)

STEP 3: PREPARE SPECIFIC PLAN AND ENVIRONMENTAL DOCUMENT

Task Six—Prepare the Downtown Specific Plan

PMC will be responsible for combining deliverables from our past tasks to form the body of the Specific Plan. The plan will rely on photographs and illustrations to convey the urban design and regulatory approaches.

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6.1 – Prepare Administrative Draft Specific Plan

PMC staff will develop the cover, table of contents, figures, maps, diagrams, appendices, and all other needed publishing elements to develop the Administrative Draft of the Specific Plan. This is not a public draft and is intended for staff review only. The Draft Specific Plan for the preferred scenario will include the following elements:

- 1) Goals
- 2) Description of Planning Process
- 3) Land Use
- 4) Transportation and Circulation
- 5) Parking
- 6) Design Guidelines
- 7) Development Incentives/Density Bonuses for Public Benefits
- 8) Detailed Market Study
- 9) Infrastructure Plan
- 10) Implementation Measures

Deliverable: Administrative Draft Specific Plan, three drafts (one reproducible hard copy and one electronic file in Microsoft Word format)

6.2 – Prepare Fiscal Impact Analysis and Financing Plan

Prepare Fiscal Impact Analysis

KMA will prepare various “order of magnitude” fiscal analyses of the land use scenarios and a detailed fiscal impact analysis of the Draft Specific Plan for El Camino Real/Downtown Menlo Park, including projected revenues and expenditure impacts to the City’s General Fund over a 20-year period. The fiscal impact model will be applied to include the impact of the draft plan on other affected agencies. The findings of the analysis will be described in a concise summary report.

- 1) Projection of Annual General Fund Revenues

KMA will estimate the gross annual tax revenues and subvention revenues to be generated by up to three (3) development alternatives as the Specific Plan area is developed and tax revenues are allocated to the City’s General Fund. The major revenues that we anticipate to quantify include the following:

- City’s share of annual property tax revenues to be generated by each development alternative;
- City’s share of property transfer taxes to be generated;
- Property taxes in lieu of motor vehicle fees;

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- Transient occupancy tax revenues;
- City's share of sales tax revenues, if any, generated by the development;
- Business license revenues;
- Impact fees and building permit fees (during construction);
- Other applicable revenue sources, such as utility user fees, fines, and forfeitures.

Each revenue source has its own basis, such as valuation or economic performance level, which is based on KMA's research and judgment about the development. KMA will estimate the City's property tax (secured and unsecured) and property tax in lieu of motor vehicle fee revenues for the development based on estimated construction costs, finished values, and the current unsecured assessments for each type of development. The valuation estimates will be based on information to be provided by the applicant as well as other available published data.

KMA will evaluate sales tax generating scenarios which may potentially be included as a mixed-use component: (1) retail, (2) office, and (3) commercial. City sales tax revenues to be generated by these components will be based on a review of the sales tax generating capacity of other projects in Menlo Park. This evaluation will require the use of sales tax data to be provided by the City on the actual generation factors of other comparable uses. The magnitude of sales tax revenues from the retail and restaurant components will be based on information that KMA has on standard productivity levels as well as any tenant-specific information to be provided by the applicant.

Transient occupancy tax revenues will be based on the average daily room rate and occupancy rate information from the study prepared by PKF Consulting.

KMA will integrate impact fee and building permit fee revenue estimates to be provided by City staff. While these one-time revenues will be included in the analysis, it is important to note that the purpose of these revenues is to cover specific costs and expenses generated by the Specific Plan development for infrastructure and processing costs. The companion costs will also be included, resulting in a net neutral impact.

Other revenues will be determined based on a review of the City's current budget and the amount of revenues that are typically generated by business employees.

2) Prepare Cash Flow Projections of Annual General Fund Service Costs

The second focus of the analysis is the assessment of annual General Fund operating and maintenance costs related to providing services such as police protection, emergency medical, fire protection, and general City services for each of the three development alternatives.

KMA will meet with the fire, police, and public works departments to discuss any special service requirements of this Specific Plan. The major steps or tasks to identify costs are:

- Prepare a set of basic cost factors derived from the City's budget;
- Meet with representatives from the City's police, fire, finance, community services, and public works departments to discuss the City's service standards, the revenue and cost estimates

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derived from the budget, additional data needs, and any modifications that are needed to reflect the specific service requirements of the project; and

- Prepare an estimate of recurring service costs to the City to be generated by each alternative.

3) Prepare Cash Flow Analyses of General Fund Revenues and Costs

KMA will combine the revenue and cost projections into a consolidated projection of net impacts on the City's General Fund for each of the development alternatives under three different assumptions regarding the sales tax generating capacity of the mixed-use component. There will be a total of 9 General Fund cash flow analyses prepared.

4) Analyze Annual Impacts on other City Funds

Typically a Gas Tax Fund or Road Fund is the only other City fund that is impacted by new development. Based on our meeting with City staff, we will determine what other funds, if any, will be impacted by the project, and we will prepare a 20-year cash flow projection for those non-General Fund City funds.

5) Analyze Annual Impacts on Other Service Districts

It is our understanding that there are eleven service providers other than the City of Menlo Park, including the Menlo Park Fire District, the Mid-Peninsula Regional Open Space District, the County Harbor District, the Bay Area AQMD, the Mosquito Abatement District, Sequoia Hospital District, County Education Department, County of San Mateo, the Redwood City Elementary School District, Sequoia High School District, and the San Mateo Junior College. To analyze the fiscal impacts on these agencies, KMA will need to meet with each agency to discuss the extent to which they will be impacted by the project. Fire district and school district impacts are typically the most complicated impacts to evaluate. KMA will also review the EIR to obtain information about significant impacts on each service provider.

For the fire district, it will be important to understand if the proposed Specific Plan's development density will generate the need for new equipment (which has staffing implications). With respect to the school district, the impacts will be indirect and will be linked to the Housing Needs analysis to determine the number of households. Additionally, it appears that there is an issue about the Redwood City Elementary School District receiving property taxes from the area but area students actually attend a different district.

The findings of this analysis will be presented as part of the Fiscal Impact Report.

6) Preparation of Fiscal Impact Report

In accordance with the RFP, KMA will prepare an annual and cumulative 20-year cash flow model of anticipated costs and revenues for the preferred development scenario and compare it to the City's current fiscal base. The results of our fiscal impact analysis will be presented in an administrative draft, a screencheck draft, a public review draft, and a final draft of the Fiscal Impact Analysis.

Simultaneous with the preparation of the Fiscal Impact Analysis, the Draft Environmental Impact Report will be prepared to assess the environmental impacts of the Draft Specific Plan. Please refer to Task Seven for a detailed scope of the EIR process.

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Financing Plan for Garage and Other Public Improvements

KMA will present a summary of the public infrastructure and public facilities costs associated with the development of the Specific Plan area and a financing plan for the improvements. Potential revenue sources that KMA will evaluate include:

- Impact fees;
 - Private developers' capacity for one-time capital contribution;
 - Feasibility of additional property owner exactions (Mello-Roos or assessment districts); and
 - Appropriate state and local grants.
- 1) Public Infrastructure/Facility Capital Costs – KMA will summarize cost and schedule estimates for the Specific Plan's public improvements from other team members and the City, including infrastructure, public facilities, transportation, and environmental mitigation. Based on preliminary priorities, KMA will provide a targeted schedule for funding of the capital improvements.
 - 2) Revenue Generating Capacity of Applicable Current City Impact Fees – KMA will obtain from City staff a list of the City's current impact fees that could be used to finance eligible capital costs of the Specific Plan. KMA will estimate the magnitude of potential impact fees that could be generated by anticipated development within the Specific Plan by applying the City's existing impact fee structure to anticipated new private development.
 - 3) Potential CFD Capacity – Using valuation information to be provided by the owners, KMA will estimate the magnitude of public infrastructure improvements that could be funded by a Community Facilities District.
 - 4) Appropriate State and Local Grants – In collaboration with City staff and other team members, KMA will identify potential additional public funding sources and the magnitude of funds that might be available to fund a portion of the Specific Plan's capital costs. KMA will include a schedule of these revenues into the financing plan.
 - 5) Private Development's Capacity for a One-Time Contribution for Capital Costs – KMA will estimate the financial capacity that new development would have to make a one-time contribution to fund the plan's capital costs. The potential revenue from developer contributions will be included in the financing plan.
 - 6) Private Development Capacity Resulting from Regulatory Incentives – KMA will estimate the increased value that may accrue to a private development as a result of modifications in regulatory controls, such as parking, height and/or other developmental incentives, and which may contribute to the funding of the plan's public improvements.
 - 7) Private Development Capacity Resulting from Density Bonus – Similarly KMA will estimate the additional value, if any, created for the private development due to increases in permitted use density/intensity, which can be used to fund the plan's public benefits as set forth in the Vision Plan.
 - 8) Once the initial modeling of anticipated costs and revenues is complete, KMA will work with City staff and the rest of the consultant team to refine the financing plan. Depending on the availability

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of funding sources, refinements might include modifying the priority for improvements or reducing the scope of some of the improvements.

Deliverable: Fiscal Impact Analysis Report, related technical memorandum, a financing plan memorandum that features a source and use of funds using public and private resources for completing the desired public improvements. The financing plan will address the uncertainties associated with each funding source and may include a range of scenarios to address specific issues that may emerge relative to the capital program or funding sources. The financing plan will be designed to be a planning tool that can be updated and refined over time as new conditions emerge or to test alternatives.

6.3 – Prepare Public Draft Specific Plan

The PMC Team will make staff recommended modifications and will produce a version of the Draft Specific Plan for public dissemination.

Deliverable: Public Draft Specific Plan (one reproducible hard copy and one electronic file in Microsoft Word format)

6.4 – Community Open House #2

PMC will conduct a final public open house to present the draft Specific Plan document to the community. In this workshop, participants will be guided through the major components of the Specific Plan document, including the design guidelines.

Deliverable: Meeting Materials

6.5 – Prepare Hearing Draft Specific Plan

PMC will make recommended modifications based on public input and will produce a version of the Specific Plan for public hearings.

Deliverable: Hearing draft Specific Plans (one reproducible hard copy and one electronic file in Microsoft Word format)

6.6 – Prepare Final Specific Plan

PMC will make recommended modifications based on public hearing input and will produce the final version of the Specific Plan.

Deliverable: Final Specific Plan, one draft and one final (one reproducible hard copy and one electronic file in Microsoft Word format)

6.7 – Amendment Documentation

PMC will prepare documentation required to process any zoning and/or General Plan amendments proposed by the Specific Plan. At this time we cannot foresee the extent of the time this task will take. For purposes here, we have budgeted \$6,000 with the understanding that staff may have to augment our services if this budget becomes exhausted at some point.

Deliverable: General Plan and Zoning Amendment Documentation

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Task Seven: CEQA Compliance

The following is the approach and scope of work for the environmental review of the Menlo Park El Camino Real/Downtown Specific Plan. As requested in RFP, it is expected that the Specific Plan preparation and environmental review will overlap. This will provide the opportunity to utilize information from both processes that will improve the quality of both documents.

Approach to the Environmental Analysis

The following is the overall approach to the environmental analysis of the amended Specific Plan and General Plan amendments that is reflected in the scope of work identified in the tasks below.

- **Use of Overlapping Planning and Environmental Review Process to Improve Environmental Document Quality and Utilization** – The environmental team will be in constant coordination with staff involved in the preparation of the Specific Plan and the public outreach in order to share all key technical information, issues and approach to consistency used in both documents as well as providing input on the development of the policy document to adequately address environmental issues in advance of the Draft EIR release.
- **Close Coordination With Agencies** – Given our experience in preparing Specific Plan EIRs, we understand that the need for early and on-going coordination with natural resource agencies (e.g., California Department of Fish and Game, U.S. Fish and Wildlife Service) as well as other agencies and service providers (e.g., water, wastewater, fire protection services) as part of the preparation of the EIR. This would involve meetings during the Notice of Preparation review, and follow up discussions with agencies to ensure understanding of concerns and potential constraints to serving the project. We would prepare the water supply analysis consistent with the intent of SB 610 and recent case law (SCOPE I and II and Vineyards court cases).
- **Utilization of Existing Environmental Information** - PMC is aware that community visioning process (Phase I) has been conducted for the project study area. While some of this data will need to be updated, PMC will utilize the existing documentation to focus the analysis of this EIR and minimize the need to re-do analysis that is still adequate.
- **Parallel Project-Level CEQA Environmental Review** – PMC understands that although the EIR will be prepared as a Program-Level document, the City wants to prepare a Preliminary Environmental Analysis that would review the proposed Specific Plan alternatives at an equal level of detail to determine the order of magnitude differential for issue areas such as traffic, climate change, and aesthetics. PMC will prepare an Opportunities and Constraints analysis that reviews up to four alternatives to inform the preferred specific plan determination. Alternatives not chose for the Preferred Plan would be analyzed in the Alternatives section of the Draft EIR. Per the RFP, the Draft EIR will be prepared simultaneously with the Fiscal Impact Analysis.
- **Coordinated Analysis of Climate Change and AB 32 with the Specific Plan** – Based on the information contained in the RFP, PMC is aware that the City wishes to address climate change and compliance with AB 32 as part of this project. This issue will be addressed in both the specific plan as well as the EIR and these efforts will be coordinated. The work effort will include an inventory of current greenhouse gas emissions, estimations on increases in such emissions and identification of reduction measures consistent with the intent of AB 32. As further documented in this proposal, PMC has experience in addressing climate change in regards to climate action plans, general plans and EIRs.

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- **Development of an EIR and Mitigation Measures for Use in Subsequent Project Review**
 - PMC excels at working as contract staff to agencies and being involved with the implementation and enforcement of mitigation measures and Specific Plans. This experience gives us the unique perspective and skill of being able to prepare an EIR and mitigation measures that work within the regulatory processes of a jurisdiction. PMC will work with City staff to ensure that the of the EIR and mitigation measures would work within the context of the City's internal processes (e.g., Design Review), ordinances (e.g. City Municipal Code) and other requirements (e.g. MS-4 NPDES permit requirements).

7.1 – Preliminary Evaluation and EIR Initiation

Preliminary Environmental Evaluation/Initial Study

Upon written authorization to proceed, the PMC project team will meet with City staff for a project kickoff meeting. PMC will prepare an Opportunities and Constraints analysis for each of the four Specific Plan alternatives that will result in a Preliminary Environmental Evaluation Report. The estimated time to prepare this analysis is based on the time for traffic analysis preparation. When the Preferred Plan is determined, an Initial Study will be prepared and the analysis would present evidence to demonstrate any topic areas that do not warrant comprehensive analysis in the Draft EIR. Upon two reviews by City staff on the NOP and initial study, PMC will revise the documents and provide copies for distribution with the NOP.

Notice of Preparation

PMC will prepare the Notice of Preparation (NOP) that will describe the project location, topics to be analyzed in the EIR and a map of the project study area. Per the RFP, the City will develop the public distribution list and distribute the NOP. PMC will distribute the document(s) to the State Clearinghouse and County Assessor as appropriate.

7.2 – Preparation of the Administrative Draft EIR

PMC will prepare a Program level EIR for the overall proposed Specific Plan and provide project level analysis for those catalyst development projects that may be proposed as part of this project. Identifying these proposed specific projects that have sufficient detail during the EIR process, will streamline future project-level environmental review. PMC will prepare up to three versions of the Administrative Draft EIR, which will consist of the following sections and will prepare in such a form that will allow for use in subsequent project review:

1.0 Introduction

Section 1.0 of the Draft EIR would provide an introduction and overview describing the intended use of the EIR and the review and certification process.

2.0 Executive Summary (Including Matrix of Project Impacts and Mitigation Measures)

This section will summarize the characteristics of the proposed project and will provide a concise summary matrix of the project's environmental impacts and associated mitigation measures as required under State CEQA Guidelines Section 15123. The matrix will also identify proposed Specific Plan policies that provide mitigation of identified environmental impacts.

3.0 Project Description

The Project Description shall be consistent with the requirements of State CEQA Guidelines Section 15124 and will consist of a detailed description of the Specific Plan and the associated components of the Specific Plan and General Plan amendments, expected rate/extent of development under the

WORK PROGRAM

Specific Plan utility and public service renovation or expansion if needed (e.g., water, wastewater, solid waste, fire, law enforcement) and clear identification of what would be defined as a “subsequent project” under the Specific Plan. The Project Description will also identify what properties/entitlements are being evaluated at a project-level of detail, and will also identify all subsequent actions associated with site development. In addition, graphics illustrating the proposed project and a description of anticipated actions associated with the project will be provided.

4.0 Environmental Setting, Impacts, and Mitigation Measures

The following is a description of the individual environmental issue areas that will be evaluated in the EIR. For each issue area, impacts as well as mitigation measures will be identified. PMC will work closely with City staff on crafting mitigation measure language and timing that is appropriate for inclusion in the Specific Plan as well as fits into the typical development review process.

In addition, the Draft EIR will include an introductory section providing details on what the “baseline conditions” are assumed for the analysis, land use forecasts for residential and non-residential uses, level of detail of programmatic analysis, consideration of key components of the Specific Plan (e.g., roadway improvements), and definition of the cumulative setting (e.g., geographic extent) and impact analysis. This section will also describe how direct and indirect environmental impacts are addressed associated with implementation of the Specific Plan and the multiple actions that may occur associated with its implementation (e.g., development and implementation of CIPs, annexation requests, public service improvements). As noted above in the “Approach to the Environmental Analysis”, we will utilize previously prepared environmental documentation for the project to focus the analysis and avoid the need to analyze issues already adequately addressed.

5.0 Cumulative Impact Summary

PMC will assess the impacts of the project in combination with other known, approved or reasonably foreseeable development activity in the project vicinity, including all past, present, existing, approved, pending and reasonably foreseeable future projects for years 2015 and 2030 using the CMA model. Consistent with the State CEQA Guidelines a clear cumulative setting will be described in the EIR.

The cumulative analysis will address each topic covered in the environmental analysis (e.g., water supply, traffic, biological resources, etc.) and will identify appropriate mitigation measures for any significant impacts identified.

6.0 Alternatives to the Proposed Specific Plan

PMC will coordinate with City staff in the development of up to four reasonable alternatives to the proposed project, in addition to the CEQA-required No Project Alternative. The alternatives analysis in the EIR will focus on alternatives that avoid or minimize environmental effects as compared to the proposed Specific Plan. These alternatives will be described qualitatively and quantitatively, and contrasted with the proposed project in terms of the extent that the alternatives can achieve project objectives or reduce adverse impacts. It is anticipated that the alternatives analysis will be closely coordinated with Specific Plan planning work. PMC assumes that three alternatives will be analyzed. This analysis will be presented in a separate chapter of the EIR and will include a comparative matrix of the alternatives to the proposed project based on the significant environmental effects identified in the Draft EIR. As required by CEQA, an environmentally superior alternative will be identified.

7.0 Other CEQA Requirements

The EIR will include the other required sections including growth-inducing impacts of the project, significant irreversible environmental effects and summary of significant and unavoidable impacts of the project.

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8.0 Report Preparers and References

This section would include reference to all persons, agencies and references used in the EIR.

9.0 Proposed Environmental Review Checklist for Subsequent Projects Under the Specific Plan Amendments

While not required under CEQA, we propose the inclusion of a proposed environmental review checklist that could be adopted as part of the Specific Plan that would expand from the State CEQA Guidelines Appendix G checklist by use of the impact analysis and mitigation measures identified in the EIR for the Specific Plan. This checklist would be designed with checklist items specific to City of San Ramon and would utilize and cross-reference analyses in the EIR. The purpose of this checklist would be to identify when subsequent projects are fully or partially addressed in the environmental analysis in the Specific Plan EIR and to what extent further environmental review would be required.

Deliverable: Ten (10) copies of the ADEIR and one (1) CD will be delivered to the City for internal review and comment. Memorandum describing proposed alternatives for analysis in the EIR that may be amended three times by City staff.

7.3 – *Revise Administrative Draft EIR/Prepare Draft EIR*

Comments received from City staff regarding the Administrative Draft EIR will be responded to and a second Administrative Draft EIR in revision marks (underline and ~~strikeout~~) showing City requested edits. Upon receiving comments on the Second Administrative Draft EIR, PMC will make edits and generate a “Screencheck Draft EIR” for final City review before production and public review. If required, a Third Administrative Draft EIR will be prepared prior to the Screencheck Draft EIR. Final City edits will be incorporated into the Draft EIR and fifty (50) copies will be prepared. In order to keep Draft EIR copy costs down, PMC will have the technical appendices placed on a CD that will be placed in a sleeve in the back of the Draft EIR. PMC will also provide 50 copies on CD and assist the City on placing it on its website. PMC will be responsible for printing and distribution of the Draft EIR to the State Clearinghouse.

PMC will also assist in the preparation of the Notice of Availability.

PMC will attend and participate in one public meeting on the Draft EIR, which will include preparation of a presentation on the content of the Draft EIR.

Deliverable: Ten (10) copies of the revised Administrative Draft EIR and one (1) CD, ten (10) additional copies of a third ADEIR if required, thirty (30) copies of the Draft EIR and 30 copies on CD. Assistance in preparing the Notice of Availability.

7.4: – *final Environmental Impact Report*

At the conclusion of the Draft EIR public review period, the Project Team will respond to all comments received by the City. Upon completion, fifteen (15) hard copies of the Administrative Final EIR and one CD will be forwarded to the City for review. The Draft EIR, comment letters, responses and errata to the Draft will comprise the Final Environmental Impact Report (Final EIR), which will be a separately bound document. Thirty (30) paper copies and fifteen (15) CDs copy of the Final EIR will be prepared and delivered to the City for distribution.

With respect to the Final EIR and Response to Comments, the project team will anticipate 40 comment letters of normal detail (two to three pages in length), based upon our prior experience with projects of similar scope. Comment letters in excess of 40 letters and/or comment letters that are considered very complex that require substantial effort or additional analysis to respond to will be considered outside of

WORK PROGRAM

this scope of work and cost estimate. We also assume two rounds of review of the Final EIR prior to public release

Deliverable: Fifteen (15) copies of the Administrative Final EIR and one (1) CD; thirty (30) paper copies and fifteen (15) CDs of the Final EIR.

7.5 – Mitigation Monitoring Program

The project team will prepare a comprehensive Mitigation Monitoring and Reporting Program (MMRP) pursuant to Section 21081.6 of the Public Resources Code as well as CEQA Findings for project approval as required under State CEQA Guidelines Section 15091 and 15093. PMC will draft the MMRP using the information contained within the environmental analysis and other documentation in the record.

7.6 – Meetings/Project Management

Project team members will attend up to a total of 4 staff coordination meetings. PMC assumes that we will be attending a total of 10 meetings associated with scoping, public hearing, Planning Commission, two City Council meetings, and four City staff. It is anticipated that no more than two representatives of the team will be required for any given meeting, although technical support from other members may occasionally be necessary and has been budgeted for by our subconsultants. The kickoff meeting is listed as a separate meeting attendance in Task 1. Additional meetings are on a time-and-materials basis at the hourly rate for Project Manager or Project Director.

This task also includes project management efforts by PMC throughout preparation of the EIR and routine reporting of progress on work on the EIR.

Deliverable: Attendance a total of 10 meetings.

SCHEDULE

Schedule

EL CAMINO REAL/DOWNTOWN SPECIFIC PLAN & EIR SCHEDULE CONTINUED

Steps in the process	Task Number / Description	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	
Step 2: Identify the Preferred Direction	TASK FOUR—REFINE THE VISION																				
	4.1—Develop Downtown Scenarios																				
	4.2—Preliminary Analysis of Downtown Scenarios																				
	4.3—Community Workshop #2: Present Downtown Scenarios and Results of Preliminary Analysis								★												
	4.4—Refine the Downtown Scenarios																				
	4.5 Community Workshop #3 – Select the Preferred Downtown Scenario									★											
	4.6—Conduct Access, Circulation and Parking Demand Analysis																				
	4.7—Develop Preferred Downtown Scenario: "Vision 2050 Poster"																				
4.8—Open House # 1: "Vision 2050 Poster"																					
Step 3: Prepare Specific Plan and Environmental Document	TASK FIVE—ASSEMBLE SPECIFIC PLAN COMPONENTS																				
	5.1—Land Use Plan																				
	5.2—Urban Design Illustrations																				
	5.3—Infrastructure Plan																				
	5.4—Streetscape Plan/ Public Places Improvement Plan																				
	5.5 Develop Downtowncode and Design Guidelines																				
	5.6 Infill Development Incentives Best Practices Toolbox																				
5.7—Develop the Implementation Program																					
TASK SIX—PREPARE THE DOWNTOWN SPECIFIC PLAN																					
6.1—Prepare Administrative Draft Specific Plan																					
6.2—Prepare Fiscal Impact Analysis and Financing Plan																					
6.3—Prepare Public Draft Specific Plans																					
6.4 Community Open House #2																					
6.5—Prepare Hearing Draft Specific Plan																					
6.6—Prepare Final Specific Plans																					
6.7—Amendment Documentation																					
TASK SEVEN—CEQA COMPLIANCE																					
Environmental Impact Report																					

★ Indicates meeting dates

BUDGET AND FEES

EL CAMINO REAL/DOWNTOWN SPECIFIC PLAN & EIR BUDGET

Steps in the process

Step I: Establish Foundation for Project

Task Number / Description	Project Advisor/ Lead Designer	Co-Project Manager-Planning	Co-Project Manager-Design	Public Affairs Team	Associate Planner - Land Use/Zoning/3D Modeling	GIS	Design Team	Support Staff	Direct Costs	EIR	Keyser Marston	DMJM Harris	Total								
	\$175	\$120	\$120		\$100	\$125	\$90	\$75													
TASK ONE—GET SMART ABOUT THE SPECIFIC PLAN AREA																					
1.1—Kick-Off Meeting and Project Set-Up	4	\$700.00	8	\$960.00	8	\$960.00	0	\$0.00	0	\$0.00	6	\$540.00	5	\$375.00		\$4,710.00	\$7,800.00	\$16,045.00			
1.2—Visual/Aesthetic Reconnaissance and SWOT (strengths, weaknesses, opportunities and threats)	0	\$0.00	6	\$720.00	6	\$720.00	30	\$3,000.00	0	\$0.00	40	\$3,600.00	0	\$0.00				\$8,040.00			
1.3—Create Composite Base Map	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	10	\$1,250.00	0	\$0.00	0	\$0.00				\$1,250.00			
1.4—Two Days in Downtown/Stakeholder Interviews	0	\$0.00	12	\$1,440.00	12	\$1,440.00	\$5,600.00	12	\$1,200.00	0	\$0.00	10	\$900.00	0	\$0.00			\$10,580.00			
1.5—Refine the Specific Plan Area Boundary	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	10	\$900.00	0	\$0.00				\$900.00			
1.6 Opportunities and Constraints Analysis	0	\$0.00	6	\$720.00	6	\$720.00	30	\$3,000.00	0	\$0.00	40	\$3,600.00	0	\$0.00				\$8,040.00			
1.7 Conduct Detailed Market Study	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		\$31,040.00		\$31,040.00			
1.8 Community Workshop #1: Opportunities-Constraints & Market Study Findings	4	\$700.00	6	\$720.00	6	\$720.00	16	\$1,600.00	0	\$0.00	24	\$2,160.00	0	\$0.00			\$832.00	\$6,732.00			
1.9 Economic/ Marketing Analysis and Development Strategies	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		\$16,980.00		\$16,980.00			
Subtotal Costs		\$1,400.00		\$4,560.00		\$4,560.00	\$5,600.00		\$8,800.00		\$1,250.00		\$11,700.00		\$375.00		\$2,677.15	\$0.00	\$58,003.00	\$9,495.20	\$108,420.35
TASK TWO— PROJECT MANAGEMENT AND MEETINGS																					
2.1—Establish Steering Committee and Staff Task Force Working Groups	0	\$0.00	5	\$600.00	5	\$600.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00					\$1,200.00		
2.2—Meetings with Working Groups	0	\$0.00	60	\$7,200.00	60	\$7,200.00	60	\$6,000.00	0	\$0.00	40	\$3,600.00	0	\$0.00		\$10,640.00	\$3,328.00	\$37,968.00			
2.3—Meetings with City Council	12	\$2,100.00	12	\$1,440.00	12	\$1,440.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		\$1,840.00	\$832.00	\$7,652.00			
2.4—Meetings with Planning Commission	12	\$2,100.00	16	\$1,920.00	16	\$1,920.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00			\$832.00	\$6,772.00			
2.5—Discussion and Coordination with Stanford University	4	\$700.00	4	\$480.00	4	\$480.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$1,660.00			
2.6—Public Hearings	12	\$2,100.00	12	\$1,440.00	12	\$1,440.00	0	\$0.00	0	\$0.00	20	\$1,800.00	0	\$0.00				\$6,780.00			
2.7—Project Management	0	\$0.00	70	\$8,400.00	60	\$7,200.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$15,600.00			
Subtotal Costs		\$7,000.00		\$21,480.00		\$20,280.00	\$0.00		\$6,000.00		\$0.00		\$5,400.00		\$0.00		\$4,211.20	\$0.00	\$13,728.00	\$5,491.20	\$83,590.40
TASK THREE— PUBLIC OUTREACH STRATEGY																					
3.1—Community Workshops and Meetings Open to the Public	0	\$0.00	0	\$0.00	0	\$0.00	\$8,775.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$8,775.00		
3.2—Media Relations	0	\$0.00	0	\$0.00	0	\$0.00	\$3,365.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$3,365.00		
3.3—Fact Sheets	0	\$0.00	0	\$0.00	0	\$0.00	\$3,540.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$3,540.00		
3.4—Project Web Site and Online Survey	0	\$0.00	0	\$0.00	0	\$0.00	\$14,450.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$14,450.00		
3.5—E-Newsletters	0	\$0.00	0	\$0.00	0	\$0.00	\$7,275.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$7,275.00		
3.6—Promotional Flyers	0	\$0.00	0	\$0.00	0	\$0.00	\$2,825.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$2,825.00		
3.7—Value added service: Campaign Development and Light Pole Banners (OPTIONAL)	0	\$0.00	0	\$0.00	0	\$0.00	\$13,500.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				\$13,500.00		
Subtotal Costs		\$0.00		\$0.00		\$0.00	\$53,730.00		\$0.00		\$0.00		\$0.00		\$0.00		\$3,761.10	\$0.00	\$0.00	\$0.00	\$57,491.10

EL CAMINO REAL/DOWNTOWN SPECIFIC PLAN & EIR BUDGET CONTINUED

Steps in the process	Task Number / Description	Project Advisor/ Lead Designer	Co-Project Manager-Planning	Co-Project Manager-Design	Public Affairs Team	Associate Planner - Land Use/Zoning/3D Modeling	GIS	Design Team	Support Staff	Direct Costs	EIR	Keyser Marston	DMJM Harris	Total							
		\$175	\$120	\$120		\$100	\$125	\$90	\$75												
Step 3: Prepare Specific Plan and Environmental Document	TASK FOUR—REFINE THE VISION																				
	4.1—Develop Downtown Scenarios	8	\$1,400.00	16	\$1,920.00	16	\$1,920.00	30	\$3,000.00	0	\$0.00	50	\$4,500.00	0	\$0.00	\$12,740.00					
	4.2—Preliminary Analysis of Downtown Scenarios	4	\$700.00	12	\$1,440.00	12	\$1,440.00	30	\$3,000.00	0	\$0.00	40	\$3,600.00	0	\$0.00	\$10,180.00					
	4.3—Community Workshop #2: Present Downtown Scenarios and Results of Preliminary Analysis	4	\$700.00	8	\$960.00	8	\$960.00	24	\$2,400.00	0	\$0.00	36	\$3,240.00	0	\$0.00	\$832.00	\$9,092.00				
	4.4—Refine the Downtown Scenarios	0	\$0.00	0	\$0.00	4	\$480.00	16	\$1,600.00	0	\$0.00	24	\$2,160.00	0	\$0.00	\$4,240.00					
	4.5 Community Workshop#3 – Select the Preferred Downtown Scenario	0	\$0.00	8	\$960.00	8	\$960.00	24	\$2,400.00	0	\$0.00	36	\$3,240.00	0	\$0.00	\$832.00	\$8,392.00				
	4.6-Conduct Access, Circulation and Parking Demand Analysis*	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$0.00					
	4.7—Develop Preferred Downtown Scenario: "Vision 2050 Poster"	4	\$700.00	10	\$1,200.00	10	\$1,200.00	24	\$2,400.00	0	\$0.00	50	\$4,500.00	0	\$0.00	\$10,000.00					
	4.8—Open House: "Vision 2050 Poster"	6	\$1,050.00	8	\$960.00	8	\$960.00	16	\$1,600.00	0	\$0.00	32	\$2,880.00	0	\$0.00	\$7,450.00					
	Subtotal Costs		\$4,550.00		\$7,440.00		\$7,920.00		\$16,400.00		\$0.00		\$24,120.00		\$0.00	\$4,230.10	\$66,490.50				
	TASK FIVE—ASSEMBLE SPECIFIC PLAN COMPONENTS																				
	5.1—Land Use Plan	0	\$0.00	6	\$720.00	0	\$0.00	20	\$2,000.00	0	\$0.00	0	\$0.00	0	\$0.00	\$2,720.00					
	5.2—Urban Design Illustrations	0	\$0.00	0	\$0.00	10	\$1,200.00	30	\$3,000.00	0	\$0.00	50	\$4,500.00	0	\$0.00	\$8,700.00					
	5.3—Infrastructure Plan	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$14,400.00					
	5.4—Streetscape Plan/ Public Places Improvement Plan	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$9,960.00					
	5.5 Develop Downtowncode and Design Guidelines	10	\$1,750.00	24	\$2,880.00	24	\$2,880.00	60	\$6,000.00	0	\$0.00	80	\$7,200.00	0	\$0.00	\$20,710.00					
	5.6 Infill Development Incentives Best Practices Toolbox	6	\$1,050.00	10	\$1,200.00	10	\$1,200.00	12	\$1,200.00	0	\$0.00	0	\$0.00	0	\$0.00	\$4,650.00					
	5.7—Develop the Implementation Program	8	\$1,400.00	10	\$1,200.00	10	\$1,200.00	24	\$2,400.00	0	\$0.00	0	\$0.00	0	\$0.00	\$4,485.00	\$10,685.00				
	Subtotal Costs		\$4,200.00		\$6,000.00		\$6,480.00		\$14,600.00		\$0.00		\$11,700.00		\$0.00	\$3,008.60	\$77,718.10				
	TASK SIX—PREPARE THE DOWNTOWN SPECIFIC PLAN																				
	6.1—Prepare Administrative Draft Specific Plan	0	\$0.00	6	\$720.00	6	\$720.00	30	\$3,000.00	0	\$0.00	40	\$3,600.00	0	\$0.00	\$3,365.00	\$10,840.00	\$22,245.00			
	6.2—Prepare Fiscal Impact Analysis and Financing Plan	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$39,740.00	\$39,740.00				
	6.3—Prepare Public Draft Specific Plans	0	\$0.00	0	\$0.00	0	\$0.00	40	\$4,000.00	0	\$0.00	0	\$0.00	0	\$0.00	\$4,000.00					
	6.4 Community Open House #2	6	\$1,050.00	8	\$960.00	8	\$960.00	16	\$1,600.00	0	\$0.00	16	\$1,440.00	0	\$0.00	\$832.00	\$6,842.00				
	6.5—Prepare Hearing Draft Specific Plan	0	\$0.00	0	\$0.00	0	\$0.00	16	\$1,600.00	0	\$0.00	24	\$2,160.00	0	\$0.00	\$3,760.00					
	6.6—Prepare Final Specific Plans	0	\$0.00	5	\$600.00	5	\$600.00	12	\$1,200.00	0	\$0.00	0	\$0.00	0	\$0.00	\$2,400.00					
	6.7—Amendment Documentation	0	\$0.00	10	\$1,200.00	10	\$1,200.00	36	\$3,600.00	0	\$0.00	0	\$0.00	0	\$0.00	\$6,000.00					
	Subtotal Costs		\$1,050.00		\$3,480.00		\$3,480.00		\$15,000.00		\$0.00		\$7,200.00		\$0.00	\$2,114.70	\$47,415.50	\$12,839.20	\$92,579.40		
TASK SEVEN—CEQA COMPLIANCE **																					
Environmental Impact Report	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$255,216.00	\$255,216.00					
Subtotal Costs		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$255,216.00	\$0.00	\$0.00	\$255,216.00			
Project Cost		\$18,200.00		\$42,960.00		\$42,720.00		\$59,330.00		\$60,800.00		\$1,250.00		\$60,120.00		\$375.00	\$20,002.85	\$255,216.00	\$124,080.00	\$56,452.00	\$741,505.85
																					\$741,505.85

* As part of EIR - existing conditions analysis - Cost included in EIR Budget
 **Refer to El Camino Real/Downtown Specific Plan EIR for detailed EIR budget
 Terms of Payment: PMC's standard is submittal of a monthly invoice for services completed to date, and payment of net 30 days

BUDGET AND FEES

City of Menlo Park El Camino Real/Downtown Specific Plan EIR Project Cost Estimate

Task #	Task Description	Project Director \$185	Air Qual* Director \$160	Project Manager \$125	Senior Planner* \$115	Associate Planner** \$95	Environ. Planner \$85	Graphics/ Admin. \$75	Sub- Consultants	Outside Direct Costs	Totals
I.	Preliminary Evaluation and EIR Initiation										
	Project Initiation/Data Collection	2	4	16	16	20	40	8			106
	NOP/IS, Preliminary Alts Analysis	\$370	\$640	\$2,000	\$1,840	\$1,900	\$3,400	\$600		\$150	\$10,900
	<i>Subtotal</i>	2	4	16	16	20	40	8			86
	<i>Task I</i>	\$370	\$640	\$2,000	\$1,840	\$1,900	\$3,400	\$600		\$150	\$10,900
II.	Administrative Draft EIR										
	Intro, Exec Sum, Project Description	4	0	50	0	10	0	8			72
		\$740	\$0	\$6,250	\$0	\$950	\$0	\$600			\$8,540
	Aesthetics/Visual Resources	0	0	4	2	12	0	4			22
		\$0	\$0	\$500	\$230	\$1,140	\$0	\$300			\$2,170
	Air Quality and Climate Change	0	14	4	0	56	2	0			76
		\$0	\$2,240	\$500	\$0	\$5,320	\$170	\$0			\$8,230
	Biological Resources	2	0	4	40	2	0	4			52
		\$370	\$0	\$500	\$4,600	\$190	\$0	\$300		\$700	\$6,660
	Hazards & Hazardous Materials/Soil Con	0	0	2	0	0	18	0			20
		\$0	\$0	\$250	\$0	\$0	\$1,530	\$0			\$1,780
	Land Use, Plans & Policies	0	0	4	0	16	0	4			24
		\$0	\$0	\$500	\$0	\$1,520	\$0	\$300			\$2,320
	Population, Employment & Housing	0	0	4	0	20	0	4			28
		\$0	\$0	\$500	\$0	\$1,900	\$0	\$300			\$2,700
	Public Services	0	0	4	0	8	32	4			48
		\$0	\$0	\$500	\$0	\$760	\$2,720	\$300			\$4,280
	Geology and Soils/Seismicity	0	0	1	0	0	16	2			19
		\$0	\$0	\$125	\$0	\$0	\$1,360	\$150			\$1,635
	Cultural and Historic Resources	0	0	40	32	0	54	0			126
		\$0	\$0	\$5,000	\$3,680	\$0	\$4,590	\$0		\$1,320	\$14,590
	Noise	0	0	2	0	0	4	0			6
	<i>Ambient (includes 10% markup)</i>	\$0	\$0	\$250	\$0	\$0	\$340	\$0	\$7,700		\$8,290
	Utilities and Infrastructure	2	0	4	0	0	16	0			22
	<i>DMJM Harris (includes 10% markup)</i>	\$370	\$0	\$500	\$0	\$0	\$1,360	\$0	\$17,688		\$19,918
	Traffic/Circulation	0	0	8	0	16	0	0			24
	<i>DMJM Harris (includes 10% markup)</i>	\$0	\$0	\$1,000	\$0	\$1,520	\$0	\$0	\$53,023		\$55,543
	Hydrology	0	0	4	0	18	0	0			22
		\$0	\$0	\$500	\$0	\$1,710	\$0	\$0			\$2,210
	Project Alternatives	8	0	24	12	0	40	4			88
		\$1,480	\$0	\$3,000	\$1,380	\$0	\$3,400	\$300			\$9,560
	GIS					40					40
		\$0	\$0	\$0	\$0	\$3,800	\$0	\$0			\$3,800
	Printing / Graphics							60			60
		\$0	\$0	\$0	\$0	\$0	\$0	\$4,500		\$1,500	\$6,000
	Document Review /	40	0	24	0	0	0	0			64
		\$7,400	\$0	\$3,000	\$0	\$0	\$0	\$0			\$10,400
	<i>Subtotal</i>	56	14	183	86	198	182	94			813
	<i>Task III</i>	\$10,360	\$2,240	\$22,875	\$9,890	\$18,810	\$15,470	\$7,050	\$78,411	\$3,520	\$168,626
III.	Screen Check Draft EIR										
	Prepare Screencheck EIR	4	0	12	8	10	40	8			82
		\$740	\$0	\$1,500	\$920	\$950	\$3,400	\$600		\$1,500	\$9,610
	<i>Subtotal</i>	4	0	12	8	10	40	8			82
	<i>Task III</i>	\$740	\$0	\$1,500	\$920	\$950	\$3,400	\$600	\$0	\$1,500	\$9,610
IV.	DEIR Production										
	Screen Check Draft EIR	4	0	24	4	4	24	8			68

BUDGET AND FEES

Task #	Task Description	Project Director \$185	Air Qual* Director \$160	Project Manager \$125	Senior Planner* \$115	Associate Planner** \$95	Environ. Planner \$85	Graphics/ Admin. \$75	Sub- Consultants	Outside Direct Costs	Totals
	Preparation and Production	\$740	\$0	\$3,000	\$460	\$380	\$2,040	\$600			\$7,220
	DEIR Production	0	0	4	0	0	0	20			24
		\$0	\$0	\$500	\$0	\$0	\$0	\$1,500			\$2,000
	Printing/Graphics/GIS					0		8			8
		\$0	\$0	\$0	\$0	\$0	\$0	\$600		\$5,500	\$6,100
	<i>Subtotal</i>	4	0	28	4	4	24	36			100
	<i>Task IV</i>	\$740	\$0	\$3,500	\$460	\$380	\$2,040	\$2,700	\$0	\$5,500	\$15,320
V	Final EIR										
	Admin. FEIR #1-Response to Comments	4	0	32	4	8	40	28			116
	<i>DMJM Harris (includes 10% markup)</i>	\$740	\$0	\$4,000	\$460	\$760	\$3,400	\$2,100	\$9,460	\$1,000	\$21,920
	FEIR	2	0	8	0	0	20	4			34
	<i>Includes Screencheck</i>	\$370	\$0	\$1,000	\$0	\$0	\$1,700	\$300			\$3,370
	Printing/Graphics/GIS					0		20			20
		\$0	\$0	\$0	\$0	\$0	\$0	\$1,500		\$2,500	\$4,000
	<i>Subtotal</i>	6	0	40	4	8	60	52			170
	<i>Task V</i>	\$1,110	\$0	\$5,000	\$460	\$760	\$5,100	\$3,900	\$9,460	\$3,500	\$29,290
VI.	Mitigation Monitoring & Reporting Program										
	Prepare MMRP	0	0	2	0	8	0	4			14
		\$0	\$0	\$250	\$0	\$760	\$0	\$300		\$0	\$1,310
	<i>Subtotal</i>	0	0	2	0	8	0	4			14
	<i>Task VI</i>	\$0	\$0	\$250	\$0	\$760	\$0	\$300	\$0	\$0	\$1,310
VII.	Project Management and Meetings										
	Project Management	20	0	64	0	0	0	0			84
		\$3,700	\$0	\$8,000	\$0	\$0	\$0	\$0		\$500	\$12,200
	Meetings	16	0	40	0	0	0	0			56
		\$2,960	\$0	\$5,000	\$0	\$0	\$0	\$0			\$7,960
	<i>Subtotal</i>	36	0	104	0	0	0	0			140
	<i>Task VII*</i>	\$6,660	\$0	\$13,000	\$0	\$0	\$0	\$0	\$0	\$500	\$20,160
Project Totals											
	<i>Project Hours</i>	108	18	385	118	248	346	202			1405
	<i>Project Cost</i>	\$19,980	\$2,880	\$48,125	\$13,570	\$23,560	\$29,410	\$15,150	\$87,871	\$14,670	\$255,216

** Includes GIS Specialist

* Includes Senior Biologist

* Includes Assistant Project Manager and CEQA Advisor

* Assumes up to 40 letters of varying complexity.

* Assumes 15 copies of ADEIR, 30 copies of DEIR, 15 copies of AFEIR, and 30 copies of FEIR + 30 CDs DEIR and 15 CDs FEIR

* Assumes Kick-off meeting, one scoping meeting, three public hearings, 4 staff meetings

Costs of subconsultant reports are broken down as follows:	
Ambient Air and Noise Consulting	\$7,000
DMJM Harris	\$72,883
Subtotal	\$79,883
10% Admin fee	\$7,988
Total Subconsultant Budget	\$87,871
Total PMC time and materials:	\$167,345

KEY PERSONNEL

KEY PERSONNEL

PROJECT TEAM

PMC – SPECIFIC PLAN TEAM AND ENVIRONMENTAL TEAM

PMC's role in developing a El Camino Real/ Downtown Specific Plan and implementation program and associated Environmental Review is that of prime contractor and project manager to oversee the complete project from beginning to end. PMC utilizes sub-consultants that represent a wide range of technical disciplines based on local knowledge, agency contacts and resource-specific expertise to form project teams that provide the best results.

Our extensive in-house experience allows us to use PMC resources for not only the planning and urban design, but also for most of the technical disciplines. Using our in-house resources, PMC will provide:

- Planning
- Environmental Planning
- Urban Design
- Public Affairs/Outreach

Address: 500 12 Street
Suite 240
Oakland, CA 94607
(510) 272-4491

AMBIENT CONSULTING

- Noise

Address: 5314 Shelato Way
Carmichael, CA 95608
(916) 359-2700

DMJM HARRIS

- Transportation & Infrastructure

Address: 155 Grand Avenue, Suite 700
Oakland, CA 94618
(510) 763-2929
City of Oakland Registered LBE

KEYSER MARSTON ASSOCIATES, INC. (KMA)

- Economic and Market Analysis

Address: 55 Pacific Avenue Mall
San Francisco, CA 94111285 66th Street
(415) 398-3050

KEY PERSONNEL

SPECIFIC PLAN TEAM

MARK BRODEUR, FIUD – PROJECT LEAD AND LEAD ADVISOR

Time with PMC – 1.5 years

Twenty nine years ago, Mark knew exactly where he wanted his career to go. You see, Mark grew up in a New England town where the downtown was the center of life and commerce. From the time he went downtown on the bus with his grandmother to the time he graduated from college, the downtown he once loved had become an eyesore and a virtual wasteland. Since that time, he has maintained a professional focus on the “revitalization” of downtowns, and aging corridors and neighborhoods. In that time, Mark has become a recognized leader in downtown revitalization in California and beyond. “Every downtown has a specific DNA code... a common set of values, interests, connections and an organic urbanism that cannot be pulled off a shelf”. Most places have lost or forgotten what were the essential things that made their downtown special. It is this “organic urbanism” that Mark seeks to instill back into every downtown he works in. “By working in over 120 downtowns, I have come to understand that developing a “vision” is the most influential step in revealing a place’s DNA.”

In addition to his work in downtowns is his extensive development of over 60 design codes. He has served as city staff and as a design review board chairman. Mark is regularly retained by municipalities to act as the urban design liaison between controversial development projects and the local jurisdiction. His design background provides succinct direction to developers and their architectural teams.

His work has won several awards at the local and national level. He is an outspoken critic on the issue of suburban sprawl, citing a preference to reduce consumption of less constrained greenfield areas by redesigning and intensifying the urban area to function much more efficiently.

Some of the Corridor projects that Mr. Brodeur has completed include:

- First Street Specific Plan, Tustin, California
- El Toro Road Revisioning and Specific Plan, Lake Forest, California
- Barton Road Specific Plan, Grand Terrace, California
- West Calabasas Road Master Plan and Design Guidelines, Calabasas, California
- Imperial-Commercial Corridor Vision Plan, San Diego, California
- Highway 101 Specific Plan, Encinitas California
- Orange Avenue Specific Plan, Coronado, California
- Hawthorne Boulevard Specific Plan, Torrance, California
- North Montclair Specific Plan, Montclair, California
- Foothill Boulevard Specific Plan, Rancho Cucamonga, California
- Foothill Boulevard Specific Plan, Laverne, California

KEY PERSONNEL

- Highway 69 Urban Design Plan, Prescott Valley, Arizona
- Fourth Street Urban Design Plan, Reno, Nevada
- Media District Master Plan of Public Improvements, Burbank, CA
- NOHO Arts District Streetscape Design Program, North Hollywood, CA
- McClintock Blvd. Streetscape Plan, Lake Havasu, AZ
- Shiloh Road Urban Code, Windsor, California
- Evergreen-Front Streets Urban Design Concepts
- Mission Street Urban Design Plan, Buena Park, California

LAKSHMI RAJAGOPALAN, LEED AP – CO-PROJECT MANAGER, PLANNING

Time with PMC – 2.5 years

Ms. Rajagopalan works on a wide range of advanced planning projects. Her experience is focused on advanced planning and policy analysis, with an emphasis on how the physical design of a community affects the individual. She works on advanced planning documents and research, including General Plans, Design Guidelines and Design Elements. Ms. Rajagopalan is also a skilled designer and particularly skilled at translating spoken ideas into visual representations. In April 2008, Ms. Rajagopalan became a LEED Accredited Professional. Her goal is to ensure that neighborhoods and communities are designed, built, and operated in a way that encourages healthy living, improves quality of life, fosters walkability, creates livable communities, and meets accepted high levels of environmentally responsible, sustainable development.

ADRIANNA JORDAN – CO-PROJECT MANAGER, DESIGN

Time with PMC – 1.5 years

Ms. Jordan brings a broad range of experience to PMC, taking projects from initial design to public hearing. Her talents include project design, management, and implementation. Above all, Adriana's written and communication skills make her an asset to the multidisciplinary field of planning. With experience in both the public and private sector, Ms. Jordan has a clear understanding for the planning process and can design, manage, and produce deliverables with a public sector implementation perspective.

CHRISTOPHER JORDAN, AICP – LAND USE AND ZONING LEAD

Time with PMC – 5 years

Christopher Jordan works out of the Rancho Cordova office of PMC on both current and advance planning projects. Mr. Jordan works on a wide variety of projects including General Plan, Zoning Code, land use modeling, and agency staffing. He has experience in both development and implementation of policies and regulations making him a valuable member of the PMC team.

KEY PERSONNEL

MARTTI ECKERT – MASTER PLANNER/ILLUSTRATOR/3D MODELING EXPERT

Time with PMC – 3 years

Mr. Eckert works on community planning and urban design projects including General Plans, Zoning Codes, Specific Plans, and Design Guidelines. His background in architecture and his knowledge and experience in the development and implementation of urban design projects make him a valuable part of the PMC team. For this project, Mr. Eckert will be assisting the overall team in crafting design concepts, guidelines/standards, graphic illustrations and 3-D modeling, and facilitating the community outreach efforts.

JEANINE CAVALLI – ASSOCIATE PLANNER/URBAN DESIGNER

Time with PMC – 10 months

Ms. Cavalli is an Associate Planner working on Long Range Planning projects. She is working with city and county clients to assist in General Plans, Specific Plans, Special Studies, Master Plans, Municipal Service Reviews and a variety of other projects across California. Ms. Cavalli is involved in research, writing and reviewing policies, and assistance with special projects. Her focus is on the establishment of sustainable planning policies that promote healthy communities and their incorporation into municipal development. Ms. Cavalli has experience as a planner in the UK, where she was involved in master planning, smart growth, urban design, GIS and graphics.

DOUGLAS BROOKS – URBAN DESIGNER

Time with PMC – 1 year

Mr. Brooks has experience in current planning, advanced planning, urban design and GIS. Currently, Mr. Brooks works out of the Oakland office of PMC on advanced planning documents and research, including General Plans, Specific Plans, Zoning Codes, Design Guidelines and Design Elements. He also prepares graphics, photo simulations, and 3-D models of design projects and visual simulations. His educational background and broad range of planning experience allows Mr. Brooks to analyze a range of planning issues in order to reach the best possible outcome for both the community and the environment.

JOHN DEMARTINO – GIS EXPERT

Time with PMC – 3.5 years

As Director of PMC's GIS Department, Mr. DeMartino provides analytical mapping capabilities to many jurisdictions and governmental agencies. His experience includes implementation of GIS applications for transportation, public works, municipal planning, and natural resources management projects. Mr. DeMartino is knowledgeable of the latest GIS software and technologies including ArcGIS 8.X/9.X, ArcINFO Workstation, ESRI ArcPad mobile GIS, ArcPad Application Builder, Trimble TerraSync and Trimble Pathfinder Office GPS software, ERDAS Imagine and ERDAS StereoAnalyst, and several ArcGIS extensions. Mr. DeMartino is very familiar with California spatial data has been responsible for the data capture/creation, management, and analysis for many projects within the state.

KEY PERSONNEL

ANDREA ELLIOT – DIRECTOR OF PUBLIC RELATIONS

Time with PMC – 2 years

Ms. Elliott has more than 15 years of experience in public relations, marketing publications and project management working with both statewide and regional public relations campaigns. At PMC her primary responsibilities include management and oversight of a Public Affairs team of eight as well as the development and implementation of strategic communications plans on behalf of several clients. She serves as Project Manager for several outreach campaigns including City of Stockton Municipal Utilities Department Water Conservation Program, the City of Pinole General Plan Update, the City of Madera General Plan Update, and the City of Dixon General Plan Update.

LAURIE AHLF – PUBLIC AFFAIRS TASK PROJECT MANAGER

Time with PMC – 1.5 years

Ms. Ahlf has more than 20 years of experience in project management, marketing and creative services working within both the private and public sectors. Almost half of that time, Ms. Ahlf was principal of her own business providing these services to Northern California clients. Her background includes project management and support services for social marketing campaigns; creative services and marketing for planning and environmental services publications and public outreach; and account management, creative writing and media production within the telecommunications industry. Her responsibilities at PMC include public outreach, project implementation and overseeing media production and placement.

RICK WILLIAMS, AICP – PUBLIC INFORMATION OFFICER

Time with PMC – 2.5 years

Mr. Williams is a Public Information Officer specializing in general plan update projects requiring public outreach and involvement, developing public service announcements and collateral documents, coordinating with project designers and public agencies, and participating in project development team meetings and public hearings. Mr. Williams draws on his eight years of public and private planning experience, as well as his experience as a technical writer and project coordinator, to assist in all aspects of public outreach and community involvement.

SARAH ARVIDSON – PUBLIC INFORMATION OFFICER

Time with PMC – 4 months

Ms. Arvidson's background includes event planning, non-profit business development and editing. Prior to coming to PMC, she developed and coordinated new programs, working with local media and community partners to maximize visibility of the organization in the community. She has worked on partnership development with both corporate and non-profit entities and was responsible for developing public outreach strategies in order to maintain community support of the organization. Her responsibilities at PMC include support in public outreach, project implementation and marketing efforts. She also assists in developing newsletters and writing press releases and Web site content.

KEY PERSONNEL

PMC ENVIRONMENTAL TEAM

PATRICK ANGELL, AICP – PROJECT ADVISOR

Time with PMC –10 years

Mr. Angell is PMC’s Environmental Services Director, and serves as a project director, manager and technical analyst for a variety of projects. He specializes in environmental and urban land use planning, and has performed tasks for projects such as water and wastewater facilities, energy facilities, flood control projects, residential subdivisions, mixed-use urban developments, and redevelopment plans. Mr. Angell's experience includes preparing urban land use and growth analysis, recreation and visual resource studies, public services assessment, transportation and circulation studies, and cultural resource analysis. He has also been involved in the preparation of several CEQA and NEPA documents and technical studies and has over 12 years of environmental documentation preparation experience.

JANET PALMA, AICP – EIR PROJECT MANAGER

Time with PMC – 4 years

Ms. Palma is a Senior Environmental Planner with broad experience in land use, ecology, wetlands, dredging, and environmental planning. She has participated in environmental planning, regulatory permitting, and resource management studies all over California. Ms. Palma has played instrumental roles in the preparation of Initial Studies, Environmental Assessments (EAs), EIRs and environmental permits to meet both state and federal regulations. Prior to working for PMC Ms. Palma was Principal and Sole Proprietor of JM & Associates, an Environmental Consulting firm.

JOYCE HUNTING – BIOLOGICAL RESOURCES COORDINATOR

Time with PMC – 4 years

Ms. Hunting has more than 20 years of technical and practical experience working in California’s diverse natural environments. She has 14 years of experience in preparing and managing the preparation of environmental documents that comply with the requirements of the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), Federal Endangered Species Act (FESA), California Endangered Species Act (CESA), California Public Utilities Commission, California Department of Transportation, State Reclamation Board, and local jurisdictions. She also has expertise in the preparation of U.S. Army Corps of Engineers Individual and Nationwide Permit Applications, California Fish and Game Codes 1062 Streambed Alteration Agreements, Habitat Conservation Plans, Natural Community Conservation Plans, wetland delineation and restoration plans, biological resource assessments and mitigation programs, and implementation of habitat conservation and restoration plans.

JOHN NADOLSKI – CULTURAL RESOURCES DIRECTOR

Time with PMC –5 years

Mr. Nadolski has extensive archaeological experience as a field supervisor beginning in 1972. He has worked for: the Foundation for Illinois Archaeology, Koster, Illinois; Field Museum of Natural History, Chicago, Illinois; Northwestern University, Evanston, Illinois; Loyola University, Chicago, Illinois; the Eldorado National Forest, Placerville, California; and Pacific Legacy, Inc., Cameron Park, CA. Mr. Nadolski’s professional experience includes: excavation, inventory and evaluation of prehistoric and historic sites for inclusion in both the National Register of Historic Places and the California Register of Historical Resources; participation on interdisciplinary teams; performing the duties of writer/editor for

KEY PERSONNEL

environmental documents; addressing the curation of cultural resources; the management and analysis of collections of artifacts; the preparation of Native American Graves Protection and Repatriation Act inventories; and the preparation of agreement documents (e.g., Memorandum of Agreement). He is also familiar with the regulations presented in both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act regarding the identification, protection and evaluation of cultural resources and the methods necessary to comply with those regulations.

ADDITIONAL STAFF RESOURCES

The above list represents the staff which PMC anticipates will be required, however it is possible that the need for additional staff may arise. Therefore PMC may assign additional staff types as necessary to complete the services required under this agreement. Compensation rates for additional staff types will be determined by PMC and will be consistent with the rates listed herein. Assignment of additional staff will not change the budget of this agreement, unless agreed upon by both parties with the execution of an amendment.

KEY SUBCONSULTANT STAFF

NOISE – AMBIENT CONSULTING

Kurt Legleiter – Principal

Kurt Legleiter is the Principal Air Quality and Noise Specialist and sole proprietor of AMBIENT Air Quality & Noise Consulting. His project experience spans over 14 years and encompasses both the public and private sectors. He specializes in the preparation of air quality and noise analyses in support of community planning and development projects subject to review under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). Mr. Legleiter is proficient in the use of various air quality and noise modeling software programs, including URBEMIS7, SCREEN3, ISCST3, HARP, CALINE4, and the FHWA Traffic Noise Model.

Prior to founding AMBIENT Air Quality & Noise Consulting, Mr. Legleiter was Manager of the Air Quality and Noise Practice at EDAW, Inc from 1997 to 2004. In that capacity, he directed the preparation of air quality and noise studies for projects located throughout the United States. Additional experience, prior to 1997, included employment as an Environmental Planner with Michael Paoli and Associates (1995-1997) and as an Air Quality Planner with the San Joaquin Valley Air Pollution Control District (1993-1995).

TRANSPORTATION & INFRASTRUCTURE – DMJM HARRIS

Fred Kelley – Senior Project Manager

Fred has over 18 years of progressive transportation planning, traffic engineering and project management experience throughout the Bay Area, Nevada and the mid-west. Fred has an extensive urban area public sector background, which complements his 11 years of private sector consulting. He has served as a Project Manager or Principal-in-Charge for numerous transportation planning transit planning, traffic engineering, travel demand and public policy projects. Fred has also managed several comprehensive multi-disciplinary projects which included both civil design and transportation planning components.

His experience covers a wide spectrum of services including; traffic impact analyses, travel demand forecasting, freeway operations analysis, parking studies, corridor studies; feasibility studies, project study

KEY PERSONNEL

reports, EIR's; transit studies, on-call services, traffic circulation, contingency plans, general plans; public policy development, traffic management plans and peer review

Brandon Whitehurst, PE – Civil Engineer

Brandon is a registered civil engineer with nine years experience in design and construction management of various roadway and infrastructure projects including roadway widening, interchange design, marine terminal construction, seismic retrofit, storm and sanitary sewer design. He possesses a strong construction management background that contributes to efficient design development by identifying potential field issues during design. He is also proficient in scheduling and project management tools as well as topographic surveying.

Kevin Oaks, PE – Design Engineer

Kevin is a design engineer with 7 years of professional experience. He has field experience on highway and industrial projects and design experience on site development and roadway projects. He has gained experience in utility design and utility coordination from large and small site development projects. His recent experience is the design and upgrade of a sewer system for the proposed Fruitvale Gateway development.

ECONOMICS AND IMPLEMENTATION – KEYSER MARSTON AOOCAITES, INC. (KMA)

Timothy Kelley – President

Mr. Kelly has over 30 years of real estate consulting experience, and has been an advisor on a wide range of commercial and residential developments. Many have been pioneering, ranging from Horton Plaza in San Diego to the Fairmont Hotel in San Jose to Bay Street Shopping Center in Emeryville. The depth of his experience provides him with exceptional skills to work with both private developers and the public sector. He is frequently asked to play a key role in developer selections, disposition negotiations, and presentations to public officials.

Marilyn Chu – Manager

As Manager in the San Francisco office, Ms. Chu specializes in assessing the market potential and financial feasibility of real estate development projects. Given Ms. Chu's training in architecture, urban planning and economics, she is able to apply an interdisciplinary perspective to many of the firm's real estate assignments. She has also worked extensively in both the private and public sector and thus is familiar with the respective goals and technical requirements of each.

Debbie Kern – Senior Principal

As Senior Principal of KMA's San Francisco office, Ms. Kern will manage the Fiscal Impact Analysis component of this assignment on behalf of KMA. Ms. Kern has over twenty years of experience at KMA and manages all of the complex fiscal analyses undertaken by the firm, including those of the City of Marina Station Project, Beverly Hills Plan Update, Orinda Gateway Valley Specific Plan, and Triangle Area Specific Plan in West Sacramento.

David Doezema – Manager

Mr. Doezema will assist Debbie with the fiscal impact analysis. Mr. Doezema has analyzed the recurring fiscal impacts of large scale mixed use projects and developed municipal service financing plans to achieve fiscal neutrality. His experience includes master planned residential communities, military base reuse plans, medical facilities, and mixed-use projects.

AVAILABILITY

Availability

AVAILABILITY

The personnel proposed for the El Camino Real/Downtown Menlo Park SP & EIR project will be available to work from start to finish and deliver a USER FRIENDLY and FUNCTIONAL document. In addition, PMC has over 200 professional and administrative employees available to assist the staff listed in this proposal.

PROJECT LIST

PROJECT LIST

PMC RELEVANT PROJECT EXPERIENCE

CITY OF RANCHO CORDOVA

FOLSOM BOULEVARD SPECIFIC PLAN AND FORM-BASED CODE

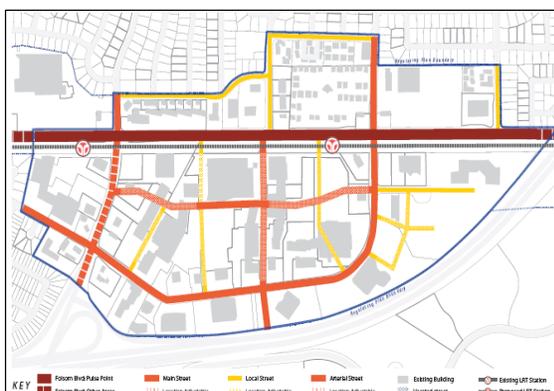


As part of our work staffing the Planning Department for the City of Rancho Cordova, PMC prepared a Specific Plan document for the Folsom Boulevard Corridor, an aging commercial corridor and light rail artery that serves as the lifeblood of the community. The Specific Plan document draws upon numerous past planning efforts solidifying the vision of Folsom Boulevard and brings the vision to reality.

PMC worked closely with a City-appointed task force/steering committee and developed a comprehensive public participation plan that is focused on results. This project included a strong development strategy using existing data, a market study, and stakeholder interviews to recommend implementation measures for specific “pulse points” along Folsom Boulevard.



The Folsom Boulevard Specific Plan includes a land use and design plan that integrates form-based zoning provisions in terms of site-specific nodes, prototypes, and case studies and provides guidelines and standards to ensure the plan’s proper execution. Accompanying this design plan is a “Vision Poster” visually depicting corridor improvements and concepts solely for the purpose of “showing” rather than just “telling” the envisioned future of the Boulevard. The plan also includes districts/themes for the corridor including integration of the downtown, realistic right-of-way improvements that incorporate provisions to address the relationship and integration of public and private realms, and an implementation/action plan that incorporates the cost of planned infrastructure and development.



PROJECT LIST

CITY OF WEED DOWNTOWN REDEVELOPMENT DESIGN PLAN

The City of Weed engaged PMC to plan the revitalization of the Historic Downtown District including urban design, land use, streetscape improvements, street realignments, park design and a competitive market analysis to best position the downtown retail mix in the local and regional markets. PMC also prepared cost estimates for the improvements and is prepared to produce construction documents.



PMC's innovative solutions for the City included permeable paving, LED lighting, back-in drive-out angled parking, and inclusion of a local artist on the consulting team to produce facade improvement recommendations. Based on the artist's work, the City created a paid position on staff for the artist to continue the program.



CITY OF PINOLE PINOLE SPECIFIC PLANS

Pinole has retained PMC to prepare three specific plans for enhancing the economic vitality of San Pablo Ave., Appian Way and Pinole Valley Rd. These plans have been coordinated to dovetail into the current GP Update and provide a higher level of vision and land use specificity as well as a clear focus for Redevelopment Agency activities. The Specific Plans consider traffic circulation, address land use issues, and promote the arts, culture, and entertainment on San Pablo Ave, the City's Historic Core. The plans rely on a strong economic development strategy for infill and new development patterns and formulate and implement design guidelines for the commercial retail, residential, and mixed use development within each plan area using form-based zoning. Included in these unique project areas are Pinole's Old Town Historic core, three major arterials, community gateways, and several key commercial and neighborhood districts. A comprehensive public outreach process supported this important planning effort.



PROJECT LIST

CITY OF COMPTON NORTH DOWNTOWN SPECIFIC PLAN

PMC was selected by the City of Compton to prepare a Specific Plan document for the North Downtown area, an aging district of commercial, light-industrial, and residential uses adjacent to a regional light-rail transit station. PMC worked closely with the Community Redevelopment agency, stakeholders, and local citizens to ensure that the plan is a collaborative effort that reflects the needs and desires of the community.

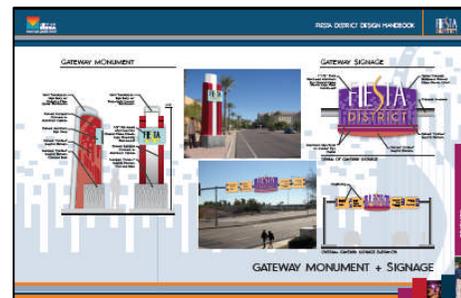
The Specific Plan proposes Transit-Oriented Mixed-Use Development using the existing light-rail station as a "pulse point" center providing access to shopping, entertainment venues, and the City of Compton civic center. Additionally, the plan proposes the reinstatement of the historic street grid, the removal of incompatible light industrial uses (primarily auto-oriented), and the easing of parking requirements in the downtown area to encourage pedestrian activity, stimulate commercial development, and increase livability. Tangible products include a land use and design plan that integrates "downtowncode" hybrid zoning provisions, and provides design guidelines and standards to ensure the plan's proper execution. Accompanying this design plan is a "Vision Poster" visually depicting district improvements and concepts solely for the purpose of "showing" rather than just "telling" the envisioned future of North Downtown



Compton. The plan also includes realistic right-of-way improvements that incorporate provisions to address the relationship and integration of public and private realm, and an Implementation/Action Plan that includes the cost of planned infrastructure and development, as well as a recommended "phasing" schedule for area improvements.

CITY OF MESA, AZ FIESTA DISTRICT REVITALIZATION AND DESIGN PROJECT

The City of Mesa has retained PMC to prepare a design for the Fiesta District, a major City employment center in need of revitalization. This district Design Plan includes development of a District Brand, Vision, Design guidelines and Schematics for the district's revitalization and an implementation plan for ensuring the Vision's realization. The project's overarching goals included beautifying the area, and defining a unique sense of place while improving transportation and pedestrian linkages. PMC worked collaboratively with the City and the District's key stakeholders to redefine, brand and improve the project area. Project components include: a Community Outreach Strategy, development of a District Branding Plan, a circulation plan, design concepts, guidelines, and standards for public and private improvements, and an implementation



PROJECT LIST

strategy providing financing options, estimated improvement costs with recommended phasing & priorities. The final product is a highly illustrative District Design Handbook which includes all previously mentioned components as well as documentation of the planning process and outreach effort.

CITY OF WINTERS DOWNTOWN FORM BASED CODE

3. RAILROAD AVENUE (D-B)
Key Map (see Section 17.58.04D)

CITY OF WINTERS—DOWNTOWN CODE
Allowable Building Types (see Section 17.58.060E for further detail)

Half-Block Liner Infill Lot Terraced Lot Courtyard Housing Rowhouse

Storefront Development Standards (see Section 17.58.060 F for further detail)

Storefront Standards

1	Storefront Width	20' - 50'
2	Groundfloor Height	12' - 18'
3	Bulkhead Height	1.5' - 3'
4	Inset of Front Door from "Build-To-Line"	2' - 7'
5	Maximum Awning Extension from Building	6'

Building Placement, Height and Setbacks (see Section 17.58.060 B and C for further detail)

"Build To" Front Line: 5' 0"
Minimum Side Yard: 0' 0"
Minimum Rear Yard: 20' 0"
Maximum Height: 45' 0"

Permitted Uses (see Section 17.58.050 for further detail)

- Retail Commercial
- Offices
- Mixed-Use
- Multi-Family Residential
- Neighborhood Commercial
- Government/Institutional
- Home Occupation

Conditionally Permitted Uses (see Section 17.58.050 for further detail)

- Commercial Recreation
- Sit-Down Restaurants

Maximum Number of Dwelling Units (see Section 17.58.060 A.3 for further detail)

28 dwelling units per acre

As an implementation piece to the Downtown Winters Master Plan, PMC was retained to develop a special zoning district that incorporates "form-based code" standards and design guidelines that focus on creating a lively, architecturally complementary, and pedestrian oriented commercial district and infill residential area. Standards for land use, density, setbacks, and design are set out in a zoning code-like format that can be referenced easily by project applicants and designers and cited easily by City staff and officials.

The DowntownCode included:

- Regulating Plan illustrating the location of uses, public spaces and special features.
- Building Form Standards governing basic building form, placement, and fundamental elements to ensure that all buildings complement neighboring structures and the street. These standards were based upon study of building types appropriate for the Winters region, our climate, and community vitality.

Architectural Standards guiding exterior materials and quality to preserve and enhance the historic downtown character.

TOWN OF ATHERTON ZONING CODE UPDATE PUBLIC WORKSHOPS AND MARKETING OUTREACH

On behalf of the Town of Atherton PMC coordinated three interactive public workshops to allow the community an opportunity to provide input on residential Zoning Code Updates. Residents of the Town had previously expressed concern about lack of community involvement in planning decisions. Anticipating that the meetings could become contentious, seven issues from the Code were discussed over the course of three monthly meetings to ensure that the community had time to focus on the issues, without unrelated community concerns coming into play.

The workshops addressed the process for determining building height, basement size, regulations of dormers, regulations for lightwells (patios that extend off the basement and are open to the air above,

PROJECT LIST

but are below the natural elevation of the site), regulations for retaining walls, and calculation of floor area.

PMC assisted with the planning and facilitation of the workshops, developed messaging and outreach materials for each issue. PMC oversaw that the workshops were carefully structured to provide meaningful public involvement through the use of Turning Point polling software. It allowed residents to anonymously vote on issues that were of importance to them.

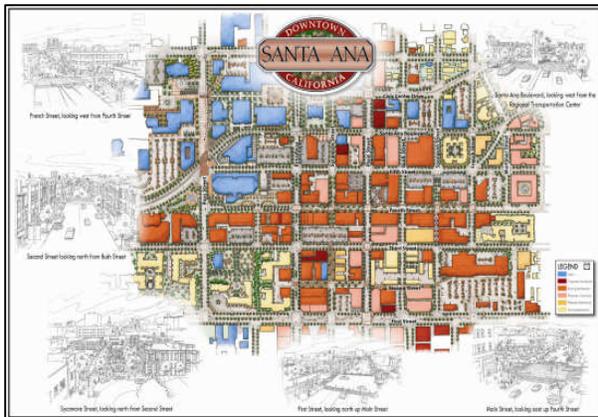
The meetings were held in a politically neutral location at Holbrook-Palmer Park in the Jennings Pavilion. PMC created attractive post cards to alert residents to the upcoming workshops and the issues they would cover. Information on the workshops was also featured in the Town newsletter, on the Town Website, and in newspapers via ads and press releases. Specific diagrams describing the affects of the Code updates were included in three fact sheets displayed on the Web site in advance of the meetings and also in large posters at the meetings themselves.

The meetings were very productive. Comment cards were disseminated so that people could mail the cards in later if they had any additional thoughts or concerns. A sign-in sheet allowed the attendees to signify if they would like to receive updates. The results of the community input and summary will be presented to the General Plan Committee, Planning Commission, and City Council in May of 2008.

MARK BRODEUR PROJECT EXPERIENCE

CITY OF TEMECULA OLD TOWN SPECIFIC PLAN

The City of Temecula adopted a Specific Plan for the Old Town area in order to help guide revitalization efforts and to provide a firm basis for planning future redevelopment. The Specific Plan brings together General Plan policies, a land use plan, design plans and guidelines, zoning standards, environmental sensitivity, infrastructure and circulation needs, and long-term economic development strategies to capitalize on the area's unique strengths. "How to" illustrative drawings were prepared to demonstrate acceptable ways to implement the Old West architectural theme. Special streetscape designs were also prepared which reinforce this unique architectural theme. The plan has won many APA and other awards for sustainability.



CITY OF SANTA ANA DOWNTOWN VISION STRATEGY PLAN

For many years, the City of Santa Ana has been working on improving their image and their community. This Downtown Vision Poster provides not only a clear idea of what the City wishes to achieve through preservation efforts, but also provides guidelines focused on renovation and preserving the downtown area's integrity. The poster is successful in pulling past studies from the shelves to "show" rather than "tell" what the City wanted to become. This concept of "vision illustration" defines a level of

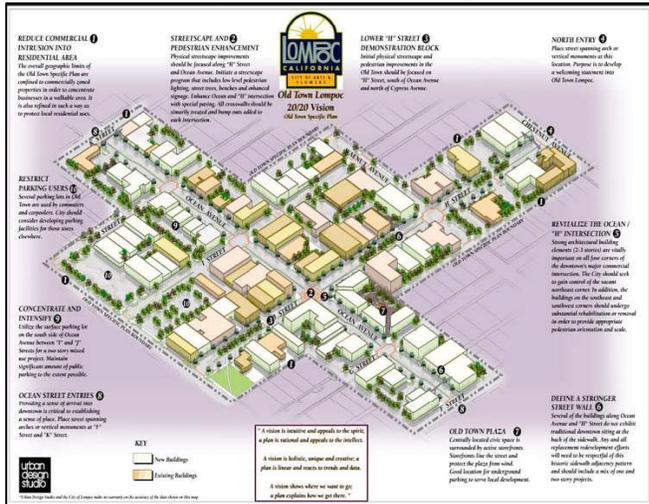
PROJECT LIST

user friendliness that makes it uniquely understandable by everyone and gives this poster an element that no typical planning document can touch. The City, developers, and residents alike have embraced the poster. As a planning tool, this poster is both comprehensive and focused in that it provides a roadmap of specific improvements that continue to lead to the envisioned downtown.

CITY OF LOMPOC DOWNTOWN SPECIFIC PLAN

To address the issues related to the Old Town Specific Plan (economic vitality, historic preservation, circulation, infrastructure, parking, and design), the only proven formula for successful downtown revitalization, the “Main Street Approach,” was utilized. The foundation of this program was preservation: using those elements of quality that survived as assets in Old Town to build a lasting,

positive physical and emotional image for everyone who uses Old Town. Linked with organization, promotion, design, and economic restructuring, the Main Street Approach orchestrated these vital elements to create a blueprint for an economically vibrant and aesthetically pleasing Old Town. A four-day charrette, workshops, and extensive community outreach were integral parts of this planning process. Specific products also included a vision poster articulating the land use and urban design goals for Old Town; streetscape palette, design guidelines and development standards; and detailed implementation and funding strategies.



REFERENCES

REFERENCES

PMC'S CLIENT REFERENCES

CITY OF RANCHO CORDOVA FOLSOM BOULEVARD SPECIFIC PLAN

Ted Gaebler, City Manager
City of Rancho Cordova
2729 Prospect Park Drive
Rancho Cordova, CA 95670
(916) 851-8800
tgaebler@cityofranhocordova.org

CITY OF WEED DOWNTOWN REVITALIZATION AND DESIGN PLAN

Mel Borcalli, Mayor
City of Weed
550 Main Street
Weed, California 96094
P.O. Box 470
(530) 938-5020
Borcalli@ci.weed.ca.us

CITY OF COMPTON COMPTON DOWNTOWN SPECIFIC PLAN

Kofi Sefa-Boakye
City of Compton
Community Redevelopment Agency
205 S. Willowbrook Avenue
Compton, CA 90220
(310) 605-5511
kboakye@comptoncity.org

CITY OF ELK GROVE OLD TOWN REVITALIZATION, DESIGN GUIDELINES, AND ZONING CODE UPDATE

Cody Tubbs, Deputy City Manager
City of Elk Grove
8400 Laguna Palms Way
Elk Grove, California 95758
(916) 478-3610

REFERENCES

CITY OF PINOLE PINOLE SPECIFIC PLANS

Mary Roberts, Community Development Director

City of Pinole

2131 Pear Street
Pinole, CA 94564
(510) 724 - 9005

CITY OF PASO ROBLES

Susan DeCarli, AICP City Planner

City of Paso Robles

Community Development
1000 Spring Street
Paso Robles, CA 93446
(805) 237-3970

MARK BRODEUR'S CLIENT REFERENCES

CITY OF SANTA ANA DOWNTOWN VISION AND DESIGN PLAN

Sandra Gottlieb, Project Manager

City of Santa Ana

22 Civic Center Plaza
Santa Ana, CA 92701
(714) 667-2732
sgottlieb@ci.santa-ana.ca.us

CITY OF CHULA VISTA CHULA VISTA URBAN CORE SPECIFIC PLAN (INCLUDING FORM BASED COMPONENT)

Mary Ladiana, Planning and Environmental Services Manager

City of Chula Vista

276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5432
mladiana@ci.chula-vista.ca.us

CITY OF REDDING DOWNTOWN REDDING SPECIFIC PLAN

Larry Morgon, Redevelopment Department Project Manager

City of Redding

777 Cypress Ave
Redding, CA 96001
(530) 225-4393
lmorgon@ci.redding.ca.us

REFERENCES

CITY OF ENCINITAS NORTH 101 CORRIDOR SPECIFIC PLAN

Patrick Murphy, Planning and Building Director

City of Encinitas

505 S. Vulcan Avenue

Encinitas, CA 92024

(760) 633-2680

pmurphy@ci.encinitas.ca.us

APPENDIX A – PMC AND SUBCONSULTANT SOQ

APPENDIX A – PMC AND SUBCONSULTANT SOQ

PMC FIRM OVERVIEW

PMC is committed to serving the needs of cities, counties, and other governmental agencies by providing a complementary range of municipal support and management services. We have offices in Arizona, Chico, Davis, Los Angeles, Monterey, Mt. Shasta, Oakland, Rancho Cordova, San Diego, and other project locations.

Since our establishment in 1995, our mission is to provide planning, environmental, and municipal services to public agencies, special districts, and public-oriented organizations. PMC has provided services to more than 200 cities, counties, and special districts throughout California, Nevada, Washington, and beyond. We continue to grow steadily and strategically, and today PMC consists of over 200 professionals working out of multiple offices. Our professionals are happy, energetic, enthusiastic individuals who love their jobs and getting the work done.

PMC provides our clients comprehensive environmental services, contract staff assistance, strategic planning services, public affairs, public relations, resource management, general and specific Plan (including housing element) preparation, updates and implementation, zoning code preparation, updates and enforcement, design guidelines, LAFCo/annexation services, regulatory permitting assistance, fiscal and impact fee studies, infrastructure and facility finance planning, GIS, and all aspects of current and advanced planning assistance.

One of the primary municipal services provided by PMC is environmental planning, project management, and lead agency compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). We serve as a specialized extension of agency staff. PMC is recognized as an innovative and responsible third party in the management of multi-jurisdictional programs and the preparation and processing of environmental assessments (EAs), visual impact studies, initial studies (ISs), environmental impact reports (EIRs), and other technical studies. PMC's staff includes in-house biologists with a full range of capabilities and a cultural resources group with extensive experience in cultural resource analysis. If needed, PMC's environmental professionals are able to expedite our clients' critical submittals to the state through direct access and close proximity to the bill room at the State Capitol for legislative updates, the State Clearinghouse, and the Governor's Office of Planning and Research.

PMC also provides long-term and temporary planning assistance (staffing) for a diverse range of agencies, including rural communities and urban centers. With our public agency focus, we avoid any conflicts of interest and have no contractual relationships with the development community. PMC continues to assist governmental agencies to look for more creative and efficient ways to maximize limited fiscal resources and find the funding for projects. The use of PMC's services, staff resources, and technical assistance is a viable option to meet the ever-changing demands placed on local, regional, and state agencies.

URBAN DESIGN OVERVIEW

Creating quality urban design and memorable places for our clients requires action across a wide range of disciplines. PMC has a well-rounded team of professionals that serve as a resource for every design project, each making an important contribution to achieving the vision. Our multi-disciplinary professionals work together seamlessly, because we believe that no individual specialist can understand the full complexity of a community. We have in house architects, urban designers, and landscape architects that assist cities and counties with the development, evaluation, and implementation of land use plans, project designs, area revitalization, and the incorporation of form based provisions.

APPENDIX A – PMC AND SUBCONSULTANT SOQ

Our design philosophy is fundamentally based on providing our clients with creative design solutions that work. What sets PMC apart from our competition is that not only are our designers versed in the leading edge design solutions and practices, they implement their products as an extension of City staff every day in dozens of communities throughout California. This allows us to keep an “action-oriented” mindset with common goals and objectives while at the drawing board. Our staff can provide assistance with a full range of design related services as described below:

- Visioning
- Master Plans
- Zoning and Form Based Codes
- Development Planning
- Architectural Design
- Redevelopment and Revitalization
- Visual Simulation
- General and Specific Plans
- Downtown Plans
- Design Guidelines
- Site-Specific Feasibility Analysis
- Historic Preservation
- Landscape Design
- Way finding

URBAN REVITALIZATION AND DESIGN SERVICES

General Plans

PMC’s approach to preparing a General Plan focuses on providing a complete, workable General Plan that reflects the vision and desires of the community. Using our hands-on knowledge of local municipalities, our in-house expertise in the preparation of General Plans, and the expertise of our consulting team, we provide agencies with the combination of skills and resources necessary to produce a General Plan on time and within budget. Our experience as contract planning staff also offers us the advantage of a working knowledge of General Plan implementation and the planning issues faced by the staff interpreting and administering General Plans on a daily basis.

Working both with agencies and the public in workshops and meetings, we identify the key issues that need to be addressed in the General Plan. Working with agency staff and our team of consultants, we can provide alternative strategies for resolving these issues. Potential solutions are then presented to the public in an open setting, allowing them to help guide strategy selection, which is then included in the Draft General Plan. PMC staff can identify opportunities and constraints imposed by various alternatives—we examine whether the potential implementation strategies can be feasibly accomplished, either singly or in combination with other strategies.

Our environmental staff has considerable experience preparing the environmental analysis of General Plans and other large-scale public agency plans, and has a proven track record of preparing complete and legally adequate examinations of General Plans / General Plan Updates. Our EIRs address all required topics and provide the decision-makers with crucial information. Following General Plan adoption, PMC specializes in updating the Zoning Maps and revising Zoning Codes to ensure consistency and make them more responsive to modern planning issues and easier to read and administer.

APPENDIX A – PMC AND SUBCONSULTANT SOQ

Specific and Master Plans, Site-Specific Feasibility Analysis, and Development Planning

PMC's Design Team has depth of experience in designing everything from parcel-level urban infill projects to downtown district redevelopment to comprehensive design for large developments with diverse land uses. We can identify development requirements, evaluate feasibility of achieving your goals on various sites, and prepare specific plans along with all pertinent technical reports that identify potential impacts so that they can be mitigated as part of the project's design. PMC's designers can develop concept level design alternatives as a means for demonstrating property potential, for evaluating potential impacts, and for strategic planning purposes.



The PMC Design Team has an in-house source of professionals in environmental planning, fiscal impact analysis, GIS, and Public Outreach at hand to assist on these complex projects for a complete, turn-key solution. PMC's energetic and creative professionals are able to work closely as a team and respond to stringent project timelines and unique requests because we have such breadth of expertise within one company.

Zoning Codes

PMC staff has extensive experience developing Zoning Codes for newly incorporated cities, performing comprehensive Zoning Code updates, and creating individual zoning amendments to meet changing legal requirements and community desires. PMC has assisted several communities in the development of new mixed use and form-based zoning provisions that focus on the design and relationship of the built environment, rather than separating uses and isolating standards. PMC employees provide planning staff and code enforcement services to numerous jurisdictions throughout California. Because PMC staff administers and enforces zoning regulations every day, we are uniquely qualified to create Zoning regulations that is effective and easy to use and implement.

At PMC, we understand the legal requirements for Zoning Codes and the importance of General Plan compliance, internal consistency, and ease-of-use. As contract planners and consultants, we recognize the value of public participation as a means of involving the public, understanding the use, and developing innovative and appropriate solutions.



Architectural Design and Design Guidelines

PMC has certified planners and licensed architects on our team with extensive experience in planning and managing building design and mixed-use development projects. We have established relationships with other firms to complete the production of contract documents and construction administration services on large municipal capital improvement projects.

These capabilities give us the perspective necessary to prepare informative, concise design guidelines and standards to be followed by other designers. We can prepare pattern books or other forms of custom development direction as an alternative to design guidelines for greater specificity in new development controls.

APPENDIX A – PMC AND SUBCONSULTANT SOQ

PMC’s architectural design understanding informs our urban design work. While, the typical architect’s approach is object oriented, PMC’s approach is public place oriented and tightly interwoven with personal mobility solutions and pedestrian-oriented neighborhoods and districts. We also take a market-driven approach to provide innovative residential and mixed-use products appropriate for the community. PMC architects will be a member of your tailored project team whenever architectural, urban design, or community design skills are required for projects, specific plans, or community design skills are required for projects, specific plans, or charrette facilitation and participation.



Redevelopment and Revitalization

PMC provides professional redevelopment and planning services for a wide variety of redevelopment projects. Downtown Revitalization Plans, site re-use design, blight assessment, financial and design feasibility studies/recommendations, analysis of proposed development projects, historic preservation and rehabilitation, urban design, master and specific planning, and zoning and land use studies, all fall under

the umbrella of PMC’s Redevelopment services. Our talented team of planners and designers also provide on-call services to assist Redevelopment Agencies with activities such as grant funding, parcel assemblage, meeting with potential developers and preparing staff reports and making presentations to decision makers.

Other specialty redevelopment needs provided by PMC include full range of housing services. We can provide our clients with affordable housing need assessments; inclusionary and replacement housing compliance; evaluation of housing affordability covenants; and analysis of the existing and proposed housing projects and land use changes; implementation plans; and public hearing and notices. We also have professionals trained to provide oversight on the development of new construction of infill projects.

Landscape Design

PMC’s Design Group provides a complete spectrum of landscape architectural services to the municipal client. PMC staff includes licensed landscape architects and landscape designers with extensive experience that can provide creative solutions to municipal development challenges. PMC can provide master planning and design of parks, plazas, town squares, trails, streetscapes, schools and civic use sites. PMC’s designers conduct visual impact assessment and analyses and develop creative design solutions custom to the client’s needs. In addition, PMC develops vision posters, facade improvement, restoration programs, and design guidelines.



PMC’s landscape architectural services also include assistance with public and agency scoping meetings, program development, budget allocation, site inventory and analysis, opportunities and constraints mapping, resource mapping, cost estimates, and conceptual, preliminary and final design plans. PMC can produce working drawings; grading and drainage, construction details, planting and irrigation plans, lighting plans, construction specifications, and can provide construction oversight and quality control.

APPENDIX A – PMC AND SUBCONSULTANT SOQ

All phases of the design process incorporate energy efficiency and resource management. Our senior design staff insures innovative design solutions that retain aesthetics, quality, and relevance over the years. PMC Design Group utilizes the latest technology to produce presentation quality graphics and detailed drawings.

PMC's team of professionals can also function as agency staff to perform design review functions and to conduct landscape installation inspections or peer review and critique of agency-prepared or applicant-prepared landscape design and construction packages.

Visual Simulation

PMC has the in-house capability to develop both general and detailed renderings of the physical environment that capture the impacts of proposed development. Utilizing advanced 3-dimensional (3-D) software, PMC can integrate a mixture of data types and sources, including aerial and still imagery, CAD drawings, and GIS data (parcels, streets, topology, etc) to create conceptual illustrations. Once compiled, the data can be rendered in a variety of techniques from digital textures to artistic hand drawings. PMC has worked on a wide range of projects utilizing its visual simulation technology. This has included illustration of large subdivisions, detailed views of small in-fill projects, proposed streetscape enhancements, and viewshed and scenic corridor analysis as part of CEQA compliance. No matter the scale or scope of the project, PMC staff is well qualified to tackle the project.

PMC also has the ability to incorporate renderings into photographs of the existing conditions of a site. This process can aid in the analysis of project impacts by showing before and after imagery. These visual tools can help clients and the public see what projects will look like aesthetically in context, as well as provide comparative simulations of project alternatives for environmental analysis of project impacts. Additionally, once the models are “built,” PMC has the capability to prepare digital fly-through animations, allowing the viewer to “walk” through the site.



APPENDIX A – PMC AND SUBCONSULTANT SOQ

Public Affairs

PMC is dedicated to serving the needs of cities, counties and other governmental agencies by providing a complementary range of communications services. Our public affairs and graphics team includes industry professionals who have created and implemented a broad range of campaigns for public agencies, including those for the Orange County Transportation Agency, Riverside Transportation Agency, Caltrans, The Toll Roads and the cities of Dana Point, Livermore and Elk Grove.

Statewide, PMC offers clients a comprehensive range of strategic communications services including stakeholder and community outreach; media outreach; public education; survey and focus group research; community meeting and focus group facilitation; communications plan development; key messaging; public speaking training; media skills training; news and promotional writing; event coordination; public service announcement production; paid advertising creation and placement; collateral materials development; partnership development; Web site development; graphics services; and a variety of other creative and public outreach services.

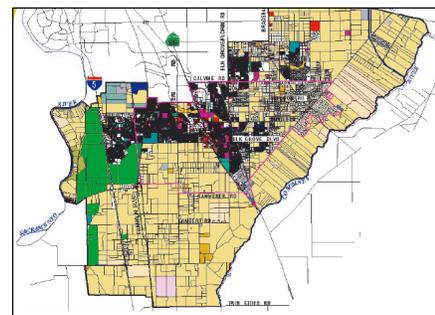
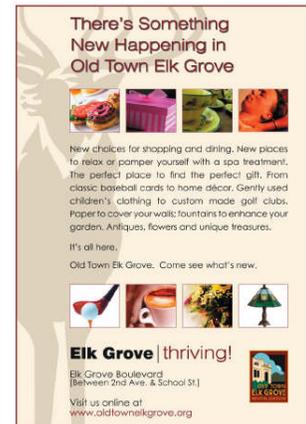
We view public affairs as a partnership between PMC, our clients and the communities they serve. PMC's responsibility and expertise lies in helping our clients actively listen to the community and translating that feedback into clear issues, goals and policies. The PMC team designs unique public participation programs to meet the specific needs of our clients. These programs range from statistically valid public opinion research to community workshops to focus groups. PMC staff members have extensive experience facilitating public outreach efforts that address a wide range of issues and within diverse communities.

PMC team members have been honored by numerous professional associations for their creative and innovative solutions to public outreach challenges, including the Public Relations Society of America San Diego and National Capital chapters, International Association of Business Communicators Sacramento chapter, Sacramento Public Relations Association and California Association of Public Information Officers.

Geographic Information System (GIS) Services

PMC staff provides analytical mapping capabilities to many jurisdictions and governmental agencies. The resource and planning issues faced by these entities are often interdependent and affect various parts of localities in different ways. The use of a Geographic Information System (GIS) allows for information to be gathered on a parcel or neighborhood basis and then analyzed across a locality as a whole. PMC has the ability to integrate data sets from numerous and varied sources and incorporate them into a GIS with a single, consistent frame of reference. By maintaining the database in this manner, information from various sources may be overlaid and referenced without adjusting for different map projections, scales, and resolution.

A well-designed GIS provides an invaluable planning tool for analyzing various social, environmental, and planning issues. Examples of data utilized by PMC include census information, Federal Emergency Management Agency (FEMA) maps, vegetation and habitat, hydrology, infrastructure, soil types, parcel maps, zoning, and general plan land use designations. In a GIS, this data may be overlaid on image data such as Digital Raster Graphics (DRGs), Digital Orthophoto Quads (DOQs),



APPENDIX A – PMC AND SUBCONSULTANT SOQ

and aerial photos. In addition to its analytical use, the data developed in a GIS may be used to create maps and graphics that readily enable the public to understand complex land use concepts and alternatives. This analysis tool supports PMC's other service areas, particularly the preparation of General Plans and EIRs, when there is a need to demonstrate clear and accurate graphic and technical information. .

PMC currently utilizes ArcView and AutoCAD to create and display GIS data. CorelDRAW, Corel PHOTO-PAINT, ADOBE Illustrator, ADOBE Photoshop, ADOBE Acrobat, Microsoft Word, Microsoft EXCEL, and Microsoft PowerPoint may be used in the construction of datasets and figures.

Municipal Finance

PMC staff has broad experience conducting fiscal impact analyses for cities, counties, and special districts. For these clients, staff has provided nexus documentation to support fees funding a full range of public facilities, including utilities (water, wastewater, and storm drainage), roadways and transit, parks, fire, police, health clinics, and other government facilities (e.g., civic center and corporation yards). Most of the impact fee studies that we have prepared have included presentations to elected officials and participation by developers.

With a municipal orientation, PMC personnel operate as an extension of agency staff with the goal of providing legally defensible fee programs and other financial/fiscal documents in the most efficient manner possible. Given the breadth and depth of expertise among our staff, PMC is able to offer clients a broad range of financial services. PMC provides turn-key finance services, enabling our clients to maintain, enhance, and assure long-term viability in their growing communities.

AMBIENT QUALIFICATIONS

AMBIENT FIRM QUALIFICATIONS

AMBIENT Air Quality & Noise Consulting is a Sacramento-based firm founded in 2004 with over 18 years of combined education and experience in areas related to air quality and environmental noise. With extensive expertise in conducting air quality and noise analyses, a comprehensive working knowledge of the regulatory environment, and utilization of state-of-the-art technology, AMBIENT Air Quality & Noise Consulting is able to provide its clients with innovative, effective, and cost-efficient solutions to air quality and noise-related issues.

AMBIENT Air Quality & Noise Consulting specializes in the preparation of air quality and noise analyses in support of proposed projects subject to the California Environmental Quality Act and the National Environmental Policy Act. Additional services include regulatory and code compliance investigations, emissions modeling, barrier feasibility analyses, ambient noise monitoring, and land use compatibility determinations.

AMBIENT Relevant Project Experience:

Community Development Projects

- 651 Addison Street Mixed-Use Project EIR, Berkeley, CA
- Castroville Community Plan EIR, Monterey County, CA
- El Dorado County Animal Control Facility EIR, El Dorado County, CA

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- Fulton Avenue Auto Mall Development EIR, Sacramento, CA
- Humphrey Property EIR, Contra Costa County, CA
- Milpitas Midtown Redevelopment Plan & EIR, Milpitas, CA
- Miravale Partnership-Hambey Property EIR, Soledad, CA
- Ned’s Way Garden Homes EIR, Tiburon, CA
- Pinole Valley Shopping Center, Pinole, CA
- Redwood City Downtown Area Plan EIR, Redwood City, CA
- Renaissance Hotel EIR, Milpitas, CA
- Riverside Motorsports Park, Merced County, CA

DMJM HARRIS QUALIFICATIONS

DMJM FIRM OVERVIEW

DMJM Harris engineering and planning firm that provides a full range of transportation planning, traffic engineering, and civil engineering design services to public and private sector clients throughout the United States. As the flagship transportation company under AECOM, DH leads the firm’s current ranking as Number One in the nation in transportation engineering as rated by *Engineering News-Record*. DMJM Harris provides transportation planning, traffic and civil engineering design services from each of our Northern California offices in Oakland, Sacramento, and San Jose. DH has over 4,000 people in staff resources available to service clients throughout the country. DMJM Harris is a City of Oakland Registered LBE

DH’s traffic engineering and transportation planning experience covers a full range of public works and development planning involving regional policies and plans for new towns, major investment studies, and travel demand studies for specific plans, downtown redevelopment, and neighborhood plans. DH is particularly adept at working with community involvement groups and multiple agencies on mixed use development projects.

DH provides a full-range of Transportation Planning and Traffic Engineering services, including:

- Construction Traffic Handling and Staging;
- Site Access and Circulation;
- Parking Analysis, Studies and Layout;
- Pedestrian, ADA and Bicycle Planning and Design;
- Traffic Impact Analysis;
- Travel Demand Modeling;

APPENDIX A – PMC AND SUBCONSULTANT SOQ

- Highway and Corridor Studies;
- Operations Analysis for Intersections, Freeways, and Ramps;
- Traffic Signal Warrant Analysis;
- Visual Simulation and Signal Coordination;
- Signing and Striping Plans; and
- Street, Intersection, and Traffic Signal Design.

These capabilities are backed with state-of-the-art analysis tools, including the latest travel demand modeling, intersection operations, and simulation software.

As the Number 1 ranked transportation design firm in the nation, DH is also adept at the full range of transportation and site civil engineering analyses, including:

- Roadway and highway design;
- Stormwater analysis and design;
- Water analysis and design;
- Wastewater analysis and design;
- Gas and Electric analysis and design; and
- Site engineering and grading.

In addition to the preparation of plans for highway and site engineering projects, DH routinely assists in the preparation of utility sections of environmental documents for new developments.

KEYSER MARSTON ASSOCIATES, INC. (KMA)

KEYSER MARSTON ASSOCIATES, INC. (KMA) QULAIFICATIONS

Keyser Marston Associates, Inc. (KMA) has one of the largest real estate and redevelopment advisory practices on the West Coast, with experience in all types of commercial and residential real estate. Founded in 1973, the firm has served over 600 clients on more than 2,000 projects.

Representative public sector clients include nearly every major municipality in California, as well as cities, ports and military bases throughout the west, county and special districts, and public and private colleges and universities. The firm's private sector clients include financial institutions, life insurance companies, major corporations, law firms, landowners, and developers.

KMA's principals are frequent speakers to industry groups such as the Urban Land Institute, International Council of Shopping Centers, League of Cities, California Community Redevelopment Association, and other similar organizations. KMA's principals have served on the Governor's Task

APPENDIX A – PMC AND SUBCONSULTANT SOQ

Force on Military Base Reuse and have advised both the California Legislature's Committee on Economic Development and the California Redevelopment Association (CRA).

Relevant Projects Include:

Market and Financial / Economic Analysis in Support of Specific Plans

- South Whisman Precise Plan Area, City of Mountain View
- South of Route 92 Specific Plan Amendment – Market Review, Pacific Municipal Consultants/ City of Hayward
- Downtown Dublin Specific Plan – Focused Market Study, Robert Bein, William Frost & Associates/City of Dublin
- Tivoli Regional Commercial Project, Modesto, CA, Turnstone Consulting/City of Modesto
- Martinez Downtown and Waterfront Revitalization Master Plan, City of Martinez and The Planning Collaborative

Fiscal Impact Analyses and Infrastructure Finance Plans in Support of Specific Plans/General Plans

- The Dunes in Marina at the former Ft. Ord.
- Fiscal Impact Analysis of General Plan Alternatives for the City of Beverly Hills
- East Garrison in Monterey County at the former Ft. Ord.
- Land Use Planning Workshops for the City of Santa Paula

APPENDIX B - RESUMES

Mark Brodeur, FIUD

Project Lead and Lead Advisor

Education

B.S., Landscape Architecture, College of Environmental Science & Forestry, State University of New York

Graduate Studies, Urban Design and Architecture, University of Massachusetts, Amherst

Experience and Current Responsibilities

Thirty-one years ago, Mark knew exactly where he wanted his career to go. You see, Mark grew up in a New England town where the downtown was the center of life and commerce. From the time he went downtown on the bus with his grandmother to the time he graduated from college, the downtown he once loved had become an eyesore and a virtual wasteland. Since that time, he has maintained a professional focus on the “revitalization” of downtowns, and aging corridors and neighborhoods. In that time, Mark has become a recognized leader in downtown revitalization in California and beyond. “Every downtown has a specific DNA code... a common set of values, interests, connections and an organic urbanism that cannot be pulled off a shelf”. Most places have lost or forgotten what were the essential things that made their downtown special. It is this “organic urbanism” that Mark seeks to instill back into every downtown he works in. “By working in over 120 downtowns, I have come to understand that developing a “vision” is the most influential step in revealing a place’s DNA.”

In addition to his work in downtowns is his extensive development of over 60 design codes. He has served as city staff and as a design review board chairman. Mark is regularly retained by municipalities to act as the urban design liaison between controversial development projects and the local jurisdiction. His design background provides succinct direction to developers and their architectural teams.

His work has won several awards at the local and national level. He is an outspoken critic on the issue of suburban sprawl, citing a preference to reduce consumption of less constrained greenfield areas by redesigning and intensifying the urban area to function much more efficiently.

Relevant Project Experience

- **Urban Core Specific Plan, Chula Vista, CA** – Encompassing the City’s entire west side, this plan was more than a downtown specific plan. Coming on the heels of a series of transit-oriented General Plan goals and objectives, the Plan sought to implement urban densities in a historically suburban setting. The plan process included developing a popular vision for the area before embarking on the regulatory heart of the Specific Plan. The plan was supported by a full traffic study, economic analysis and extensive outreach process. Several meetings and workshops were held with an advisory group and the public. A project website was also incorporated for additional public input. The plan area was broken down into three distinct urban districts. The Village (traditional downtown area), the Grand Boulevard (H Street Corridor) and the Promenade Area (Broadway Corridor to I-5 Freeway). The Plan was crafted using 10 Key Principles which included everything from pedestrian friendliness to Transit Oriented Development.
- **Downtown Vision Strategy Plan, Santa Ana, CA** – For many years, the City of Santa Ana has been working on improving their image and their community. This Downtown Vision Poster provides not only a clear idea of what the City wishes to achieve through preservation efforts, but also provides guidelines focused on renovation and preserving our downtown’s integrity. While considerable and thoughtful efforts have been focused on Downtown’s revitalization over the years, this new Santa Ana Downtown Vision Poster combines several of these efforts into a manageable vision. The Poster is successful in pulling these past studies from the shelves to “show” rather than “tell” what we would like to see our city become. This concept of “vision illustration” defines a level of user friendliness that makes it uniquely understandable by everyone and gives this poster an element that no typical planning document can touch. It will be embraced by the City, developers, and residents alike. As a planning tool, this poster is both comprehensive and focused in that it provides a roadmap of specific improvements which will lead us to our envisioned Downtown.

- **Downtown (Orange Avenue) Specific Plan, Coronado, CA** – What does Coronado do to celebrate its win as the Year 2000 Best Main Street Community? It goes out and writes a plan on how to protect this delicate Village area. Following extensive public outreach involving interviews, workshops, image preference surveys, a Specific Plan was created which effectively protects the valuable historic and economic resources of the downtown area. Specific and unique development standards and a set of design standards were developed to supplement and replace those of the City's Zoning Code. As it turns out, the projects that were being rejected met all current zoning. Therefore, the City knew they had to fix this problem. Two major issues were prohibiting further mixed use and lowering the building height. The Specific Plan guides future land uses permitted along the length of Orange Avenue, to preserve the quaint commercial character which is a favorite of local and tourists alike. The Design Guidelines are intended to promote a desired level and intensity of future development that does not overwhelm the street.
- **Downtown Redding Specific Plan, Redding, CA** – This Specific Plan for the traditional downtown district in Redding serves to implement the General Plan. By enhancing pedestrian orientation, and improving parking and circulation, this plan aimed to encourage private investment in the downtown. A major feature of the plan was dealing with the disposition of the aging indoor Downtown Mall. Built in the 1970's, the occupancies were dominated by thrift stores and governmental office uses. To make matters worse unlike most cities, which simply closed their Main Streets to traffic, Redding took that one step further and actually enclosed the Mall with a roof. The final Plan proposed bold, significant changes to this outdated structure. As controversial as the proposals seemed, the City Council backed the Plan knowing it had to do so to save the Downtown from further economic decline. Plan features include specific district zoning regulations, sign overlays and a specific implementation program for the eventual demolition and replacement of the Mall.
- **Downtown Roseville Specific Plan, Roseville, CA** – Mr. Brodeur is currently working with City officials, a citizen steering committee, and the public to create a Specific Plan that incorporates our proprietary downtown code, private and public design guidelines, implementation strategies, and environmental documentation. The downtown code approach, which blends Euclidean zoning, form-based zoning, municipal (non-zoning) ordinances, and Smart Code regulations in a graphics-heavy format, recognizes that Downtown Roseville is a distinct place and, therefore, should have distinct regulations. Plan strategies are supported by economic, transportation, and environmental analyses.

Previous Experience

Specific Plans

- Downtown San Dimas Specific Plan, San Dimas, CA
- North Downtown Specific Plan, Compton, CA
- Downtown Form-Based Code, Winters, CA
- Downtown Element of the General Plan, Chico, CA
- Downtown Specific Plan Design Guidelines / Streetscape, Encinitas, CA
- Downtown Specific Plan, Escondido, CA
- Orange Avenue (downtown) Specific Plan, Coronado, CA
- Historic Downtown Specific Plan, Murrieta, CA
- Downtown Specific Plan, Pismo Beach, CA
- Downtown Specific Plan, Redding, CA
- Old Town Specific Plan, Temecula, CA
- Downtown Specific Plan, Temple City, CA
- Hawthorne Boulevard Specific Plan, Torrance, CA
- Downtown Revitalization Specific Plan, Corona, CA

- Downtown Specific Plan, Lompoc, CA
- Urban Core Specific Plan, Chula Vista, CA.
- Downtown Specific Plan, Roseville, CA
- First Street Specific Plan, Tustin, CA
- Barton Road Specific Plan, Grand Terrace, CA
- North Montclair Specific Plan, Montclair, CA
- Foothill Boulevard Specific Plan, Rancho Cucamonga, CA

Streetscape/Urban Design

- Downtown Urban Design Program, Lomita, CA
- Downtown Streetscape Master Plan, Pacific Beach, CA
- Route 66 (Foothill Blvd) Streetscape Design Project, Rancho Cucamonga, CA
- Downtown Streetscape Plan, Azusa, CA
- Downtown Central Plaza / Convertible Street Design, Fullerton, CA
- Downtown Core Public Spaces Project, Huntington Beach, CA
- City of Solana Beach Eden Gardens Streetscape Master Plan, Solana Beach, CA
- City of Paso Robles City Entry Signs, Paso Robles, CA
- Territorial Pedestrian Mall Redesign, Yuma, AZ.
- Downtown Streetscape Plan, Tustin, CA
- Chester Avenue (downtown) Streetscape Plan, Bakersfield, CA
- Highway 69 Urban Design Plan, Prescott Valley, AZ
- Main Street Revitalization Program, San Bernardino, CA
- Fourth Street Urban Design Plan, Reno, NV
- Town Center Urban Design Program, Mesa, AZ
- Media District Master Plan of Public Improvements, Burbank, CA
- NOHO Arts District Streetscape Design Program, North Hollywood, CA
- McClintock Blvd. Streetscape Plan, Lake Havasu, AZ

Design Guidelines

- Historic Downtown Design Guidelines, Eureka, CA
- Citywide Urban Design Guidelines, Huntington Beach, CA
- Citywide Design Guidelines, Goodyear, AZ
- Downtown Zoning & Design Guidelines, Arcadia, CA
- Citywide Design Guidelines and Update, Temecula, CA
- Old Escondido Historic District Design Guidelines, Escondido, CA
- Citywide Design Guidelines, Westminster, CA

- Citywide Design Guidelines, Simi Valley
- Residential Zoning & Design Standards, Redondo Beach, CA
- Citywide Design Guidelines, Murrieta, CA
- East Washington Blvd Design Guidelines, Culver City, CA
- Downtown Design Guidelines, Blythe, CA
- Citywide Design Manual, Corona, CA
- Community Design Plan, San Martin, CA
- Main Street Historic District Design Guidelines, Yuma, AZ
- Community Design Plan, Templeton, CA
- Citywide Design Guidelines, Sparks, NV
- Citywide/Downtown Design Guidelines, Henderson, NV
- Town Center Design Guidelines and Facades, Bellflower, CA
- Residential Design Guidelines Manual, Gulfstream, FLA
- Uptown Design Guidelines, Sedona, CA
- C-R Area Design Guidelines Manual, Anaheim, CA

Other Downtown/Corridor Plans

- Vision Plan for the Imperial-Commercial Corridor, San Diego, CA
- Downtown Revitalization Strategy, Inglewood, CA
- Granite Creek (Downtown) Vision Plan, Prescott, AZ
- Downtown Vision Plan, Santa Ana, CA
- Shiloh Road Urban Code, Windsor, CA
- Evergreen-Front Urban Design Concept, Medford, OR
- Downtown Master Plan & Vision, Roseburg, OR
- Downtown Vision Plan and Revitalization Strategy, Kennewick, WA
- “Connections” Urban Design Strategy, Mesa, AZ
- 20/20 Downtown Vision Plan, Yuma, AZ
- Mission Street Urban Design Plan, Buena Park, CA
- El Toro Road Revisioning Project, Lake Forest, CA

Awards / Honors

2003 Orange County Section APA, Honorable Mention, “Santa Ana Vision Plan”

2001 California Chapter APA, Comprehensive Planning: “Huntington Beach Urban Design Guidelines”

2001 Arizona Chapter APA, Best Regulation / Ordinance: “Goodyear Citywide Design Guidelines”

2000 Central Coast Section APA, Focused Issue: “Simi Valley Citywide Design Manual”

Mark Brodeur, FIUD
Project Lead and Lead Advisor

1999 California League of Cities, Helen Putnam Award for Public Participation Excellence: "Lake Forest/El Toro Road Revisioning"

1999 Inland Empire Section APA, Comprehensive Planning – Small Jurisdiction: "Downtown Corona Revitalization Specific Plan"

1998 Orange County Section APA, Education Project Award: "El Toro Revisioning Public Outreach," Lake Forest, CA

1997 Orange County Section APA, Planning Outside Orange County Award: "Imagine! Yuma 20/20 Downtown Vision," Yuma, AZ

1997 Small Town and Rural Planning Award, National American Planning Association: "Historic Murrieta Specific Plan"

1995 National ASLA Award: "Town of Gulfstream Design Manual," Gulfstream, FL

1995 Inland Empire Section APA, Comprehensive Planning Award: "Old Town Specific Plan," Temecula, CA

1993 Ahwahnee Award: "Downtown Specific Plan," Encinitas, CA

1993 Inland Empire Design Institute Award: "Old Town Specific Plan," Temecula, CA

1991 Orange County Section APA, Specific Planning Project: "C-R Area Design Guidelines," Anaheim, CA

1991 Central Coast Section APA, Comprehensive Planning Project: "Templeton Community Design Plan"

1990 Inland Empire Section APA, Specific Planning Project: "Main Street Design Guidelines Manual," San Bernardino, CA

Articles/Publications

California Planner Magazine. June 1987, Nuts and Bolts, *"Preparing Urban Design Guidelines."*

California Planner Magazine. June 1988, *"Regulating Mini Malls."*

Urban Design and Preservation Quarterly. Winter 1990, *"Maintaining the Pedestrian Quality of Small Town Downtowns."*

The Western Planner Magazine. December 1999, *"Realizing the Community's Dream – The New Concept of Vision Posters as a Downtown Revitalization Tool."*

Planning Magazine. 2003, *"Are Trees Killing Your Downtown?"* 10 Tips for producing a consumer friendly streetscape in your downtown

California Planner Magazine. January 2004, *Monster Homes*

California Planner Magazine. January 2007, *Form-Based Codes and Downtowns*

Relevant Work Experience

Junior Planner, Planning Board, Holyoke, Massachusetts

Assistant Director of Planning, Planning Department, Burlington, Vermont

Planner IV, Project Planning Division, County Of Orange, Santa Ana, CA.

Urban Designer, The Planning Center, Newport Beach, CA

Principal in Charge, Owner, Urban Design Studio, San Juan Capistrano

Mark Brodeur, FIUD
Project Lead and Lead Advisor

Principal, RBF Consulting's Urban Design Studio, Irvine, CA

Principal, RRM Design Group, San Juan Capistrano, CA

Director Of Urban Revitalization, Downtown Solutions, a division of Civic Solutions, San Juan Capistrano, CA

Professional Affiliations

Fellow, Institute for Urban Design

Vice-President, California Downtown Association

Member, Congress for the New Urbanism

Member, American Planning Association

Member, California Preservation Foundation

Member, California Historic Route 66 Association

Lakshmi Rajagopalan, LEED AP

Co-Project Manager, Planning

Education

Masters in Urban and Regional Planning, San Jose State University, CA

Bachelor in Architecture, Thiagarajar College of Engineering, India

Experience and Current Responsibilities

Ms. Rajagopalan works out of the Oakland office of PMC on advance planning projects. Her experience is focused on advanced planning and policy analysis, with an emphasis on how the physical design of a community affects the individual. She works on advanced planning documents and research, including General Plans, Specific Plans, Zoning Codes, Design Guidelines and Design Elements. Ms. Rajagopalan is also a skilled designer and particularly skilled at translating spoken ideas into visual representations. In April 2008, Ms. Rajagopalan became a LEED Accredited Professional. Her goal is to ensure that neighborhoods and communities are designed, built and operated in a way that encourages healthy living, improves quality of life, fosters walkability, creates livable communities and meet accepted high levels of environmentally responsible, sustainable development.

PMC Experience

- **Pinole Valley Road Specific Plan, City of Pinole** – Throughout the General Plan Update process for the City of Pinole, community members sought to reinforce the role of San Pablo Avenue. as the historic "Main St." of Pinole, and to concentrate "big box" commercial retail in the Appian Way, and Pinole Valley Road I-80 corridors. PMC is working with the City to prepare Specific Plans for San Pablo Avenue, Pinole Valley Road and Appian Way. The Specific Plans will consider traffic circulation, address land use issues, promote the arts, culture, and entertainment on San Pablo Avenue, and formulate and implement design guidelines for the commercial retail development along Pinole Valley Road and Appian Way highway corridors using form-based zoning. These Specific Plans would set out a strategic plan for enhancing the economic vitality of San Pablo Avenue, Appian Way and Pinole Valley Road. These plans would dovetail into the current General Plan Update and provide a clear focus for Redevelopment Agency activities.

Ms. Rajagopalan is responsible for the managing subconsultants, coordinating the quality and consistency of the various products for the three specific plans. She is also the primary point-of-contact with City officials and coordinates all project tasks and staff including project reconnaissance, stakeholder interviews, community workshops, planning commission and city council presentations, miscellaneous deliverables, and development of the specific plan.

The tangible product includes a land use and design plan that integrates form-based zoning provisions in terms of site-specific nodes, prototypes, and/or case studies and provides guidelines and standards to ensure the plan's proper execution. The plan also includes concepts for the corridor including integration of "Old Town," realistic right-of-way improvements that incorporate provisions to address the relationship and integration of public and private realm, and an implementation/Action Plan that includes the cost of planned infrastructure and development.

- **City of University Place, WA, Design Guidelines for Small lot and Multi-family Residential Developments** – Managed the development of design guidelines for small lot and multi-family residential development and streetscape concepts. The Design Guidelines provide a framework to evaluate new development projects against the City's objective to ensure that these projects are well designed, integrated compatibly into the neighborhood context, and contributes to an enhanced community aesthetic. The Design Guidelines also provide strategies to efficiently and effectively manage and protect University Place's existing natural systems, including water quality, habitat and biological resources from the harmful effects of land development and stormwater runoff.

The Streetscape Concepts provide distinctive streetscape development standards for subject property within existing neighborhoods in University Place. It is the intent of these standards to help preserve and protect the existing, historic,

and unique character of the neighborhood with the City, by requiring new construction and remodels and existing construction to complement the existing built environment. Additionally, through the application of these standards, neighborhoods throughout the City will increase a functional environment to the pedestrian and bicyclist, improving multimodal forms of transportation.

- **City of Peoria, AZ, Central Peoria Revitalization Plan** – The focus of this update will be to establish an identity for a sustainable, revitalized old town and adjoining sub-areas. The update will create an identity to the historical Old Town Area; understand the constraints of the existing physical conditions (such as the presence of the railroad) and the existing regulatory tools (including zoning & development standards) that led to existing development patterns; improve connections within Old Town and to sub areas; develop a strategic targeted approach that highlights Old Town's existing assets and resources, such as buildings of historical and architectural significance; understand the market potential for new and existing uses in the area with special attention paid to key opportunity sites; and explore creative funding and financing mechanisms to ensure implementation of Old Town improvements. Products include Economic Market Analysis, Financial Strategies Plan, Circulation & Transportation, Parking Plan, Pedestrian Plan, Parking Plan, Historic Preservation & Architectural Design Plan, Strategies and incentives for Infill and Implementation Plan. Ms. Rajagopalan is responsible for the creation of the Architectural Design Plan.
- **City of Hemet, Downtown Sign Overlay District** - Developed a special overlay zoning district for the downtown area that provides unique regulations for signage. The provisions provide solutions to unique problems in the downtown, such as the location of buildings along a state highway, allowed sign types that fit with the historical character of the downtown, and maintenance and removal of existing signage that preserved the integrity of the buildings
- **City of Winters, Downtown Code** - Assisted with the development of a form-based zoning code for the City of Winters. The project included the establishment of two new form-based zoning districts covering both the historic downtown and an adjacent redevelopment area.
- **Downtown Element, Chico General Plan Update, City of Chico** – Project Planner responsible for creating a new Downtown Element as part of the General Plan Update for the City of Chico. Downtown Chico is the heart of the City and serves as the social and cultural hub of town. The Downtown Element communicates the City's vision for the preservation and revitalization of this community gem by communicating the goals and policies and implementation strategy for retail, housing, services, design, parking access and social vitality. The Downtown Element will also include a Vision Poster that reflects the downtown vision and implementation strategies in a graphic illustration that can be used as an economic development tool for the entire community.
- **Fiesta District Branding Project, City of Mesa, AZ** – The Fiesta District is a hub for advanced business and financial services, health care and retail industry clusters. The revitalization process included comprehensive branding and public outreach program for the City's redevelopment area and a district Design Plan. The Design Plan will include development of a District Brand, Vision, and identified improvements to define a unique sense of place while improving transportation and pedestrian linkages. Project components include: a Community Outreach Strategy, development of a District Branding Plan, a circulation plan, design concepts, guidelines, and standards for public and private realm, and an implementation strategy providing financing options, estimated improvement costs with recommended phasing & priorities. Ms. Rajagopalan is responsible for developing the design concepts, guidelines and standards for private and public realm.
- **Residential Design Criteria and Guidelines, City of Pinole** – Project Planner for establishment of design review process for the City of Pinole, including the preparation of Citywide Design Guidelines for single-family residential projects, multi-family projects, and residential mixed-use development. The Guidelines implement the City's General Plan land use policies relevant to urban design, pedestrian circulation, neighborhood and community identity, and residential, mixed-use and commercial project design.
- **General Plan Update, City of Pinole** - Project Planner for Research and analysis for the City of Pinole General Plan Update, including analyzing land use patterns, city design, community character and economic development sections associated with the General Plan Update Background Report. Authored the Community Character, Land Use and various

sections for the General Plan Update (in process). Also responsible for creating surveys soliciting public opinion on various topics including community character, open space, circulation etc.

- **Main Gate Specific Plan, City of Seaside.** Project Planner responsible for development of Design Guidelines for the Main Gate Specific Plan Area. The purpose of the Design Guidelines is to provide guidance for the design of future public and private improvements with the intent of transforming the Main Gate Specific Plan Area into a vibrant, modern, inviting and pedestrian friendly retail center and a unique destination.
- **Lake Merritt Newsletter, Lake Merritt Institute.** Project Planner responsible for newsletter articles and coordination, photographs, newsletter format and layout. Newsletter to focus on volunteer efforts in reclaiming Lake Merritt, Measure DD projects, natural history of the lake, city projects, news, photographs and opinions.
- **Alameda Fernside Neighbourhood Project, City of Alameda.** Project Planner responsible for analysis and development of work products including the preparation of images and recommendations that communicate the issues to the community and decision makers.
- **Solano County, Current Planning.** Process building permits, use permits and work on other projects for the Resource Management Department.
- **Agency Staffing Projects, City of Pinole.** Worked on various projects for the City of Pinole including requirements for Project Submittals, Checklists for Use Permits, Tree Preservation Ordinance etc.
- **General Plan Update, Mendocino County.** General Plan compatibility matrices for goals and policies in the current and updated General Plans. Research and analysis on Dark Sky policies, Forestry Policies and Global Climate Change.
- **Open Space Standards, City of Rancho Cordova** – Created standards for an open space network in Rancho Cordova in order to achieve Rancho Cordova’s vision of having a defined, interesting and engaging open space system. The open space system or network will consist of open space improvements including regional trails or greenways, green infrastructure, neighborhood greens, green streets, trees and turfs and neighborhood outdoor gathering places. These standards will serve as the City's action program for the improvement, expansion, and maintenance of the City's open space.
- **Rio Del Oro Specific Plan, City of Rancho Cordova.** General Plan Consistency Analysis for the Rio Del Oro Specific Plan, City of Rancho Cordova.
- **General Plan Implementation Tool, City of Rancho Cordova.** Created an evaluation tool with comprehensive list of actions on the General Plan that could be relevant to master planned communities and/or subdivision maps for Rancho Cordova. This evaluation tool for staff will include more information about policies (and potentially goals) that guide the actions in the table.
- **Parks and Open Space Matrix, Rio Del Oro Specific Plan, City of Rancho Cordova.** Evaluated proposed open space descriptions of Rio Del Oro Specific Plan project against the open space standards of Rancho Cordova.

Previous Experience

- **Intern Planner, Department of Planning, City of Fremont, CA.** As an intern planner at the City of Fremont, CA Ms. Rajagopalan’s responsibilities included research using Geographic Information System (GIS) to compile and organize the General Plan updates. She prepared the Quarterly update of the Land Use Analysis Program element of the Congestion Management Program (CMP) for the Alameda County Congestion Management Agency (ACCMA); incorporated the approved General Plan Amendment (GPA) resolutions and rezoning ordinances in the General Plan and Zoning Atlases; She checked plans to make sure that the setback dimensions, parking lot dimensions and other requirements complied with the zoning regulations and recommended revisions. She assisted in the Housing Element Implementation Program Tracking 2004, which consisted of updating the preliminary list of sites, land use changes, total land acreage and units

by zoning districts for Programs 18 through 23. Ms. Rajagopalan registered the SIC (Standard Industrial Classification) Codes in the Business Applications based on the zoning.

- **Graduate Architect, Eskay Designs, Chennai, India.** As a graduate architect with Eskay Designs, Chennai, India Ms. Rajagopalan's duties included developing furniture designs for clientele ranging from residential to corporate. She also presented schematic layouts for residential projects, translated rough sketches into final details and presentation drawings. She also worked on entire drawing sets ranging from schematic designs, construction drawing & interior design layouts.
- **Intern Architect, PADGRO Associates, Chennai, India.** As an intern architect at PADGRO Associates, Chennai India Ms. Rajagopalan developed the interiors for Hotel Galadari, a reputed 5 star hotel in the heart of downtown Colombo, Sri Lanka. She also worked on the designing & detailing of the interior layout and the basic planning of the individual unit. She was responsible for the production of interior space planning and CAD interior detailing. Ms. Rajagopalan designed the interiors for a corporate office's. She also supervised the initial site measurements & on site execution. She prepared presentation drawings, construction drawings, interior layouts and specification writing. Ms. Rajagopalan checked & coordinated construction documents with the client & site supervisor.

Academic Experience

- **Research Assistant, San Jose State University Urban and Regional Planning Department, Neighborhood Crime and Travel Behavior - Mineta Transportation Institute.** This project primarily seeks to measure how neighborhood crime affects people's choice of travel modes (e.g., walking, bicycling, transit, automobile, etc.). To measure this dynamic, electronic crime incident database records were gathered from Bay Area police departments, which were analyzed in tandem with travel behavior surveys (gathered from other sources). As a research assistant for this project Ms. Rajagopalan established a protocol for crime data collection from various Bay Area police departments. She was also responsible for data collection, data clean up and generating crime maps for individual Bay Area Cities.
- **Research Assistant, San Jose State University Urban and Regional Planning Department.** Ms. Rajagopalan developed the Action Plan Matrix for Physical Connections and Community meeting facilities for the King-Ocala Neighborhood Area. She developed maps identifying neighborhood locations that need more lighting, pedestrian improvements, designed recommendations for major roads, and developed graphics and maps for the KONA Neighborhood Improvement Plan report. She also designed presentation boards to convey the contents of the plans and assisted with the facilitation of the neighborhood workshop meetings.

Professional Affiliations

American Planning Association. California Chapter

Software Skills

AutoCAD 2000, Façade, Accurender 3, ArcView GIS, Adobe Illustrator, Adobe Photoshop, CorelDraw, MS Word, Excel, PowerPoint

Adrianna Jordan

Co-Project Manager, Design

Education

Masters in City and Regional Planning, Cal Poly, San Luis Obispo, CA. (expected 2009)

Bachelor of Science in Architecture, University of Michigan, Ann Arbor, MI. (2001)

Experience and Current Responsibilities

Ms. Jordan brings a broad range of experience to PMC, taking projects from initial design to public hearing. Her talents include project design, management, and implementation. Above all, Adrianna's written and communication skills make her an asset to the multidisciplinary field of planning. With experience in both the public and private sector, Ms. Jordan has a clear understanding for the planning process and can design, manage, and produce deliverables with a public sector implementation perspective.

Relevant Project Experience

- **Appian Way Specific Plan, City of Pinole, CA** - As Project Manager, Ms. Jordan coordinates all project tasks and staff including initial project reconnaissance, stakeholder interviews, community workshops, planning commission and city council presentations, miscellaneous deliverables, and development of the specific plan.
- **City of Compton Downtown Specific Plan, CA** - As Project Manager, Ms. Jordan is the primary point-of-contact with City officials and coordinates all project tasks and staff including initial project reconnaissance, stakeholder interviews, community workshops, planning commission and city council presentations, miscellaneous deliverables, and development of the specific plan.
- **City of San Dimas Downtown Specific Plan, CA** - As Co-Project Manager, Ms. Jordan coordinates project tasks and staff including initial project reconnaissance, community workshops, planning commission and city council presentations, miscellaneous deliverables, and development of the specific plan.
- **City of Malibu Residential Subdivision, CA** - Ms. Jordan managed, planned, and designed an eight lot subdivision in the City of Malibu consisting of seven single-family estates, and an equestrian center working within the constraints of an environmentally sensitive habitat area, ridge lines, a geotechnical hazard area, and a streambed.
- **La Fetra Residence, City of Malibu, CA** - As Project Manager, Ms. Jordan obtained a City of Malibu Coastal Development Permit for the La Fetra beachfront residence, the last residence designed by world-renowned Los Angeles Case Study Architect Pierre Koenig. This project was compounded by the fact that Mr. Koenig passed away in 2004, leaving many design problems unsolved. Through Ms. Jordan's intensive coordination with a team of architects and engineers, she formulated innovative solutions for working within the cramped site while preserving the integrity of Mr. Koenig's original design.
- **Yoga Works Studio, Thousand Oaks, CA** - As Project Manager, Ms. Jordan obtained a Major Modification/Special Use Permit to convert an existing space with a previous Special Use Permit to allow office use in a building zoned for light industrial use to commercial use for a new Yoga Works facility in Thousand Oaks, California.

Additional Experience

- **Zoning Code Update, City of Winters, CA**
- **Fiesta District Design Guidelines, City of Mesa, AZ**

- Folsom Boulevard Specific Plan, City of Rancho Cordova, CA
- Zoning Code Update (Form-Based Code), City of Rancho Cordova, CA

Previous Experience

- **Senior Planner I/Project Manager, Schmitz & Associates, Inc.** – Ms. Jordan managed and facilitated multiple residential and commercial development projects through every phase of the entitlement project, from project design to permit applications to public hearings. Projects were located in the City of Malibu, City of Los Angeles, City of Thousand Oaks, unincorporated Los Angeles County, and unincorporated Ventura County.
- **City Planning Intern, San Francisco City Planning Department** – Ms. Jordan’s tasks included helping customers with zoning and city code inquiries, permit intake, using GIS, writing letters of determination, CEQA research, preservation research and reading blueprints.
- **Intern Architect, Architecture & Engineering Services, University of Michigan** – Ms. Jordan worked on various renovations for the University. Primary tasks included CAD drafting, field work, document research, budget estimating and budget analysis.

Professional Affiliations

American Planning Association (APA)

Alpha Rho Chi – Professional Fraternity of Architecture and the Allied Arts

Software Skills

AutoCAD, Microstation, Sketch-Up, Quark Xpress, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Turning Point, SPSS, MS Word, Excel, PowerPoint, Project

Christopher Jordan, AICP

Land Use and Zoning Lead

Education

B.S., City and Regional Planning, California Polytechnic State University, San Luis Obispo

Experience and Current Responsibilities

Christopher Jordan works out of the Rancho Cordova office of PMC on both current and advance planning projects. Mr. Jordan works on a wide variety of projects including General Plan, Zoning Code, land use modeling, and agency staffing. He has experience in both development and implementation of policies and regulations making him a valuable member of the PMC team.

Relevant Project Experience

- **City of Lone, Planning Director** – As a contract planner, Mr. Jordan serves as planning director for the City of Lone, managing all aspects of the city planning functions including review and processing of development plans, subdivisions, and environmental assessment; coordination with other City departments and regional planning agencies; preparation and processing of amendments to the municipal code; and presentation of projects to the Planning Commission and City Council. He also oversees the development and implementation of several planned developments.
- **City of Holtville, DowntownCode** – Developed a form-based zoning code for the City of Holtville. The project included the establishment of a new form-based zoning district covering both downtown and the larger central business district. For this project, Mr. Jordan served as the project manager
- **City of Rancho Cordova, Comprehensive Zoning Code Update** – Assisted with the development of the first Comprehensive Zoning Code for the City of Rancho Cordova. The Code includes numerous form-based elements that emphasize the form of the building and its relationship to the public realm while still providing the City with valuable use restrictions.
- **Town of Atherton, Zoning Code Update** – Mr. Jordan served as the project manager for the comprehensive update to the Town's Zoning Code. The project included significant reorganization, new administration procedures, new building height and measurement standards, and clarification of provisions throughout with liberal use of graphics and illustrations. The project also included an extensive public outreach campaign to gain input from residents and other stakeholders regarding key proposed changes in advance of public hearings.
- **City of Hemet, Downtown Sign Overlay District** – Developed a special overlay zoning district for the downtown area that provides unique regulations for signage. The provisions provide solutions to unique problems in the downtown, such as the location of buildings along a state highway, allowed sign types that fit with the historical character of the downtown, and maintenance and removal of existing signage that preserved the integrity of the buildings
- **City of Winters, DowntownCode** – Developed a form-based zoning code for the City of Winters. The project included the establishment of two new form-based zoning districts covering both the historic downtown and an adjacent redevelopment area. For this project, Mr. Jordan served as the project manager.
- **City of Colton, Sign Ordinance Update** – Revised the City's existing Sign Ordinance to include design guidelines and standardized time, place, and manner restrictions to help clarify the City's desires and provide consistent, uniform provisions for all new signs in the City.
- **City of South Lake Tahoe, General Plan Update** – Preparation of the Community Design Element of the City of South Lake Tahoe General Plan and creation of citywide design guidelines.

- **General Plan Annual Report, City of Rancho Cordova** – Developed the first General Plan Annual Report for the City of Rancho Cordova, as required by Government Code section 65400, analyzing the City’s progress towards meeting the goals and objectives of the General Plan and implementation of its share of the Regional Housing Needs Plan.
- **City of Sierra Madre, Measure V Analysis** – Conducted the required Election Code section 9212 analysis and potential impacts of the proposed Measure V. The ballot measure was proposed to restrict development in the downtown central core area to a maximum of two stories or thirty feet and a maximum of thirteen dwelling units per acre.
- **2007 I-PLACE³S Land Use Model and Projections, City of Rancho Cordova** – Developed the 2007 I-PLACE³S land use model and growth projections for the City of Rancho Cordova. The model is the basis for all work during the 2007 calendar year requiring development data and growth projections, including the City’s new Capital Improvement Plan, the pending 2007-2013 Regional Housing Needs Allocation, and project-level CEQA review.
- **City of Rancho Cordova, Mixed Use Zoning Provisions** – Developed new mixed-use zoning provisions that implement the vision of the City’s new General Plan for mixed-use development. The provisions emphasize development oriented to the pedestrian and utilize a more consolidated use listing than other districts in the City. A new “integrated development” permitting process that allows for multiple properties with unique zoning districts to be designed and developed as an integrated unit were also included.
- **Cal Poly, San Luis Obispo** – Guest lecturer to the fourth-year undergraduate planning lab, covering several topics in advanced planning, including General Plans, Community Plans, Specific Plans, Zoning Codes, and land use authority and jurisdictions.
- **City of Elk Grove, Current Planning Services** – Provided on-site current planning services for the City of Elk Grove, including support for implementation of the City’s new Zoning Code, processing of sign applications, tentative subdivision maps, design review, and plan checks.
- **I-PLACE³S/Blueprint User Manual, California Energy Commission** – Project Manager. Developed a user manual for metropolitan planning organizations and local jurisdictions that describes the process for developing a regional plan similar to the Blueprint developed by the Sacramento Area Council of Governments for the Sacramento region. The planning process utilizes the i-Place3s computer model for land planning and scenario development through conscience building. The project also involved development of the first comprehensive user manual for the I-Place3s software.
- **Amador County, Sign Ordinance Update** – Worked with the County to incorporate special provisions for integrated developments in their existing sign ordinance. The provisions were performance based, designed to reflect the unique nature of the development and its integration with the surrounding built and physical context.
- **City of Rancho Cordova, Citywide Design Guidelines** – Assisted with the development of the City’s first set of Design Guidelines. The provisions cover all types of development, including residential subdivisions, master plans, multi-family projects, and all non-residential development. They stress mixed-use and pedestrian friendly development with a unique sense of place.
- **City of Elk Grove, Comprehensive Zoning Code Update** – Assisted with the development of the first Comprehensive Zoning Code for the incorporated City of Elk Grove to implement the newly adopted General Plan and establish innovative and flexible zoning provisions.
- **City of Rancho Cordova, General Plan** – Assisted with the research and drafting of the first General Plan for the newly incorporated City of Rancho Cordova, including public outreach surveys, case study research, and land use analysis, and the inclusion of I-PLACE³S in the development process.
- **San Miguel 2025 Community Plan** – Project manager. Led the team in researching the community’s needs, opportunities, and constraints, the public outreach efforts, and designing policy recommendations for the community of San Miguel and the County of San Luis Obispo. The Plan was the recipient of both the Central Coast Section and California Chapter of the American Planning Association *Award for Leadership and Service by an Academic Institution* in

2004. It also received the 2005 American Institute of Certified Planners award for *Outstanding Student Project – Applying the Planning Process*.

- **PMC, Rancho Cordova, Intern** – Compiled the Background Report for the City of Elk Grove General Plan.
- **Sacramento Local Agency Formation Commission, Intern** – Consulted on development of the web-based Directory of Service Providers; introduction to advanced planning issues.
- **City of Sacramento, Planning Department, Intern** – Assisted with the update to the Housing Element of the General Plan and Comprehensive Update to the General Plan for the City of Sacramento.

Professional Affiliations

American Planning Association

American Institute of Certified Planners

Martti Eckert

Master Planner/Illustrator/3D Modeling Expert

Education

Master of City and Regional Planning, Ohio State University, Columbus, OH

B.S., Architecture, University of Cincinnati, Cincinnati, OH

Experience and Current Responsibilities

Mr. Eckert works out of the Rancho Cordova office of PMC on advanced planning projects. He assists in the creation of long range planning documents, including general and specific plans, zoning ordinances, and design guidelines, and participates in the design and production of urban design projects. He also prepares graphics, photo simulations, and 3-D models of design projects and visual simulations. His shared experience in design and planning make him a valued addition to the firm.

Relevant Project Experience

- **City of Rancho Cordova, Folsom Boulevard Specific Plan** – Participated in the development of conceptual mixed use town center and transit-oriented development designs for several locations in the planning area, drafted portions of the plan, and facilitated meetings associated with the plan.
- **City of Rancho Cordova, Zoning Code Update** – Drafted several sections of the Zoning Code, including the Article devoted to form based provisions for the City's commercial mixed-use centers and development standards for pedestrian-oriented spaces.
- **City of Compton, Downtown Specific Plan** – Participated in the conceptual design process and created a hand drawn site plan illustrating the plan's vision for new development and redevelopment in the planning area.
- **City of Mesa, Fiesta District Branding Plan** – Created several large maps and an opportunities and constraints exhibit for use at public meetings and facilitated meetings associated with the plan.
- **City of Weed, Downtown Revitalization Plan** – Participated in the design of a master plan to help guide redevelopment in the City's downtown.
- **Monterey County, Ferrini Ranch Subdivision Visual Simulations** – Created eight photographic simulations of proposed residential development in the subdivision.
- **City of Rancho Cordova, General Plan** – Prepared maps describing the conceptual land uses in the City's planning areas and assisted with editing the plan.

Previous Experience

- **Planning Intern, Franklin County Development Department, Columbus, OH** – Mr. Eckert assisted the department's planning staff with a variety of advanced and current planning projects. He contributed graphics, maps, formatting and layout design to the production of two townships' comprehensive plans, designed presentation boards to convey the contents of the plans, and assisted with the facilitation of the plans' steering committee meetings. Mr. Eckert also authored staff reports, presented conditional use and variance cases before the Board of Zoning Appeals, and managed several GIS projects.

Martti Eckert
Master Planner/Illustrator/3D Modeling Expert

- **Co-Operative Education Student, Cincinnati Public Schools, Cincinnati, OH** – Mr. Eckert managed construction and maintenance projects in the district's classroom buildings.
- **Co-Operative Education Student, McConnell & Ewing Architects (formerly Mark McConnell & Associates Architects), Cincinnati, OH** – Mr. Eckert created and edited construction documents, contributed hand drawings and digital renderings to assist with the schematic design process, and assisted with the documentation of existing building and site conditions.
- **Co-Operative Education Student, Hammond Beebe Rupert Ainge, Chicago, IL** – Mr. Eckert created and edited construction documents, constructed study models to assist with the schematic design process, and designed presentation boards. He also organized and updated schedules and project logs, assisted staff with the creation of a work portfolio and presentation boards, and edited proposals.

Jeanine Cavalli

Associate Planner/Urban Designer

Education

Masters in Urban Design & Planning, Urban Design Certificate, University of Washington, Seattle, WA

B.A., Environmental Studies/Geography and Sociology, University of California, Los Angeles, CA

Experience and Current Responsibilities

Ms. Cavalli is an Associate Planner on PMC's Long Range Planning, Sustainability, and Urban Design Teams. She is working with city and county clients on General Plans, Specific Plans, Downtown Revitalization Plans and a variety of other projects across California. Ms. Cavalli is involved in the research, analysis and development of planning policies and the preparation of maps and graphics to showcase urban design concepts. Her focus is on the establishment of sustainable planning policies and their incorporation into municipal plans and projects. Ms. Cavalli spent several years as a planner in the UK, where she was involved in master planning sustainable developments, current planning, smart growth, and urban design.

Relevant Project Experience

- **City of San Dimas, Downtown Specific Plan** – Ms. Cavalli is working with the urban revitalization and design team to prepare a Specific Plan for downtown San Dimas. Ms. Cavalli conducted the opportunities and constraints analysis and associated mapping. She will work with the design team to create a dynamic streetscape master plan, propose revisions to the zoning code, conduct public outreach and develop creative policies for the specific plan document.
- **City of Chico, General Plan Update** – Ms. Cavalli is on the Sustainability Team working on the City of Chico's General Plan Update. Ms. Cavalli assisted with the Key Issues Workshop on Sustainability and Environment, prepared Land Use Alternatives Maps, and is providing research, writing, and coordination relative to the Sustainability Element of the Plan.
- **City of Dixon, General Plan Update** – Ms. Cavalli is serving as a staff planner on the update of the City of Dixon's General Plan, establishing the long-term growth strategy and development policies for the City over the next 25 years. Ms. Cavalli is providing research, writing, and coordination relative to the Land Use and Energy Elements of the Plan, including the development of policies to encourage sustainability, smart growth, walkable neighborhoods, and agricultural preservation.
- **City of Lone, General Plan Update** Ms. Cavalli is the assistant project manager for the comprehensive update of the General Plan for the City of Lone. Ms. Cavalli is providing research, policy writing, community outreach assistance and coordination for the General Plan Update, which will include optional elements for Economic Development and for Conservation.
- **County of Monterey, Fort Ord Veterans Cemetery** – Ms. Cavalli is assisting with the preparation of the Existing Conditions Report and Master Development Plan for a proposed Veterans Cemetery at the former Fort Ord Military Base. She has conducted research, writing and analysis to identify opportunities and constraints at this unique site.

Previous Experience

- **Volunteer Planner, Transportation and Land Use Coalition** – Ms. Cavalli assisted the Great Communities Collaborative in planning for walkable Bay Area neighborhoods near transit. The Great Communities Collaborative mission is to “bring together residents and local organizations to participate in community planning processes . . . to create a region of vibrant neighborhoods with affordable housing, shops, jobs, and services within convenient walking distance near transit.” She researched the existing conditions of the area around the proposed Hillcrest e-BART transit station in Antioch, analyzed

census demographics, reviewed the General Plan, researched the political history of decision makers and prepared community facility and demographic maps in ArcGIS.

- **Planner, PPCA Town Planning** – Ms. Cavalli coordinated planning projects at Town Planning and Landscape Architecture firm in Edinburgh, Scotland in support of sustainable development proposals. She wrote planning briefs, design statements and created brochures to promote small and large-scale developments for submission to local governments. Ms. Cavalli advised clients on incorporating sustainability principles into project design, including promoting walkability, a range of housing opportunities, access to community facilities and jobs, and recreation/open space enhancements. Ms. Cavalli prepared illustrative graphics and provided planning advice and design input into master planning of residential settlements. She reviewed draft Local and Regional Plans and Environmental Assessments and submitted comments to local governments on behalf of clients, and analyzed and researched national and local policy, guidelines, advice, publications, legal decisions and case studies to inform and support development proposals.
- **Planning Research Assistant, Urban Form Lab, University of Washington** – Ms. Cavalli examined the relationship between community design and people’s physical activity for a project funded by the Center for Disease Control and Prevention. She used GIS to design a complex model of the urban environment and measure its capacity for walking in the Puget Sound Region of Washington State. The tool analyzes over 100 “walkability” indicators such as density, land use mix, the identification of neighborhood centers, the proximity of inhabitants to local services and the presence and directness of safe travel routes for walking. These objective measures of the urban environment were compared with the results of a subjective household survey to determine the strongest indicators for walking. The results of this research show that small block size, a high density of parcels, proximity to community facilities including grocery stores/ retail shops/ bars/ restaurants, and presence of sidewalk networks are the strongest indicators. Destination, Distance, and Density emerge from the analyses as significant domains to structure the environmental audit process.
- **Graphics/GIS Manager, Nelson/Nygaard Consulting Associates** – Ms. Cavalli managed and supervised graphics and GIS staff within transportation planning consultancy specializing in alternative modes of transport. She coordinated with planning staff to assess graphic and mapping needs, conducted GIS training sessions for general planning staff, and was responsible for contacting external agencies to request data files and for converting data to and from a variety of formats. She performed spatial and demographic analysis using ArcView GIS, created and revised public transit route and ridership maps for existing and long-range transportation planning reports, and researched, analyzed and compiled information relating to map production. Ms. Cavalli also created and revised maps, newsletters and brochures using a variety of graphics software packages.
- **GIS Analyst, Southern California Edison** – Ms. Cavalli performed map production and spatial analysis using ArcInfo and ArcView for a utility company. She designed, developed and implemented ArcView applications. She performed quality control/quality assurance testing for GIS applications. She manipulated and managed large relational and tabular databases, performed demographic and statistical analysis, and managed and organized database of over 100 datasets. Ms. Cavalli also managed large scale mapping projects including one project of over 2500 maps.

Professional Affiliations

American Planning Association

Software Skills

ArcGIS, Adobe Illustrator, Adobe Photoshop, Google SketchUp, AutoCAD. Microsoft Suite (Word, Excel, PowerPoint),

Douglas Brooks

Urban Designer

Education

B.S., City Planning with an emphasis in GIS management, Northern Arizona University, Flagstaff, AZ

Experience and Current Responsibilities

Mr. Brooks has experience in current planning, advanced planning, urban design and GIS. Currently, Mr. Brooks works out of the Oakland office of PMC on advanced planning documents and research, including General Plans, Specific Plans, Zoning Codes, Design Guidelines and Design Elements. He also prepares graphics, photo simulations, and 3-D models of design projects and visual simulations. His educational background and broad range of planning experience allows Mr. Brooks to analyze a range of planning issues in order to reach the best possible outcome for both the community and the environment.

Relevant Project Experience

- **City of University Place, WA, Design Guidelines for Small lot and Multi-family Residential Developments** – Mr. Brooks served as a primary author and illustrator for the development of design guidelines for small lot and multi-family residential development and streetscape concepts. The Design Guidelines provide a framework to evaluate new development projects against the City's objective to ensure that these projects are well designed, integrated compatibly into the neighbourhood context, and contributes to an enhanced community aesthetic. The Design Guidelines also provide strategies to efficiently and effectively manage and protect University Place's existing natural systems, including water quality, habitat and biological resources from the harmful effects of land development and stormwater runoff.
- **City of Pinole, CA San Pablo Avenue Specific Plan** – As Project Planner for the Specific Plan, Mr. Brooks coordinates and completes project tasks, reconnaissance, stakeholder interviews, community workshops, planning commission and city council presentations, miscellaneous deliverables, and development of the specific plan.
- **City of Mesa, AZ Fiesta District Branding Plan** – Created large maps and an opportunities and constraints exhibits for the private and public realms for use at public workshops.
- **City of Peoria, AZ, Central Peoria Revitalization Plan** – Mr. Brooks currently serves as an urban designer on this revitalization effort. The focus of this update will be to establish an identity for a sustainable, revitalized old town and adjoining sub-areas. The update will create an identity to the historical Old Town Area; understand the constraints of the existing physical conditions (such as the presence of the railroad) and the existing regulatory tools (including zoning & development standards) that led to existing development patterns; improve connections within Old Town and to sub areas; develop a strategic targeted approach that highlights Old Town's existing assets and resources, such as buildings of historical and architectural significance; understand the market potential for new and existing uses in the area with special attention paid to key opportunity sites; and explore creative funding and financing mechanisms to ensure implementation of Old Town improvements. Products include Economic Market Analysis, Financial Strategies Plan, Circulation & Transportation, Parking Plan, Pedestrian Plan, Historic Preservation & Architectural Design Plan, Strategies and incentives for Infill and Implementation Plan. Mr. Brooks is responsible for assisting in the creation of the Architectural Design Plan.
- **Monterey County, CA, Panziera/Conundrum Wineries Wind Energy Project Simulations** – Mr. Brooks created 3-D renderings of wind turbines to be incorporated into five photographic simulations of proposed wind turbines on agricultural property in view of public viewsheds such as Highway 101 and River Road.
- **Lake Merritt Institute, Lake Merritt Newsletter** – Assistant Project Planner responsible for newsletter articles and coordination, photographs, newsletter format and layout. Newsletter to focus on volunteer efforts in reclaiming Lake Merritt, Measure DD projects, natural history of the lake, city projects, news, photographs and opinions.

- **Metropolitan Transportation Commission, Transportation 2035, and Public Involvement Program** – The San Francisco Bay Area Metropolitan Transportation Commission (MTC) is currently updating its long-range transportation plan. Mr. Brooks aided in public involvement efforts for MTC’s Transportation 2035 Regional Transportation Plan Update to engage environmental justice communities and others with a history of non-participation in transportation planning. He assisted in facilitation efforts at the Change in Motion regional summits, meetings and workshops.
- **City of San Ramon, CA, Contract Staff Assistance** – Mr. Brooks served as onsite contract planning staff for a wide array of projects. His current planning responsibilities include project management and coordination including development application processing, design review, use permits, staff reports, resolutions, noticing, public outreach, building permit plan checks, GIS analysis, meeting facilitation, and correspondence. Mr. Brooks also served approximately 20 hours a week as “planner-on-duty” assisting with general telephone and front counter inquiries and application submittals.
- **City of Pittsburg, CA, Planning Services** – Mr. Brooks served as onsite contract planning staff working on a wide assortment of current planning activities such as design review, processing of entitlement applications, front counter duties, code enforcement and many other day-to-day current planning activities.
- **City of Pittsburg, CA, Sign Ordinance Update** – Mr. Brooks assisted with an update to the City of Pittsburg Sign Ordinance, creating 3-D graphic renderings to assist in a visual analysis of the Updated Sign Ordinance. In addition Mr. Brooks conducted a photo inventory of sign programs and managed the photo database.

Previous Experience

- **Community Development Intern, City of Flagstaff, Community Development Dept. (Community Investments Division)** – Mr. Brooks assisted with day-to-day office activities within the department with regards to housing, redevelopment and long-range planning sections. He drafted letters, e-mails, memos, brochures, pamphlets, etc. He assisted with front counter interactions with regards to housing questions and processing of City affordable housing program applications. Mr. Brooks provided administration of CDBG monies. He participated in meetings with the general public, staff, and both public and private sector partners. He also conducted research with regards to nation wide affordable housing programs, form based codes, transportation, federal and state grants, and other planning activities.
- **Assistant Terrain Park Supervisor, Arizona Snowbowl Ski Resort** – Mr. Brooks assisted in the design, construction and maintenance and quality control of the Ski/Snowboard terrain park at the resort. In addition Mr. Brooks assisted with injuries within the terrain park at the ski resort. He maintained features and other obstacles within the terrain park and conducted daily safety sweep runs at the resort.
- **Crossing at 4th Street Mixed Use Development Conceptual Plan, Flagstaff, AZ** – As a student Mr. Brooks prepared plans which were incorporated into Redevelopment Plans for the City of Flagstaff.

Software Skills

Mr. Brooks is skilled in Microsoft Suite (Word, Excel, PowerPoint, Publisher), ArcGIS Software, Adobe CS III (Photoshop, Illustrator), Google SketchUp, AutoCAD 2008.

John DeMartino

GIS Specialist

Education

B.S., Geology, California State University, Northridge

B.S., Economics, Florida State University, Tallahassee, FL

Experience and Current Responsibilities

Mr. DeMartino has nine years of GIS experience, including six as lead analyst. His experience includes implementation of GIS applications for transportation, public works, municipal planning, and natural resources management projects. Mr. DeMartino is knowledgeable of the latest GIS software and technologies including ArcGIS 8.X/9.X, ArcINFO Workstation, ESRI ArcPad mobile GIS, ArcPad Application Builder, Trimble TerraSync and Trimble Pathfinder Office GPS software, ERDAS Imagine and ERDAS StereoAnalyst, and several ArcGIS extensions. Mr. DeMartino is very familiar with California spatial data and has been responsible for the data capture/creation, management, and analysis for many projects within the state.

Relevant Project Experience

- **City of Mendota, Comprehensive General Plan Update and EIR.** Managing the GIS support of an update to the General Plan and General Plan EIR. Support involved opportunities and constraints analysis and mapping, as well as data creation/conversion for Land Use, Zoning, and city boundaries.
- **City of Coalinga, General Plan Update.** Currently managing GIS Services for an update to the General Plan to reflect several large annexation requests, totaling more than 2,000 acres. , PMC is developing GIS based mapping and graphics to support current, as well as future land use planning. Support involved opportunities and constraints analysis and mapping, as well as data creation/conversion for Land Use, Zoning, and city boundaries.
- **Madera Ranch Mine LLC, Madera Ranch Quarry Project Regulatory Compliance, Senior GIS Analyst.** Provided all GIS analysis/cartography for technical studies, Mine Reclamation Plan, Clean Water Act 404 Individual Permit, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment for a 100 acre mine project in Madera County.
- **City of Elk Grove. Roadway Improvement Projects Regulatory Compliance. Senior GIS Analyst.** Provided all GIS analysis/cartography for several road and intersection projects in the City of Elk Grove necessary to prepare Clean Water Act 404 Individual and Nationwide Permits, Section 401 Water Quality Certifications, CDFG 1602 Streambed Alteration Agreements, and ESA Section 7 Biological Assessments.
- **City of Rancho Cordova Blight Assessment. Senior GIS Analyst.** Designed and implemented mobile GIS application for blight assessment survey of residential units in the Rancho Cordova Redevelopment Area. Trained survey staff on GIS and GPS data collection techniques. Designed and managed and analyzed spatial data
- **Parsons, Sacramento, CA, Senior GIS Specialist.** Served as the primary cartographer for Parsons Water and Infrastructure Planning sector, providing high quality maps for all reports and presentations. Lead staff in field collection of GIS data using Trimble GPS equipment and Nikon total station for sub-meter accuracy. Responsible for designing and building complex geodatabases and data dictionaries for data creation/collection. Provided GIS analysis and employed spatial modeling techniques as required. Analyzed aerial and satellite imagery for mapping projects. Designed and built Access databases including custom forms and queries. Provided on-site ArcPad training for client staff. Integrated CAD data into GIS environment.

Major projects included: Heavenly 2004 Master Plan; Davis-Monthan A.F.B Joint Land Use Study (JLUS); Gila Bend A.F.B. JLUS, Luke Auxiliary Field #1 JLUS; City of Santa Rosa Burbank Ave Extension; Round Valley cultural survey; California High Speed Rail; California State Route 4; Southern Nevada Water Authority In State Water Resources project.

- **VESTRA Resources, Inc., Redding, CA, GIS Analyst.** Independently responded to technical and administrative instructions for a variety of high-level GIS projects including:
 - Building and editing large GIS county parcel databases for VESTRA's State and Local Government Division. Georeferencing aerial photos and processing multi-spectral imagery products for VESTRA's Agriculture Division.
 - Creating large GIS digital data sets of vegetation types for VESTRA's Natural Resources Division. Organized and delegated work to a pool of GIS technicians. Supervised and provided quality control for the work of other GIS technicians.
 - Assisted VESTRA's Environmental Services division with GIS projects. Designed custom interfaces for mobile GIS applications.
- **Natural Hazards Disclosure, Inc., Canyon Country, CA, Senior GIS Specialist.** Trained, supervised, and mentored staff of GIS technicians. Designed and maintained GIS databases of state- and federally-declared environmental hazard zones. Generated Natural Hazard Disclosure Statements and Phase I record reviews and responded to client inquiries. Produced custom maps for marketing studies and sales presentations. Developed new business in rural communities by conducting a series of sales presentations. Created training manual for GIS staff.

Andrea Elliott

Director of Public Relations

Education

B.A., English (writing concentration) Southern Oregon University, Ashland, OR

Experience and Current Responsibilities

Ms. Elliott has more than 15 years of experience in public relations, marketing publications and project management working with both statewide and regional public relations campaigns. At PMC her primary responsibilities include management and oversight of a Public Affairs team of eight as well as the development and implementation of strategic communications plans on behalf of several clients. She serves as Project Manager for several outreach campaigns including City of Stockton Municipal Utilities Department Water Conservation Program, the City of Pinole General Plan Update, the City of Madera General Plan Update, and the City of Dixon General Plan Update.

She previously served a dual role as the Director of Communications for the California Redevelopment Association and Executive Director of the Institute for a Better California where she co-authored the first edition of the *Community Guide to Redevelopment*, a community education handbook. As a Principal of her own contracting firm, she also wrote the submission for the recipient of the 2003 American Planning Association, National Award for Planning, Opportunity and Empowerment. She also was the project manager for the Groundwater Resources Association of California flagship publication *Groundwater Management*.

She has also worked in both the telecommunications and environmental industries creating marketing, promotional and technical materials, and environmental impact reports (EIRs), respectively.

Relevant Project Experience

- **City of San Mateo, Climate Action Community Outreach Campaign.** Ms. Elliott serves as Project Director on this account. She developed campaign strategy, which includes the use of prompts, a speaker's bureau, website development and media relations. She assisted in the brand development process. This campaign promotes the City of San Mateo's Climate Action plan that is designed to reduce the overall carbon footprint of the City and its residents.
- **City of San Mateo, Parks and Recreation Department.** Ms. Elliott served as project manager for this account which focused on the creative development of several brands unique to different divisions in Parks and Recreation Department. Ms Elliott lead facilitated discussions with two important groups from the Park and Recreation department to determine which issues were most important to creative development of the brands. She also oversaw the budget, schedule and client management.
- **City of Stockton Municipal Utilities Department, Water Conservation Program.** Ms. Elliott is responsible for project oversight, staff and subcontractor management in the development of the WCP. Additional responsibilities for this project include media relations; article and advertisement development; creation of collateral materials; writing Web site copy; and a host of other activities to support community outreach efforts.
- **Town of Atherton, Zoning Code Update.** Ms. Elliott developed a strategic communication plan to encourage positive, focused community participation on contentious issues at public meetings. She staffed meetings, developed promotional materials, postcards, and FAQs to educate the public about the Zoning Code updates.
- **Town of Atherton, Historic Preservation Ordinance Outreach.** Ms. Elliott developed a strategic communication plan to encourage focused stakeholder and community participation on the contentious issues revolving around the Ordinance. She performed stakeholder interviews, staffed community meetings using on-site polling, and created outreach materials.

- **City of Madera General Plan Update Public Outreach.** Ms. Elliott is responsible for oversight of the public outreach including promoting and staffing public meetings; e-newsletter development; media relations; creation of posters and meeting materials; writing Web site copy; and a host of other activities to support community outreach efforts.
- **City of Pinole General Plan Update Public Outreach.** Ms. Elliott is responsible for oversight of the public outreach including promoting and staffing public meetings; media relations; newsletter development; creation of posters and meeting materials; writing Web site copy; and a host of other activities to support community outreach efforts.
- **City of Ione General Plan Update Public Outreach.** Ms. Elliott is responsible for oversight of the public outreach including promoting public meetings; e-newsletter development; media relations; creation of posters, meeting materials and two large banners for display downtown. She also performs in a media advisory capacity to eth City Manager as needed.
- **City of Elk Grove, Summerfest SPA Promotional Event.** Ms. Elliott participated in the development and execution of this event which attracted approximately 8,000 people to Old Town Elk Grove in an effort to promote businesses in the historic special planning area. Her responsibilities for this project included staffing the event; organizing entertainment for the main stage; performing media relations, article and advertisement development; creation of promotional materials; writing Web site copy; and a host of other activities.

Previous Experience

- **Account Manager, SureWest Communications.** Managed SureWest Communications' written collateral, TV and radio development for residential and business broadband products including: high-speed Internet, Digital TV, and telephone services. Managed over 30 deadlines per month as well as wrote and oversaw development of TV and radio commercials.
- **Principal, Elliott Communications.**
 - **Southern California Housing Development Corporation.** Developed marketing strategy and wrote submission for the recipient of the 2003 American Planning Association, National Award for Planning, Opportunity and Empowerment.
 - **Tom Cosgrove.** Wrote campaign/marketing pieces for Tom Cosgrove, current Mayor of Lincoln
 - **Groundwater Resourceas Association of California.** As Principal of Elliott Communications, Ms. Elliott edited and managed development of the Groundwater Resource Association of California (GRA)'s flagship publication *California Groundwater Management* for which she received a Tribute of Appreciation.
- **Executive Director/Director of Communications, Institute for a Better California/California Redevelopment Association.** Served as Public Information Officer. Produced all marketing collateral, conference materials and state-wide monthly newsletter. Scripted and produced 2002 Awards of Excellence Video presentation for CRA Annual Conference. Co-authored and managed Community Guide to Redevelopment—a community education handbook. Generated 40 percent revenue increase in publication division. Increased workshop and conference attendance by approximately 10 percent. Moderated and produced workshops on community relations. Increased workshop attendance 25 percent. Garnered revenue for two 2001-02 fiscal year workshops. Increased association revenue 25 percent through membership expansion, marketing and profit center diversification. Developed new association programs. Forecasted annual resource and budget requirements; projected revenue; developed debt payback program.
- **Account Supervisor, Deen+Black PR (now Ogilvy PR Worldwide).** Managed annual and monthly client budgets. Trained, mentored and delegated project responsibilities to team of five employees. Authored Creative Services Division procedures for project flow, billing, job status and deadlines. Organized in-house media relations discussion groups for staff training.
 - **Sacramento Regional Marketing Council.** Managed state-wide public relations campaign designed to encourage Bay Area businesses to relocate to the Greater Sacramento area and promote economic development. Developed

2001 Marketing/PR plan. Secured television, radio and newspaper placements; wrote press releases and articles for publication. Organized speaker's bureau events; coordinated advertising and billboard placement.

- **Senior Managing Editor, Naylor Publications.** Managed 50 magazine/directory projects per year for non-profit association clients including the American Water Works Association (AWWA), California Municipal Utilities Association, California Water Environment Association (CWEA), Oregon Loggers Association (OLA), Minnesota Forestry Association (MFA) and California Society of Association Executives (CSAE), among others. Oversaw editorial budgets. Trained entire editorial staff for Sacramento branch. Managed clients and production staff remotely.
- **Technical Editor, Radian International (now URS).** Produced Environmental Impact Reports (EIRs) for distribution to clients, Regional Advisory Boards (RABs), government agencies and the Library of Congress. Proposal editing.
- **Editor-in-Chief, Siskiyou Newspaper.** Supervised newspaper staff of 25; trained editors and reporters in interviewing, writing and AP style.

Laurie Ahlf

Public Affairs Task Project Manager

Education

A.S., Commercial Art, Milwaukee Area Technical College, Milwaukee, WI

A.A., Marketing, Sierra College, Rocklin, CA

Experience and Current Responsibilities

Ms. Ahlf has more than 20 years of experience in project management, marketing and creative services working within both the private and public sectors. Almost half of that time, Ms. Ahlf was principal of her own business providing these services to Northern California clients. Her background includes project management and support services for social marketing campaigns; creative services and marketing for planning and environmental services publications and public outreach; and account management, creative writing and media production within the telecommunications industry. Her responsibilities at PMC include public outreach, project implementation and overseeing media production and placement.

Relevant Project Experience

- **First 5 Sacramento Commission, Community Building Initiative** – Ms. Ahlf is project manager for a public outreach and awareness campaign promoting this program provided by First 5 Sacramento. The Community Building Initiative offers small community groups grant money to facilitate activities that will benefit children prenatal through 5 years old. The long-term goal for the program is to develop sustainable connections and relationships, sometimes referred to as social capital, to foster healthy communities that raise healthier children. Ms. Ahlf manages the three subconsultants that provide research, audio/video production and facilitation of the local media buy. Efforts for this campaign include targeted focus groups; message development; audio and video public service announcements; print, broadcast and Internet advertising; and the development of tools to train grantees to promote the program to the community.
- **City of Thousand Oaks, Bicycle Safety and Education Campaign** – Working with the City of Thousand Oaks Public Works Department, Ms. Ahlf manages this education and outreach campaign designed to provide the community with resources for bicycle safety. The campaign includes two bilingual Spanish/English brochures, developed for youth and adult audiences, that feature safety tips and a map of bicycle routes on the back. Other tactics include a Web site and safety presentations to youth and the community through local events.
- **City of Stockton Municipal Utilities Department, Water Conservation Program** – Ms. Ahlf assisted City staff and two subconsultants in the development of the conservation program and co-manages the public outreach campaign. This project includes working with City staff to develop outreach tactics that promote water conservation and the rebate program in which the City participates via the California Urban Water Conservation Council. The rebate program offers incentives for replacing inefficient toilets and washing machines in both the residential and business communities. Water conservation messages and advertising tactics have been developed for both indoor and outdoor conservation and include print advertising, scripts for public service announcements, tip cards and promotional items for community events. PMC supports these efforts with a water conservation hotline directing callers to the City's Web site.
- **Regional Water Authority (RWA), Regional Water Efficiency Promotion (RWEF)** – Ms. Ahlf is assisting with the implementation of the public outreach campaign for RWA/RWEF and the Ultimate Water Smart Garden Makeover contest for the RWA. This project includes working with project partners and the community to promote the use of better landscaping materials and the more efficient use of water. The project includes ongoing efforts and seasonal outreach messaging through print, radio and other tactics.

Previous Experience

- **Account Manager, Corporate Marketing, SureWest Communications** – Ms. Ahlf oversaw creative development for and managed execution of all campaign tactics. She wrote promotional copy, directed the production of radio and TV advertisements, and managed the development of all campaign collateral including promotional signage and brand consistency in five showroom locations. Ms. Ahlf was also responsible for campaign management marketing the wireless product to the Hispanic community. She facilitated translations of collateral and promotional materials, worked with consultants on creative and media development, and recruited and organized a volunteer team of bilingual SureWest employees to promote SureWest at numerous regional community events. She developed promotional strategies to draw people to the SureWest booth and managed a volunteer staff of eight. Ms. Ahlf alternately managed broadband (telephone, Internet, digital TV), wireless telephone and directories accounts; interfaced with various departments, product managers, the creative team, consultants and outside agencies to produce print, direct mail, Web, radio and TV advertising; and served as marketing contact for processing of co-op advertising with SureWest authorized agents. Ms. Ahlf also orchestrated the Bringing Art Back to Business program for the directories account, coordinated local artist submissions, managed the artist awards program, artist consultants and development of a community judging panel, and oversaw print and radio for the Yellow Pages product promotion.
- **Marketing Manager, the Healthy Transportation Network, UCSF/California Dept. of Health Services** – Ms. Ahlf provided project management and creative services for the California Physical Activity & Health Initiative (PAHI) for a social marketing project called the Healthy Transportation Network (HTN), which promoted walking and bicycling. She participated in the development of this statewide marketing campaign, created materials for Web and print media, contributed to PAHI strategic planning, and coordinated project managers, social marketing contractors and Web developers. Ms. Ahlf also designed and developed displays and represented the project at conferences, attended public meetings and interacted with local coalitions, working directly with the Local Government Commission, California Bicycle Coalition and Rails-to-Trails Conservancy (San Francisco office). In conjunction with the HTN, Ms. Ahlf was instrumental in developing and disseminating outreach materials and training for Safe Routes to School and International Walk to School Day programs. Ms. Ahlf worked with pioneers within the field to connect transportation and air quality issues to public health and obesity prevention, particularly relating to school-age children.
- **Owner/Principal, Design Styles Communications** – Ms. Ahlf managed staff and oversaw multiple accounts for her boutique design firm based out of downtown Sacramento. She performed all new business-related activities, including networking and marketing outreach, and successfully managed timelines and budgets in accordance with contract specifications. Relevant clients and feature projects included:
 - **Groundwater Resources Association of California.** Ms. Ahlf worked with the Groundwater Resources Association, a statewide non-profit groundwater management association. She collaborated with a team of attorneys and a technical editor on design, layout, content and print management of the 280-page groundwater management manual.
 - **Diamond Creek, Ltd.** Commercial development. Working directly with the managing partner, Ms. Ahlf provided document revisions to area-specific plans, coordinated site-specific scenic and aerial photography, provided design and layout for a full-color promotional folder and aerial map, and provided ad design and layout services for La Provence restaurant in Roseville. Ms. Ahlf created and facilitated implementation and staffing for a 20-foot full-color conference display for each conference from 1998-2003 Roseville business expos. Ms. Ahlf and her firm worked with Diamond Creek for almost 10 years.
 - **Parsons Brinkerhoff Quade and Douglas (Sacramento).** Transportation planning. Services ranged from creating enticing proposal documents to producing project-specific materials that included visual images to represent proposed project alternatives and improvements. Ms. Ahlf worked directly with key project coordinators and company officials to write copy and develop creative. Projects included local, statewide and Tahoe-area project support for over 6 years.

- **Ogilvy Public Relations Worldwide (Sacramento) (formerly Deen + Black)**. Social marketing and public relations. Ms. Ahlf provided full creative services support for projects that included health care, driver safety campaigns, water and land conservation issues and environmentally friendly pest control. Design Styles contracted with this firm for over 6 years.
- **City of Davis**. Municipal redevelopment. Ms. Ahlf created a promotional folder designed to entice businesses to relocate to the newly revitalized downtown area. The folder featured creative copy and photo treatments of new downtown development. *Sacramento Printers Association Award for best promotional folder in 2000.*
- **The Lassen County Reuse Authority**. This project teamed Design Styles with Bay Area Economics of Davis to produce full-color promotional materials and a conference display to highlight the sale and redevelopment of property in Lassen County. The property was formerly owned by the U.S. Army and features commercial and residential redevelopment near Susanville, CA.
- **Designer/Marketer, Staff/Contract, Jones & Stokes, Environmental Planning** – Ms. Ahlf worked with the design and marketing teams to develop comprehensive visual images for corporate promotion, proposal documents, project reports and revised editions of CEQA and NEPA publications.
- **Senior Designer/Marketing Coordinator, Wade Associates, Urban Planning** – Ms. Ahlf managed the graphic design team, facilitated marketing outreach for the company and coordinated production of documents and presentation graphics for specific plans for the City of Roseville and other local area projects. She also worked directly with project partners and public officials on several Northern California planning projects.

Volunteer Experience

Ms. Ahlf is a volunteer and steering committee member for Breathe California Emigrant Trails Bike Trek, a 3-day bicycling fund raiser involving 400 cyclists and 100 volunteers, since 1997.

Rick Williams, AICP

Public Information Officer

Education

B.A., Management and Organizational Development, Fresno Pacific University, Fresno, CA

A.A., Travel-Tourism/Geography, West Los Angeles College, Culver City, CA

Experience and Current Responsibilities

Mr. Williams is a Public Information Officer specializing in general plan update projects requiring public outreach and involvement, developing public service announcements and collateral documents, coordinating with project designers and public agencies, and participating in project development team meetings and public hearings. Mr. Williams draws on his eight years of public and private planning experience, as well as his experience as a technical writer and project coordinator, to assist in all aspects of public outreach and community involvement.

Relevant Project Experience

- **City of Dixon, General Plan Update.** The City of Dixon is currently updating its general plan. Mr. Williams is involved in the development and implementation of a comprehensive public outreach program related to the general plan visioning process. He is writing and producing brochures, fact sheets, news releases and public service announcements. Mr. Williams is also involved in delivering presentations before senior, service and youth groups and monitoring outreach efforts.
- **City of Pinole, General Plan and Special Planning Area Updates.** The City of Pinole is currently updating its general plan and special planning area plan. Mr. Williams is involved in the development and implementation of a comprehensive public outreach program related to the general plan and special planning area visioning process. His involvement consists of facilitating stakeholder meetings including the Chamber of Commerce, business associations, neighborhood group and community-based organizations representing land use and quality of life matters.
- **Metropolitan Transportation Commission, Transportation 2035, Public Involvement Program.** The Bay Area Metropolitan Transportation Commission (MTC) is currently updating its long-range transportation plan. Mr. Williams is currently involved in public involvement efforts for MTC's Transportation 2035 Regional Transportation Plan Update to engage environmental justice communities and others with a history of non-participation in transportation planning. He assisted in facilitation efforts at the Change in Motion regional summit. Mr. Williams also planned and coordinated intercept interviews at various public locations throughout MTC's nine-county area.
- **San Joaquin Council of Governments, Public Participation Plan Audit.** The San Joaquin Council of Governments (SJCOG) initiated an audit of its public outreach programs. Mr. Williams provided demographic analysis of SJCOG's public participation mailing list and created an evaluation methodology for SJCOG board actions and the SJCOG Web site to help the agency identify areas where it may improve and develop proven techniques to ensure the sustainability of its programs.
- **Triennial Performance Audits: El Dorado County Transportation Commission, Council of Fresno County Governments, Nevada County Transportation Commission, and Riverside County Transportation Commission.** For each of these regional planning agencies, Mr. Williams was involved in conducting a performance audit of public transit operators as required by the State Transportation Development Act (TDA). He reviewed the efficiency and effectiveness of operations, maintenance and management, and developed findings and recommendations to improve future service provision.

- **Bridge Street Reconstruction Project.** The City of Yuba City is proposing to rehabilitate a historic section of Bridge Street involving signal-phasing modifications, improved sidewalks and median, landscaping, pedestrian-scale lighting and new pedestrian crossings. As an environmental planner, Mr. Williams assisted with the coordination of the technical analysis, CEQA and NEPA documentation, coordination with Caltrans and environmental permitting.
- **Plumas Street Improvements Project.** The City of Yuba City proposed rehabilitation of a section of Plumas Street through downtown involving the installation of new roadway and sidewalk pavement, landscaped medians, and landscaping on both sides of the roadway. As an environmental planner, Mr. Williams assisted with the coordination of the technical analysis, CEQA documentation, coordination with Caltrans and environmental permitting.
- **Rancho Cordova Parkway Interchange.** The City of Rancho Cordova is proposing to construct a new interchange over US-50 between Sunrise Boulevard and Hazel Avenue. The new interchange would span US-50, Folsom Boulevard, Regional Transit/Union Pacific Railroad lines, the Folsom South Canal and Buffalo Creek. Noise and visual impacts to nearby residents are key issues that are being considered as part of the environmental analysis for the project. In his role as an environmental planner, Mr. Williams assisted with the CEQA process and coordination with Caltrans Environmental Department.

Previous Experience

- **Parsons Brinckerhoff Quade & Douglas/PB PlaceMaking.** Mr. Williams provided professional transportation planning services to clients in the infrastructure planning, management, policy analysis and public finance sectors for both highway and transit-related projects. He served under the direction of project managers and/or public involvement task leaders for assessing issues related to highway, bus and rail planning; congestion management; local land use, transit-oriented development and environmental planning; and project funding. Mr. Williams also served as deputy project manager for the Fresno Yosemite Village public housing rehabilitation (HOPE VI) project. He was involved in the public outreach and project study report tasks for the I-5 Reconnection project in Sacramento. Mr. Williams was also a founding member of the PB PlaceMaking urban design service center.
- **Kings County Association of Governments (KCAG).** Mr. Williams administered area-wide Clearinghouse Review of local federal grant applications. Mr. Williams was the lead planner in charge of the 2003 Kings County Transit Development Plan update. He managed Kings County's Abandoned Vehicle Abatement Program, coordinated Kings County's air quality attainment plans for particulate matter and ozone, and administered Transportation Development Act and FTA Section 5310/5311 transit claims. Mr. Williams also prepared transportation planning grant applications and coordinated Social Service Transit Advisory Council hearings.
- **Kings County Planning Agency.** Mr. Williams reviewed and processed zoning permit applications related to site plan reviews, mobile homes and conditional uses. He interpreted local zoning ordinance and the county general plan in response to public inquiry. Mr. Williams prepared CEQA environmental documents and filed Notices of Exemption and Determination. Mr. Williams conducted land use surveys and site plan verifications. He administered home and CDBG grant programs, reviewed site development plans and proposed public projects to determine compliance with the Kings County zoning ordinance and general plan and provided staff support and Spanish-language translation services for the Code Compliance division.

Professional Affiliations

American Planning Association

American Institute of Certified Planners

Community Service

City of Sacramento General Plan Advisory Committee, Member at Large

Sarah Arvidson

Public Information Officer

Education

B.A. candidate, Anthropology, University of Michigan, Dearborn, MI

Ethnographic Field School, North Carolina State University, San Marcos, Guatemala

Experience and Current Responsibilities

Ms. Arvidson's background includes event planning, non-profit business development and editing. Prior to coming to PMC, she developed and coordinated new programs, working with local media and community partners to maximize visibility of the organization in the community. She has worked on partnership development with both corporate and non-profit entities and was responsible for developing public outreach strategies in order to maintain community support of the organization. Her responsibilities at PMC include support in public outreach, project implementation and marketing efforts. She also assists in developing newsletters and writing press releases and Web site content.

Relevant Project Experience

- **Ione General Plan Update** – Ms. Arvidson is supporting a public outreach project for the City of Ione's General Plan Update. The project includes media relations, managing the City's General Plan Update Web site and creating news releases, e-blasts, and other collateral.
- **San Mateo Climate Change Campaign** – Ms. Arvidson is responsible for supporting the development of outreach efforts for the City of San Mateo's Climate Change Campaign. Implementation of the campaign includes branding, community and business outreach and creating evaluation tools to measure the campaign's effectiveness. Other responsibilities include media relations and creating news releases and e-blasts.

Previous Experience

- **Scottsdale Boomerz, Event Planner/Business Development, Scottsdale, AZ** – Ms. Arvidson was responsible for planning, organizing and executing monthly events including world affairs events, re-careering events, member meetings and networking events. She was also responsible for finding event locations, budget analysis, promotion and volunteer coordination; working closely with other community organizations in event partnership/sponsorship, promotion and assessment of general community need; business development efforts including creating new programs for organization, creating marketing alternatives and finding new partnerships; assisting in community outreach through partnerships with other organizations; marketing efforts including event promotion, member attraction and general promotion of the organization through direct e-mail advertising, networking groups, television and radio; assisting in developing strategies to attract new members through events and member benefits; and updating and maintaining the Web site with current events and registration.
- **University of Michigan, Senior Editor, Lyceum Literary & Fine Arts Journal, Dearborn, MI** – Ms. Arvidson booked poets, writers and artists of local, regional and national renown to participate in the Visiting Writers and Visiting Artists Series, handling all travel arrangements and performance details. She also assisted in publishing two high-quality partially colored editions of Lyceum annually and ensured that all junior staff members were assigned duties and that they fulfilled their duties. Additionally, Ms. Arvidson participated in recruitment efforts, including classroom visits and public meetings to increase awareness and visibility of the organization on campus, and she proofread student submissions for grammar and punctuation before publication.

Patrick Angell, AICP

Project Advisor

Education

B.A., Environmental Science with a government emphasis, California State University, Sacramento

Land Use and Environmental Planning Certificate Program, UC Davis Extension

Experience and Current Responsibilities

Mr. Angell is an Associate Principal at PMC and oversees the company's environmental services. He also serves as a project director and manager for a variety of projects. He specializes in environmental and urban land use planning, and has performed tasks for projects such as water and wastewater facilities, energy facilities, flood control projects, residential subdivisions, mixed-use urban developments, and redevelopment plans. Mr. Angell's experience includes preparing urban land use and growth analysis, recreation and visual resource studies, public services assessment, transportation and circulation studies, and cultural resource analysis. He has also been involved in the preparation of several CEQA and NEPA documents and technical studies and has over 14 years of environmental documentation preparation experience.

Relevant Project Experience

- **City of Rancho Cordova, Rio de Oro Specific Plan EIS/EIR, Project Manager.** The Rio del Oro Specific Plan consists of a mixed-use development project on 3,800 acres located on property previously utilized for testing of rocket engines. The project would require an Individual Permit under Section 404 of the Clean Water Act for wetland fill. The CEQA lead agency is the City of Ranch Cordova, while the NEPA lead agency is the U.S. Army Corps of Engineers. Key environmental issues include biological resources, water supply, traffic, hazards and growth effects. Mr. Angell is managing the EIR-EIS preparation that involves coordination with the U.S. Army Corps of Engineers, U.S. EPA, U.S. Fish and Wildlife Service, the consultant and coordination with the project applicant team.
- **Calaveras County, Oak Canyon Ranch Specific Plan EIR, Project Manager.** PMC was retained to prepare the EIR for the Oak Canyon Specific Plan, which proposes the development of a resort center, two 18-hole golf courses and 2,275 residential units. The project is a refinement of a previously approved General Plan Amendment that established the range of development allowed at the site. Key issues include biological resources (wetland and waterway impacts); traffic; consistency with previous approvals; public service impacts; and water quality and drainage issues.
- **City of Elk Grove, City of Elk Grove General Plan EIR, Project Manager.** The City of Elk Grove incorporated in July 2000 and developed a new General Plan for the City. Key environmental issues associated with the General Plan include public services (water supply, wastewater service, recreation and parks), open space, agricultural resources, traffic, transit, jobs/housing balance and biological resources.
- **City of Elk Grove, Laguna Ridge Specific Plan EIR, Project Manager.** The City of Elk Grove incorporated in July 2000 and developed its first Specific Plan as the City for approximately 7,800 residential units, commercial uses, office and public uses. Key environmental issues associated with the project include public services (water supply, wastewater service, recreation and parks), open space, agricultural resources, traffic, transit, jobs/housing balance and biological resources.
- **Napa County, Napa County General Plan Update EIR, Project Manager.** Napa County initiated a comprehensive update of its General Plan (1983) that involved the consideration of five different land use and growth alternatives. Key environmental issues associated with the General Plan Update include public services (water supply, wastewater service, recreation and parks), open space, agricultural resources, traffic, transit, jobs/housing balance, biological resources, climate change and water quality.

- **Nevada County, Wolf Creek Ranch Estates EIR, Project Manager.** The Wolf Creek Ranch Estates project consists of a planned development in the western portion of Nevada County that would allow for the development of 230 residential units, two park sites, an equestrian center and establishment of open space areas. The project would be served by a public water system and a community septic system onsite. Key environmental issues include consistency with the Nevada County General Plan, traffic, visual resources, water quality issues associated with the proposed community septic system, fire hazard and emergency access and biological resources.
- **Nevada County, Higgins Center EIR, Project Manager.** The Higgins Center project consists of a proposed commercial center in the Higgins Corner/Lake of the Pines area in the western portion of Nevada County. The project would be served by a public water system and a community septic system offsite. Key environmental issues include consistency with the Nevada County General Plan, traffic, visual resources, water quality issues associated with the proposed community septic system, and biological resources.
- **Placer County, Martis Valley Community Plan Update Background Report and EIR, Project Manager.** The Martis Valley Community Plan Update consists of the revision of the 1975 Martis Valley General Plan for the Placer County portion of the Valley (approximately 25,000 acres). The primary purpose of the update is to bring it up to date with current land use and environmental conditions in the region. PMC completed the Background Report and Draft EIR. The proposed Community Plan and Draft EIR are intended to provide development environmental standards for future projects in the Plan area in order to address key environmental issues include affordable/employee housing, traffic, air quality, noise, water quality, groundwater resources and wastewater service capacity.
- **Placer County, Martis Valley Projects, Project Director.** PMC was retained to assist Placer County in the preparation of the Martis Valley Community Plan Update, as well as the preparation of the EIR for the Community Plan Update. In addition, PMC has been retained by the County to prepare project EIRs for three development projects in the Martis Valley area. These projects include the Eaglewood project (residential, golf course and commercial development project), Village-at-Northstar (expansion of the existing village center at the Northstar-at-Tahoe resort community) and the Hopkins Ranch project (residential and golf course development project). Mr. Angell currently oversees the preparation of all documents associated with Martis Valley.
- **Placer County, Eaglewood at Tahoe Project EIR, Project Manager.** PMC has been retained to prepare and EIR for the Eaglewood Resort project. Based on the Development Plan submitted by the project applicant to the County, The 475-acre Eaglewood project consists of 184.6 acres of residential development (470 dwelling units) consisting of single-family and single-family townhomes; 276.8 acres of open space that consists of 151.4 acres of open space, 6.7 acres of park, 11.5 acres for the clubhouse site (25,000 square feet associated with the clubhouse), 106 acres of golf course (18 holes), and 1.2 acres of golf course maintenance facilities (7,000 square feet); and 40 affordable housing units. The proposed project includes development of internal roadways, public and private trails, a single gated entrance, emergency access points, water supply improvements, connection to the regional sewer system, and improved storm drainage facilities. Key issues include water quality, groundwater supply issues, deer migration issues, affordable housing impacts and traffic impacts.
- **Placer County, Hopkins Ranch Project EIR, Project Manager.** PMC was retained to prepare an EIR for the proposed development of 65 residential units and an 18-hole golf course facility on 285 acres in the Martis Valley area of Placer County. Key issues include visual impacts to Martis Valley; airport safety; water quality and groundwater supply issues; deer migration issues; affordable housing impacts and traffic impacts.
- **Placer County, Sunset Industrial Area Plan EIR, Project Manager.** The Sunset Industrial Area Plan identifies potential improvements to existing conditions and constraints for the purpose of promoting industrial and commercial development in the 9,000-acre area plan. The project also contributed to the County's development of a habitat conservation plan. Mr. Angell was the consultant managing this project.
- **Nevada County, Dark Horse Golf Course and Residential Community EIR, Project Manager.** Prior to PMC, Mr. Angell was the Project Manager for the Dark Horse Golf Course and Residential Community project. The Dark Horse Golf Course and Residential Community project consists of a planned residential development project of up to 320 residential lots, 18-

hole golf course and permanent open space. The project would be served by a public water system and a community septic system onsite. Key environmental issues include consistency with the Nevada County General Plan, traffic, visual resources, water quality issues associated with the proposed community septic system, fire hazard and emergency access and biological resources.

- **Madera County, Gateway Village Project EIR, Assistant Project Manager.** Prior to joining PMC, Mr. Angell was the assistant project manager for The Gateway Village Project consists of a planned development in the southeastern portion of Madera County near the San Joaquin River. Key environmental issues included loss of agricultural resources, traffic, water supply and public services.

Professional Affiliations

American Planning Association

American Institute of Certified Planners

Papers – California Energy Commission – Land Use Issues Associated With Power Plant Facility Siting

- 2005 Mitigation Monitoring and Reporting Survey of California Cities and Counties

Janet Palma, AICP

EIR Project Manager

Education

M.S., Environmental Management, University of San Francisco

Certificate in Horticulture, Merritt College, Oakland

Credentials, Education, University of California, Berkeley

B.A., Literature, University of California, Berkeley

Jurisdictional Delineation of Wetlands: Using the Army Corps of Engineers 1987 Methodology (Five day course) University of California Berkeley Extension

Experience and Current Responsibilities

Ms. Palma is a Project Manager with broad experience in land use, ecology, wetlands, water quality, dredging, and environmental planning. She has provided her environmental services to commercial, industrial and government organizations. Over the last ten years, Ms. Palma has directed and participated in numerous interdisciplinary studies integrating wetlands, biology, and land-use issues. Ms. Palma has participated in CEQA/NEPA documents, environmental planning, regulatory permitting, and resource management studies all over the State of California. Ms. Palma has played instrumental roles in the preparation of environmental impact reports and environmental permits to meet both state and federal regulations. Prior to joining PMC, Ms. Palma was Principal and sole proprietor of JM & Associates, an environmental consulting firm and worked for seven years as the Tree Assessment Coordinator for the Urban Forestry Division, Recreation and Parks Department, City and County of San Francisco.

Relevant Project Experience

- **West Contra Costa Unified School District, Charter Schools Modernization EIR.** Currently serving as Project Manager for the CEQA review of the Charter Schools Modernization Project. Issues are historic resources, traffic, air and noise.
- **Los Altos School District, Boundary Change IS/MND.** Served as Project Manager for the boundary change for the Los Altos School District. Issues include traffic.
- **City of Berkeley, 651 Addison Street Mixed Use Project EIR.** Currently serving as Project Manager for the preparation of this project-level EIR for a mixed use development on the west side of the City. Issues include traffic, noise, air quality and railroad safety.
- **City of Alameda Transportation Element Update EIR.** Currently serving as Project Manager for the preparation of a Programmatic EIR to address impacts associated with the update of the City's Transportation Element. PMC is a subconsultant to Dowling Associates, Inc. for this project.
- **City of Pinole General Plan and Zoning Ordinance Update EIR.** Currently serving as Project Manager for the preparation of an EIR for the City's General Plan and Zoning Ordinance update.
- **County of Napa, General Plan Update and EIR.** Currently serving as Assistant Project Manager for the environmental analysis for the County's General Plan update. The DEIR public review period ended on June 18, 2007.
- **Town of Corte Madera, General Plan EIR.** Currently serving as Project Manager for the preparation of the Programmatic EIR for the Town of Corte Madera. Main issue is traffic and subsidence/sea level rise.

- **Cotati-Rohnert Park Unified School District IS/MND.** Served as Project Manager for the preparation of an IS/MND for the Rancho Cotate High School Modernization and Improvement Project. Issues include traffic, noise and water quality. The project was approved by the Board of Trustees in May 2007.
- **City of Hayward, South of Route 92 Specific Plan Amendment Study.** Currently serving as Project Manager for this study effort to identify land use alternatives for the South of Route 92 Specific Plan area in order determine the preferred alternative, which will be analyzed in an Initial Study/Mitigated Negative Declaration. The IS/MND for the owner's conceptual plan amendment will tier off the EIR prepared for the Specific Plan area. The MND was published on May 11, 2007.
- **City of Clearlake, Provinsalia Golf Community EIR.** Currently serving as Assistant Project Manager for the development of a residential community with 720 single-family homes and a golf course in the City of Clearlake, Lake County. Issues include: biological effects, water supply, traffic, growth inducement and potential land use conflicts.
- **City of Hayward, Salem Radio Towers IS/MND.** Currently serving as Project Manager for the installation of four radio towers on a former landfill owned by the City of Hayward at the Hayward Shoreline within the city limits. Issues include: aesthetics, landfill cap integrity and radio frequency effects.
- **City of Sausalito, Public Safety Facilities Buildings IS/MND.** Served as Project Manager for the development of new police and fire department buildings in the heart of Sausalito. Issues include: parking, traffic and aesthetics.
- **City of El Cerrito, Vitale Mixed-Use Development IS/MND.** Served as Project Manager for the development of 31 condominiums and a commercial building on San Pablo Avenue in the City of El Cerrito. A Tree Survey was performed and a report was prepared by Mr. Grant and Ms. Palma to address the issue of loss of oak trees. Issues include; parking, traffic, and tree removal.
- **City of Palm Springs, Palmero Planned Development District IS/MND.** Served as Project Manager for the development of 211 multi-family residential units and 10,000 square feet of commercial space on 19.4 acres. Issues include traffic, air quality and noise. This project was approved by the City Council in 2005.
- **City of Palm Springs, Vista San Jacinto IS/MND.** Served as Project Manager for the in-fill development of 32 single-family homes on 5.95 acres within the City of Palm Springs. Issues included aesthetics, air quality, cultural resources and traffic. The draft IS/MND was published in May, 2005 and approved in June, 2005.
- **City of Pinole, 2693 Appian Way Mixed-Use Development IS/MND.** Currently serving as Project Manager for the development of a mixed-use project consisting of a one-story commercial building and five townhomes for the City of Pinole. Issues include traffic, aesthetics and biology.
- **Los Altos School District, Blach and Egan Schools Relocatable Use IS/MND.** Served as Project Manager for the future use of portables at the Blach and Egan Schools camp school sites for the Los Altos School District. Issues include traffic, noise and aesthetics. The Los Altos School District Board of Trustees approved the project and the IS/MND on April 25, 2005.
- **City of Tracy, Tracy Youth Sports Facility EIR.** Served as Project Manager for the EIR for the development of 55 ball fields on a 200-acre site. Duties included refining the project description and working with several City agencies involved in the process. Environmental issues include neighbourhood land use compatibility, possible displacement of endangered species, and impacts to local circulation patterns. The EIR was certified by Tracy City Council in June 2006.
- **City of Tracy, Wal-Mart Expansion EIR.** Serving as Project Manager for this commercial expansion project. A politically sensitive project, this has required a high level of communication and coordination with the City, sub-consultants and the public on this high profile project. The DEIR was published in October 2005 and was re-circulated in July 2007.

Previous Project Experience

- **City of Hayward, Eden Shores East Residential Development Project IS/MND.** As Principal for JM & Associates, Ms. Palma was the Prime Contractor and Project Manager for the preparation of an Initial Study/Mitigated Negative Declaration for the development of 261 single-family and townhomes in the Industrial Corridor of the City of Hayward. The IS tiered off the EIR prepared for the South of Route 92 Specific Plan and included a General Plan Amendment and Rezone to allow residential development on a site formerly designated for use as a business park. The City Council certified the environmental document and approved the project in September 2005.
- **County of Alameda Community Development Agency/ Sheriff's Office—Alameda County Law Enforcement Complex and Animal Shelter IS and EIR.** As Principal for JM & Associates, Ms. Palma was the Prime Contractor and Project Manager for the preparation of an Initial Study (IS) for the new County Sheriff's Law Enforcement Complex and the relocation of the Fairmont Animal Shelter in the unincorporated area of San Leandro, Alameda County. This IS determined that a Focused EIR would need to be prepared due to potentially significant impact. Issues of concern for the Draft EIR include biology, hydrology, traffic, utilities, and visual resource project impacts. In addition, Ms. Palma facilitated the public involvement process. The DEIR publication date was November 2004 and the Board of Supervisors certified the FEIR in August 2005.
- **County of Alameda Community Development Agency/ Cama Lane, LLC—3738 East Castro Valley Boulevard Residential Planned Development IS and EIR.** Ms. Palma served as Prime Contractor and Project Manager in the preparation an Initial Study for this 16-unit planned residential development in the unincorporated community of Castro Valley, Alameda County. This IS was preliminary to a Focused EIR that was prepared as mandatory under CEQA guidelines due to loss of structures potentially eligible for the California Register of Historic Resources (CRHR). JM & Associates prepared the Draft and Final EIR. The Alameda County Board of Supervisors approved the project in March 2004.
- **MHA Environmental/US Department of Energy-National Renewable Energy—Canby Geothermal Project EA.** Ms. Palma managed the preparation of an NEPA Environmental Assessment (EA) document for this Modoc County project. She provided coordination between the client (NREL/DOE) and subconsultants for production of the EA. A Biological Assessment (BA) was prepared for compliance with the US Fish and Wildlife Service Section 7, which resulted in a determination of "No Take" required for Modoc sucker and bald eagle. Ms. Palma conducted tribal consultation with the Pit River Indian tribe for the project. The DOE approved this project in February 2003.
- **MHA Environmental/Calpine/Siskiyou County Air Pollution Control District—Glass Mountain Geothermal Exploration Project EA/IS.** Ms. Palma provided assistance in the production of the Draft EA/IS for this geothermal development project in the areas of transportation, land use, and recreation.
- **MHA Environmental/California Public Utilities Commission—Wild Goose Storage Inc. Gas Storage Expansion Project EIR.** As Deputy Project Manager for the WGS pipeline expansion project Ms. Palma provided coordination for the CPUC environmental review process. An EIR was prepared for the Phase II expansion of the current gas storage facility in Butte and Colusa Counties. Major issues for the project included private property condemnation, wetlands, and several special-status biological species. Ms. Palma provided team member coordination and managed the MHA staff for preparation of the EIR. A Mitigation Monitoring and Reporting Program was prepared for the project construction phase and conducted monitoring. Ms. Palma was involved in preliminary aspects of the mitigation monitoring. This project was approved by the CPUC in June 2002. The Project Manager for the CPUC was Michael Rosauer.
- **MHA Environmental/California Department of General Services/CDC—Sierra Conservation Camp (Jamestown) Effluent Disposal Pipeline Project EIR.** Ms. Palma managed the Final EIR and Mitigation Monitoring and Reporting Program for the Jamestown prison pipeline project and provided coordination for DGS environmental review process. An EIR was prepared and certified by the California Department of Corrections. Ms. Palma provided strong agency coordination with the US Fish and Wildlife Service, Army Corps of Engineers, and California Department of Fish and Game. This project was approved by DGS in May 2001. Ms. Maria Sosa was the DGS Project Manager.
- **MHA/CPUC—Montebello Gas Storage Facility Decommissioning IS/MND.** As Deputy Project Manager for the environmental review, an Initial Study/Mitigated Negative Declaration and Mitigation Monitoring and Reporting Program

was prepared for the Southern California Gas Company (SCGC) decommissioning of the Montebello Gas Storage Field (MGSF) in Montebello, CA. Major issues for the project involved future monitoring of abandoned gas wells and biological species protection. Ms. Palma provided client and applicant coordination as well as preparation of the environmental review documents. The Project Manager for the CPUC was Karen DeGannes during the document publication and final CEQA review phases. This project was approved by the CPUC in March 2001.

- **Port of Oakland—Oro Loma Mitigation Project/ADP Wetlands Permitting.** Ms. Palma managed the acquisition and permitting of the Oro Loma Wetland Project. Ms. Palma assisted with the acquisition of this 14.1-acre parcel for the Port of Oakland as mitigation for the Airport Development Program. Consultants were supervised to produce an EIR Addendum, Mitigation and Monitoring Plan, Biological Assessment, and Phase I and II Site Assessments documents for the project. A stakeholder process with the resource and regulatory agencies assured the most feasible project design that allowed for integration with the existing 300+ acre adjacent tidal marsh. Waste Discharge Requirements (WDRs) were obtained from the Regional Water Quality Control Board (RWQCB) in less than nine months after the site was identified as potential project wetland mitigation.
- **Port of Oakland—Waterpark Lofts Project IS/MND.** Ms. Palma managed the preparation of an IS/MND for the development of live/work lofts at a former SCUBA diving school site on the Oakland Estuary. Ms. Palma participated as Port representative for the Bay Conservation and Development Commission (BCDC) Design Review Board process for the project to obtain the most desirable design aspects for a waterfront residential project. This project completed construction in 2001.
- **Port of Oakland/Commercial Real Estate Division- Jack London Aquatic Center Project IS/MND.** Ms. Palma prepared the Final IS/MND for the construction of the Jack London Aquatic Center at Jack London Square for the Port of Oakland. This project completed construction in 2002.
- **Port of Oakland/Commercial Real Estate Division- Cryer Boat Yard Project Initial Study.** Ms. Palma managed the preparation of a Draft Initial Study for the demolition of a former commercial boat works on the Oakland Estuary. Publication of the Draft IS and project implementation was halted by the CRE staff due to budget constraints for site contamination clean-up.
- **Port of Oakland/Maritime Division - -50 Foot Dredging Project.** Ms. Palma acted as liaison for the In-Progress-Review (IPR) sessions between the Port of Oakland and the US Army Corps of Engineers. She also was liaison to the Hamilton Wetland Group for the Port of Oakland regarding utilization of dredging materials for the Hamilton Wetlands Restoration project. Ms. Palma assisted in consultant management for the Middle Harbor Enhancement Project as part of the -50 Foot Dredging Project.
- **Port of Oakland/Aviation Division —Airport Development Program EIR.** Ms. Palma assisted with the responses to comments and preparation of the Final EIR for the Airport Development Program environmental review covering the Oakland Airport expansion. Managed consultants preparing the 404(b)(1) Alternatives Analysis for the Army Corps permit and Wetland Mitigation and Monitoring Program. This document was originally prepared as a combination EIR/EIS; however, due to slow response from the Federal Aviation Administration and potential loss of local funding, the Board of Port Commissioners certified the EIR separately from the EIS. After certification by the Port Board, Ms. Palma performed additional work for the alternative wetland mitigation site requested by the Regional Water Quality Control Board. See above description for the Oro Loma Wetland Mitigation Project.
- **City and County of San Francisco – Tree Assessment Program.** For seven of 13 years with the San Francisco Recreation and Parks Department, Ms. Palma coordinated the Tree Assessment Program for the Urban Forestry Division. The Tree Assessment Program was tasked with investigating all City neighborhood parks, golf courses and areas of Golden Gate Park for hazardous tree conditions. Trees were assessed and areas mapped for tree removal and/or restoration. All data was stored electronically in order to generate reports on conditions within the parks under the City and County's jurisdiction and to make recommendations for removal and/or renovation.

Professional Affiliations

American Planning Association

American Institute of Certified Planners

Association of Environmental Professionals

Joyce Hunting

Biological Resources Coordinator

Education

M.S., CSU Sacramento, Advanced Candidate Biological Sciences, Conservation Biology Concentration

B.A., Humboldt State University, Arcata, California (*Cum Laude*), Biology and Zoology

Registration

State of California, Department of Fish and Game Scientific Collector's Permit #1630

Experience and Current Responsibilities

Ms. Hunting has more than 20 years of technical and practical experience in working in California's diverse natural environments. She has 14 years of experience in preparing and managing the preparation of environmental documents that comply with the requirements of the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), Federal Endangered Species Act (FESA), California Endangered Species Act (CESA), California Public Utilities Commission, California Department of Transportation, State Reclamation Board, and local jurisdictions. She also has expertise in the preparation of U.S. Army Corps of Engineers Individual and Nationwide Permit Applications, California Fish and Game Codes 1602 Streambed Alterations Agreements, Habitat Conservation Plans, Natural Community Conservation Plans, wetland delineation and restoration plans, biological resource assessments and mitigation programs, and implementation of habitat conservation and restoration plans. Ms. Hunting's experience also includes conducting public participation programs.

Ms. Hunting has been the Project Manager on several large-scale environmental investigations to support NEPA and CEQA documents. She has managed over \$2 million of biological investigations covering over 4,000 acres and 200 linear miles in support of an EIR for large-scale wastewater storage/ discharge/ reuse facilities for the Santa Rosa Regional Wastewater Treatment Plant. Ms. Hunting was the project manager for a large-scale biological investigation and successful regulatory permitting effort for over 400 miles of fiber optic cable installation project for Level 3 Ltd. She was also the task Lead in developing the biological studies and Biological Section for the PG&E Hydro Divestiture Project DEIR prepared for the CPUC. In each of these projects, Ms. Hunting was a liaison between the biological team and other team members, consultant representative to the lead agency on biological issues, and represented the lead agency in regulatory agency discussions. She was also responsible for coordinating the field teams and ensuring adequate data collection and analysis. Ms. Hunting was the Project Manager for the Santa Margarita River Permit 15000 EIR/EIS, a series of conjunctive use projects associated with infrastructure improvements, new beneficial uses, and ecosystem management on the Camp Pendleton Marine Corps Base. The US Bureau of Reclamation was co-lead on this project along with the Department of Navy and the Fallbrook Public Utilities Department. Ms. Hunting was also the Technical Director for Shasta Trinity and Contra Costa Long-term Contract Renewal Biological Assessment for the US Bureau of Reclamation.

Relevant Project Experience |

General Plans

- **County of Napa, General Plan Update and EIR.** Served as Task Manager for the Conservation Element of the General Plan Update and prepared the Biological Resources Section of the EIR.
- **City of Rancho Cordova, General Plan.** Served as Task Manager for the Conservation Element of the General Plan Update and prepared the Biological Resources Section of the EIR.
- **Colusa General Plan Update and Master EIR, City of Colusa.** Served as Task Manager for the Conservation Element of the General Plan Update and prepared the Biological Resources Section of the EIR.

- **City of Jackson General Plan Update and EIR, City of Jackson.** Served as Task Manager for the Conservation Element of the General Plan Update and prepared the Biological Resources Section of the EIR.
- **El Dorado County Oak Woodland Management Plan, El Dorado County.** Serves as PMC project manager for technical direction of document preparation, GIS modeling, fee assessment and analyses, preparation of grant application and oak woodland ordinance in support of a county wide oak woodland management plan.

Watershed Plans

- **Clavey River Ecosystem Program Watershed Assessment. Tuolumne Land Trust. Project Manager.** Currently managing the preparation of the Clavey River Watershed Assessment.
- **Colusa Basin Drainage District, Department of Water Resources, Colusa Basin Integrated Watershed Management Program EIR-Colusa, Glenn and Yolo Counties, California, Program Director.** Directed a multidisciplinary team in conducting a feasibility study, and EIR for a tri-county flood control plan. Project funded through the Bureau of Reclamation, CA. Department of Water Resources, and CA Office of Emergency Services.
- **Colusa Basin Drainage District, Department of Water Resources, Colusa Basin Integrated Watershed Management Program EIR-Colusa, Glenn and Yolo Counties, California, Project Manager.** Managing permitting tasks, agency and public outreach, and CEQA compliance for a 220 acre flood detention basin including construction and operation of a 95 foot dam structure. Permits include Clean Water Act 404, 410, 1602 Streambed Alteration Agreement; and an USFWS biological assessment.
- **Colusa Basin Drainage District, Bureau of Reclamation, Freshwater Basin Watershed Management Program. Colusa County, California, Technical Advisor.** Providing technical advisement, environmental analyses and agency coordination for a flood control feasibility study. CDM is the engineering lead for the feasibility study.

CEQA/NEPA Compliance

- **US Bureau of Reclamation, US Marine Corps, and Fallbrook Public Utilities District, Santa Margarita River Permit 15000 EIR/EIS-Camp Pendleton Marine Base, California, Project Manager.** Conducted technical studies and managing the preparation of a NEPA/CEQA document for water supply projects associated with infrastructure improvements, new beneficial uses, and ecosystem management on the Marine Base.
- **Heavenly Ski Resort and US Forest Service, Heavenly Ski Resort Master Plan and EIS/EIS/EIR- Lake Tahoe, California, Crew Leader.** Conducted goshawk and spotted owl inventories with the taped call back methodology. Conducted forest carnivore surveys with remote infrared trigger camera system. Prepared Biological Evaluation for the US Forest Service. Prepared Biological Resources Section of EIR/EIS/EIS.
- **Colusa Basin Drainage District, Department of Water Resources, Colusa Basin Integrated Watershed Management Program EIR-Colusa, Glenn and Yolo Counties, California, Co-Program Manager.** Managed a multidisciplinary engineering firm conducting a feasibility study, and EIR. Is the current lead for obtaining necessary permits for the preferred flood control/environmental enhancement project.
- **Southern Nevada Water Authority, Treatment and Transmission Facility EIS and Biological Assessment, Task Leader.** Conducted desert tortoise surveys and prepared analysis of potential impacts and mitigation of the large pipeline project.

Habitat Conservation Planning

- **Yuba –Sutter County Habitat Conservation Plan/ Natural Communities Conservation Plan. Agency Staff.** Currently serving as agency staff for the County of Sutter in managing of the development of this plan.

- **South Sacramento County Habitat Conservation Plan.** Currently serving as agency staff for the Rancho Cordova and participating in the biological sub committee and steering committees for this effort. Ms. Hunting represents the City's interest in the plan as a potential future signatory of the Implementing Agreement.
- **City of Palm Springs, Coachella Valley Multi-species Habitat Conservation Plan/ Natural Communities Conservation Plan. Technical Director.** Provided peer review of the HCP/NCCP and accompanying EIR/EIS for the City of Palm Springs.
- **County of Merced, California Department of Fish and Game, Eastern Merced County NCCP/HCP-Merced County, California. Technical Director.** Prepared Biological Baseline Report and served as director of the preparation of the NCCP/HCP. Participated with Science Advisors. Issues include listed vernal pool invertebrates, San Joaquin kit fox, succulent owl's clover. Assisted in stakeholder facilitation.
- **Oceanic Properties, Inc., San Joaquin Kit Fox and Tipton's Kangaroo Rat Habitat Conservation Plan (HCP) and Section 2081 Management Agreement, Kern County, California. Task Manager.** Assisted project manager in the preparation a HCP and CDFG 2081 agreement for San Joaquin kit fox and Tipton's kangaroo rat due to golf course and residential development. Implemented conservation measures including the excavation of 350 potential and known San Joaquin kit fox dens. Passively relocated 2 families of burrowing owls.
- **City of Bakersfield, Metropolitan Bakersfield Habitat Conservation Plan-Kern County, California.** Conducted technical studies in support of the Metropolitan Bakersfield Habitat Conservation Plan.
- **Enron Oil and Gas, Kern County Regional Habitat Conservation Plan-Kern County, California.** Represented Enron Oil Companies interest in stakeholder meetings in support of the Kern County Regional Habitat Conservation Plan.

Water/Wastewater Treatment

- **Colusa Basin Drainage District, Department of Water Resources, Colusa Basin Integrated Watershed Management Program EIR-Colusa, Glenn and Yolo Counties, California, Program Director.** Directed a multidisciplinary team in conducting a feasibility study, and EIR for a tri-county flood control plan. Project funded through the Bureau of Reclamation, CA. Department of Water Resources, and CA Office of Emergency Services.
- **Colusa Basin Drainage District, Department of Water Resources, Colusa Basin Integrated Watershed Management Program EIR-Colusa, Glenn and Yolo Counties, California, Project Manager.** Managing permitting tasks, agency and public outreach, and CEQA compliance for a 220 acre flood detention basin including construction and operation of a 95 foot dam structure. Permits include Clean Water Act 404, 410, 1602 Streambed Alteration Agreement; and an USFWS biological assessment.
- **Paradise Irrigation District, Water Supply Alternatives Environmental Feasibility Analyses, Butte County, Project Director.** Directed site assessments, and environmental analyses for the Paradise Irrigation District Water Supply Alternatives Environmental Feasibility Analyses Report, per Proposition 204 grant funding requirements. Prepared an environmental feasibility study in order to evaluate alternative actions that the District could undertake to meet future water needs and ensure a reliable and adequate water supply for the District's Service Area.
- **Paradise Irrigation District, Magalia Reservoir Raw Water Bypass Project, Butte County, Project Manager.** Managed environmental constraints analysis; preparation of an Initial Study and Mitigated Negative Declaration (MND); Clean Water Act 404, 410, 1602 Streambed Alteration Agreement; and USFWS biological assessment for a water diversion project on Little Butte Creek. Project is permitted and currently under construction.
- **Colusa Basin Drainage District, Bureau of Reclamation, Freshwater Basin Watershed Management Program. Colusa County, California, Technical Advisor.** Providing technical advisement, environmental analyses and agency coordination for a flood control feasibility study. CDM is the engineering lead for the feasibility study.

- **South San Joaquin Irrigation District, South County Surface Water Supply Project, San Joaquin County, California.** Conducted a wetland assessment, and kit fox inventory over several miles of canal alignment. Prepared Clean Water Act 404 Nationwide Permit Preconstruction Notification and Section 401 Water Quality Certification Waiver. Project is constructed.
- **Contra Costa County, Contra Costa Water District Multi-Purpose Pipeline Project EIR and Biological Assessment, Task Manager.** Conducted a wetland assessment over several miles of canal alignment. Prepared Clean Water Act 404 Nationwide Permit Preconstruction Notification, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment. Project is constructed.
- **City of Roseville, 12-mgd Pleasant Grove Wastewater Treatment Plant Project Permitting, Project Manager.** Conducted wetland delineation. Prepared Clean Water Act 404 Nationwide Permit Preconstruction Notification, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment. Project is constructed.
- **City of Santa Rosa, Santa Rosa Subregional Long-Term Wastewater Project EIR/EIS, Task Manager.** Managed \$2 million of technical biological studies to support the EIR/EIS and permit processes. Prepared Biological Sections of the EIR/EIS. The EIR/EIS compared five alternatives at an equal level of evaluation.
- **HDR, Turlock Irrigation District Canal Rehabilitation Regulatory Compliance, Project Manager.** Prepared permitting necessary to reconstruct a 2-mile length of obsolete canal. Project is constructed.
- **California Public Utilities Commission, Pacific Gas & Electric Company Hydro-Divestiture Project EIR, Technical Director.** Conducted a state-wide biological assessment of the potential effects of divestiture of multiple PG&E hydroelectric facilities and land holdings. Coordinated staff of four companies.
- **US Bureau of Reclamation, US Marine Corps, and Fallbrook Public Utilities District, Santa Margarita River Permit 15000 EIR/EIS-Camp Pendleton Marine Base, California, Project Manager.** Conducted technical studies and managing the preparation of a NEPA/CEQA document for water supply projects associated with infrastructure improvements, new beneficial uses, and ecosystem management on the Marine Base.

Energy and Telecommunication

- **California Public Utilities Commission, Pacific Gas & Electric Company Hydro-Divestiture Project EIR, Technical Director.** Conducted a statewide biological assessment of the potential effects of divestiture on PG&E facilities. Coordinated staff of four companies. Prepared mitigation measures.
- **GST Telecommunications Project-Stanislaus, Orange, and San Bernardino Counties, California, Project Manger.** Conducted biological constraints analysis, environmental permitting (Clean Water Act 404 Nationwide Permit Preconstruction Notification, Section 401 Water Quality Certification Waiver) and managed environmental construction monitoring for fiber optic cable installation.
- **Level 3 Long-haul Telecommunication Project Permitting and Compliance Monitoring-State Wide, California, Project Manager.** Conducted biological constraints analysis, wetland delineations, and environmental permitting (Clean Water Act 404 Nationwide Permit Preconstruction Notifications, Section 401 Water Quality Certification Waivers, CDFG 1603s and ESA Section 7 consultations) and managed environmental construction monitoring for over 500 miles of fiber optic cable installation and 200 stream crossings. Installation primarily occurred within the utility right-of-way of the UP/SP railroad. Provided environmental awareness training.
- **Badger Creek Co-generation Ltd, Facility Biological Assessment-Kern County, California, Project Manager.** Prepared ESA Biological Assessment for five species including blunt nosed leopard lizard, San Joaquin kit fox, Tipton's kangaroo rat, giant kangaroo rat and Kern mallow.

- **OXY USA, Kern Front Pipeline Corridor Biological Assessment, Kern County, California, Project Manager.** Prepared ESA Biological Assessment for three species including blunt nosed leopard lizard, San Joaquin kit fox and Bakersfield cactus.
- **Chevron Exploration, Geophysical Railroad Grade II Seismic Project Biological Assessment-Kern County, California, Project Manager.** Prepared ESA Biological Assessment for five species including blunt nosed leopard lizard, San Joaquin kit fox, Tipton's kangaroo rat, giant kangaroo rat and Kern mallow.
- **Enron Oil and Gas Company, Turk Anticline 3-D Seismic Exploration Project Endangered Species Impact Avoidance Program, Kern County, California, Project Manager.** Prepared opportunities and constraints mapping, conducted informal consultation with USFWS and provided environmental monitoring for a 30-mile seismic exploration. Species issues included blunt nosed leopard lizard, San Joaquin kit fox, Tipton's kangaroo rat, and giant kangaroo rat.

Natural Resources Studies

- **County of Merced, California Department of Fish and Game, Eastern Merced County Wetlands Habitat Assessment-Merced County, California, Project Manager.** Conducted wetlands and habitat assessment of 325,000 acres of lands in the eastern Merced County utilizing aerial photographic imagery. Conducted on the ground accuracy assessment.
- **County of Merced, University of California, Department of Fish and Game. UC Merced/University, Community Federally-Listed Vernal Pool Crustacean, Special-Status Plant, and San Joaquin Kit Fox/Fresno Kangaroo Rat Survey Programs-Merced County, California, Project Manager.** Managed large team of field biologists in conducting the various studies identified in the title over a 10,000-acre area.
- **County of Merced, University of California, Department of Fish and Game, UC Merced/University, Community Wetlands Delineation Report-Merced County, California, Project Manager.** Delineated 10,000 acres area.
- **County of Merced, University of California, Department of Fish and Game, UC Merced / County of Merced Biological Assessment-Merced County, California, Project Manager.** Managed the preparation of the ESA Section 7 Biological Assessment for the University of California, Merced. The BA addresses nine species.
- **TRC Alton GeoSciences, Meyers Container Site Ecological Risk Assessment, Portland, Oregon, Project Manager.** Conducted technical studies to support an ecological risk assessment that was a requirement of Oregon Department of Environmental Quality.
- **Barta & Associates, Hansen Creek Biological Monitoring Program, Nevada, Project Manager.** Conducted field collection of several taxa for tissue analyses to determine contamination levels due to arsenic. Conducted ecological risk assessment.
- **City of American Canyon, North Slough Aquatic Assessment Study, Project Manager.** Conducted vertebrate and benthic macro invertebrate studies to determine a baseline condition for the North Slough. Prepared technical report.
- **US Department of Energy, Lawrence Berkeley National Laboratory Biological Baseline Database - Berkeley, California. Task Manager.** Conducted a complete inventory of plants and wildlife on 250 acres at the LBNL site. Created large GIS database of the inventory.
- **County of Merced, University of California, Department of Fish and Game, UC Merced/University Community Section 404(b) Comprehensive Alternatives Analysis, Merced, California, Task Manager.** Conducted the GIS bases analysis for the alternatives analysis including 120 figures. Prepared biological analysis.

Wetland Delineations

- **County of Merced, California Department of Fish and Game, Eastern Merced County Wetlands Habitat Assessment, Merced County, California, Project Manager.** Conducted wetlands and habitat assessment of 325,000 acres of lands in the eastern Merced County utilizing aerial **photographic imagery**. **Conducted on the ground accuracy assessment.**
- **County of Merced, University of California, Department of Fish and Game, UC Merced/University Community Wetlands Delineation Report, Merced County, California, Project Manager.** Delineated 10,000 acres area.
- **El Dorado County, Green Valley Road Improvement Projects Jurisdictional Wetlands Determination and Wetlands Mitigation and Monitoring Plan, Project Manager.** Conducted wetland delineation and prepared mitigation and monitoring plan.
- **San Mateo County Transportation Department, Caltrans, US Highway 101 Auxiliary Lanes Project Jurisdictional Wetlands Delineation and Impact Assessment, Natural Environment Study, and Biological Assessment, Project Manager.** Prepared wetland delineation, NES and ESA Section 7 Biological Assessment for the auxiliary lane project.

Forest Experience

- **South Tahoe Public Utilities District, US Forest Service, South Tahoe Public Utilities District A and B-Line Biological Assessment, Lake Tahoe, California.** Conducted goshawk and spotted owl inventories with the taped call back methodology. Conducted forest carnivore surveys with remote infrared trigger camera system. Prepared Biological Evaluation for the US Forest Service.
- **Plumas County, Caltrans, Plumas County Five Bridges Natural Environmental Study (NES), Plumas County, California, Project Manager.** Conducted technical studies in support of seismic retrofits of five bridges in Plumas County. Managed the preparation of five NESs for Caltrans.
- **Union Pacific/Southern Pacific Railroad, Merger, El Dorado County, California, Project Manager.** Prepared ecological risk assessment and informal USFWS consultation on impacts to Lahontan cutthroat trout, cui ui and bald eagle on the Truckee River and Pyramid Lake.
- **Federal Highway Administration, California Forest Highway 7 Realignment Project in Mendocino County, California, Project Manager.** Conducted Forest Carnivore Surveys, rare plant surveys and goshawk surveys for a road widening project. Prepared Biological Assessment.

Regulatory Permitting Compliance

- **Crosswinds Communities, Bellevue Ranch Master Plan Regulatory Compliance Program, Project Manager.** Prepared Clean Water Act 404 Individual Permit, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment for a 600 acre development project in the City of Merced.
- **City of Elk Grove. Roadway Improvement Projects Regulatory Compliance. Project Manager.** Prepare permits applications and facilitate agency negotiations for several road and intersection projects in the City of Elk Grove including Clean Water Act 404 Individual and Nationwide Permits, Section 401 Water Quality Certifications, CDFG 1602 Streambed Alteration Agreements, and ESA Section 7 Biological Assessments.

- **Madera Ranch Mine LLC, Madera Ranch Mine Project Regulatory Compliance, Project Manager.** Managed technical studies, prepared Mine Reclamation Plan and preparing Clean Water Act 404 Individual Permit, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment for a 100 acre mine project in Madera County.
- **City of Elk Grove Stormwater Program Regulatory Compliance, Project Manager.** Prepared a Clean Water Act 404 Regional General Permit, Section 401 Programmatic Water Quality Certification, and ESA Section 7 Programmatic Biological Assessment for the City's stormwater maintenance program.
- **Colusa Basin Drainage District, The Resources Agency, Sacramento River Restoration Project, Glenn, Colusa and Yolo Counties, California, Project Manager.** Working with the Colusa Basin Drainage District in formulated restoration projects that will be funded through Proposition 12. Is responsible for all necessary permitting and environmental compliance documentation. Responsible for restoration design and preparation of grant applications.
- **South San Joaquin Irrigation District, South County Surface Water Supply Project, San Joaquin County, California.** Conducted a wetland assessment, and kit fox inventory over several miles of canal alignment. Prepared Clean Water Act 404 Nationwide Permit Preconstruction Notification and Section 401 Water Quality Certification Waiver.
- **California Department of Transportation, State Route 16 Road Improvement Project Regulatory Compliance, Project Manager.** Managed a multi-disciplinary team to conduct surveys and prepare a Wetland Delineation, Biological Assessment and Natural Environment Study for a 40-mile road improvement project in Yolo County.
- **South Tahoe Public Utilities District, A and B-Line Biological Assessment, Lake Tahoe, California.** Conducted goshawk and spotted owl inventories with the taped call back methodology. Conducted forest carnivore surveys with remote infrared trigger camera system. Prepared Biological Assessment for the US Forest Service.
- **City of Sacramento, Vineyard Springs Storm Drainage Improvement Wetland & Endangered Species Permitting, Principal-in-Charge.** Conducted surveys for giant garter snake. Conducted wetland Delineation. Prepared Biological Assessment and Wetland Delineation Report.

Mitigation Design

- **El Dorado County, Green Valley Road Wetland Mitigation Project, Project Manager.** Prepared after the fact mitigation design for wetland fill.
- **Yuba County, Ostrum Road Landfill Wetland Mitigation Bank Project, Project Manager.** Prepared mitigation bank design.
- **Target Corporation, Target Distribution Center, Wetlands Creation and Restoration Plan, Albany, Oregon, Project Manager.** Prepared wetland /creation plan. Supervised implementation of the plan and conducted two years of monitoring. Created 3.5 acres of riparian habitat and restored 2 acres of seasonal wetlands.

Mining Projects

- **Madera Ranch Mine LLC, Madera Ranch Quarry Project Regulatory Compliance, Project Manager.** Managed technical studies, prepared Mine Reclamation Plan and preparing Clean Water Act 404 Individual Permit, Section 401 Water Quality Certification Waiver, and ESA Section 7 Biological Assessment for a 100 acre mine project in Madera County.
- **Barta & Associates, Hansen Creek Gold Mine Biological Monitoring Program, Nevada, Project Manager.** Conducted field collection of several taxa for tissue analyses to determine contamination levels due to arsenic. Conducted ecological risk assessment.
- **Sutter County, South Butte Quarry and Butte Ranch Mine Project., Sutter County CA, Project Manager.** Provided peer review of technical reports provided in support of the mine expansion application.

Professional Affiliations

The Wildlife Society

Society of Wetland Scientists

Presentations

Endangered Species Identification and Regulations, California Department of Transportation, 1998

Wetland Regulations and Definitions, Association of Environmental Professionals, 1999

Environmental Awareness Training, Level 3 Communications, 1999 through 2001

Publications and Awards

Ecological Risk Evaluation of Multiple Management Alternatives for Reclaimed Water Reuse. Water Environment Federation. Victoria-Rueda, C., R. M. Palachek, J. Hunting, and D. Carlson. 1997

Association of Environmental Professionals Outstanding Environmental Analysis Document, "Santa Rosa Subregional Long-Term Wastewater Project Draft EIR/EIS," May 1997.

Co-author of the 1998 Worker Awareness Pamphlet for the Bonneville Power Authority, Washington and Oregon States

John Nadolski

Cultural Resources Director

Education

Ph.D. Candidate, Department of Anthropology, Northwestern University, Chicago, IL

M.A., Anthropology, University of Illinois, Chicago, IL

B.A., Anthropology, Loyola University of Chicago, IL

Experience and Responsibilities

Mr. Nadolski has extensive archaeological experience, beginning in 1972 as a field supervisor at the Koster Site in Illinois. He has worked for: the Foundation for Illinois Archaeology; Field Museum of Natural History, Chicago, Illinois; Northwestern University, Evanston, Illinois; Loyola University, Chicago, Illinois; the Eldorado National Forest, Placerville, California; Pacific Legacy, Inc., Cameron Park, CA; and PMC, Rancho Cordova, CA. Mr. Nadolski's professional experience includes: survey and excavation; determining the eligibility of prehistoric and historic sites for inclusion in both the National Register of Historic Places and the California Register of Historical Resources; participation on interdisciplinary teams; performing the duties of writer/editor for environmental documents; addressing the curation of cultural resources; management and analysis of collections of artifacts; preparation of Native American Graves Protection and Repatriation Act inventories; and preparation of agreement documents (e.g., Memorandum of Agreement). He is also familiar with the regulations presented in both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act regarding the identification, protection and evaluation of cultural resources and the methods necessary to comply with those regulations.

Areas of expertise include:

- National Historic Preservation Act (Section 106, 110, and 111);
- Native American Graves Protection and Repatriation Act compliance;
- California Environmental Quality Act compliance;
- Consultation with Native American groups and concerned persons;
- National Register of Historic Places and California Register of Historical Resources nominations;
- Preparation of agreement documents;
- Multiple agency project management and consultation and management of multiple task indefinite delivery/quantity (on-call) type contracts;
- Design and preparation of Cultural Resources Management Plans and Historic Preservation Plans;
- Preparation of archaeological research designs and Historic Properties Treatment Plans;
- Design and execution of archaeological reconnaissance, survey, test excavation, construction monitoring and data recovery projects; and
- California archaeology, history, and ethnology.

2003-	Cultural Resources Specialist, PMC, Rancho Cordova, CA
1997-03	Project Manager, Pacific Legacy, Inc., Cameron Park, CA
1995-97	Georgetown District Archaeologist, U.S. Forest Service, Eldorado National Forest, Placerville, CA
1996-	Adjunct Faculty Member at Sierra College, Rocklin, CA
1993-96	Assistant Forest Archaeologist, U.S. Forest Service, Eldorado National Forest, Placerville, CA
1992-93	Archaeologist, U.S. Forest Service, Eldorado National Forest, Placerville, CA
1990-91	Anthropology Instructor at: Northwestern University, Evanston, IL; Loyola University, Chicago, IL; Barat College of DePaul University, Lake Forest, IL
1989-91	Research Assistant, Department of Anthropology, Field Museum of Natural History, Chicago, IL
1989	Co-director of excavations at an historic farm, Naperville, IL for the Naperville Park District
1984-85	Anthropology Instructor, Moraine Valley Community College, Palos Hills, IL
1972	Field Supervisor, Foundation for Illinois Archaeology, Koster, IL

Relevant Experience

- **PMC is an approved consultant on lists maintained by the California Historical Resources Information System.**
- **PMC is an approved consultant on the list maintained by the Washington State Department of Archaeology and Historic Preservation.**
- **PMC holds an Arizona Antiquities Act Permit to conduct investigations in Arizona issued by the Arizona State Museum.**
- **Colusa Basin Drainage District South Fork Willow Creek Dam Project.** This project is the construction of a detention dam. Investigations for the project included pedestrian surface survey, recording of sites, excavation, the recovery of Native American burials, and consultation with the Native American community and other groups and individuals. The report for the project complied with both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act. The report was prepared for the Colusa Basin Drainage District.
- **Archaeological and historical investigations for the Napa County General Plan.** Investigations included: archival research; survey; consultation with the Native American community and local interest groups; completion of a background report, EIR section, and Historic Preservation Element for the General Plan; consultation with County staff and development of policies for the protection and enhancement of cultural resources in Napa County.
- **Archaeological and historical investigations for the Sonoma County Water Agency Agricultural Reuse Project.** This project is the installation of approximately 110-miles of water pipeline and expansion/construction of 17 reservoirs in Sonoma County. The report for the project will comply with both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act. The report is being prepared for Padre Associates, Inc.
- **Archaeological and historical investigations for the City of Cloverdale General Plan EIR.** Investigations included: archival research; consultation with the Native American community and local interest groups; completion of the EIR section; and development of policies for the protection and enhancement of cultural resources in Cloverdale.

- **Archaeological and historical investigations for the City of Colusa General Plan EIR.** Investigations included: archival research; consultation with the Native American community and local interest groups; completion of the EIR section; and development of policies for the protection and enhancement of cultural resources in Colusa.
- **Archaeological and historical investigations for the California Indian Heritage Center, Folsom, CA.** Report prepared for Department of Parks and Recreation, which includes survey and eligibility determinations for prehistoric and historic sites for inclusion in the National Register of Historic Places and the California Register of Historical Resources.
- **Archaeological and historical investigations for the Placerville Sewer Relocation Project.** Investigations included survey and eligibility determinations for 29 historic buildings for inclusion on the National Register of Historic Places and the California Register of Historical Resources. The report was prepared for the City of Placerville.
- **Archaeological and historical investigations for the Rancho Cordova General Plan.** Investigations included: archival research; survey; consultation with the Native American community and local interest groups; completion of a background report, EIR section, and Historic Preservation Element for the General Plan; consultation with City staff and the Rancho Cordova General Plan Advisory Committee (GPAC); presentations to the GPAC; and development of policies for the protection and enhancement of cultural resources in the City of Rancho Cordova.
- **Archaeological and historical investigations for the Rubicon Trail Master Plan.** Investigations included: survey of the historic Rubicon Trail; determining the eligibility of the trail and the Rubicon Springs Resort that is located along the trail; and recommendations for continued recreational use and protection of the trail that is eligible for inclusion on the National Register of Historic Places. The report was prepared for El Dorado County.
- **Archaeological and historical investigations for Two Calaveras Telephone Company Projects, Calaveras County.** Investigations included: survey; site recording; eligibility determinations for prehistoric and historic sites for inclusion in the National Register of Historic Places and the California Register of Historical Resources; and submittal of reports to the State Historic Preservation Officer.
- **Archaeological and historical investigations for the Nestle McCloud Water Plant Project, McCloud, CA.** Report in preparation for Siskiyou County, which includes survey and eligibility determinations for prehistoric and historic sites for inclusion in the National Register of Historic Places and the California Register of Historical Resources.
- **Archaeological and historical investigations for construction of the Mondavi Center on the University of California, Davis campus.** Investigations included excavation, recovery of burials, artifact analysis, Native American consultation, and report preparation.
- **Caltrans District 2 TEA Survey (\$1.3 million budget).** Report and database prepared for Caltrans District 2, Redding, CA. Archaeological investigations included survey, site recording, Geographic Position System recording of sites and entering all site and location information into a Geographic Information System database.
- **Archaeological and historical investigations for the Royal Gorge Residential and Recreational Development Project, Soda Springs, CA.** Report prepared for Royal Gorge LLC, which includes survey of 3,000 acres and completion of records for prehistoric and historic sites.
- **Archaeological and historical investigations for the KLM-VALERO Interconnection Project.** The project is the installation of an approximately 5-mile long petroleum pipeline in Contra Costa County. The report for the project complied with both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act. The report was prepared for Padre Associates, Inc.
- **Archaeological and historical investigations for Air Liquide Pipeline Project.** The project is the installation of an approximately 25-mile long petroleum pipeline in Contra Costa County. The report for the project will comply with both Section 106 of the National Historic Preservation Act and the California Environmental Quality Act. The report is being prepared for Padre Associates, Inc.

- **Archaeological and historical investigations associated with an EIR for the Jackson Hills Residential Development, Jackson, CA.** EIR prepared for the City of Jackson.
- **Archaeological and historical investigations associated with an EIR for the Tuscany Hills Project, near Melones, CA.** EIR prepared for Calveras County.
- **Archaeological and historical investigations associated with an EIR for the Northstar Highlands Project, Truckee, CA.** EIR prepared for Placer County.
- **Management of multiple task indefinite delivery/quantity (on-call) contracts with University of California, Davis from 1997 to 2003.** Over 100 projects were successfully completed that involved excavation, artifact analysis, and Native American consultation.
- **Archaeological and historical investigations for the ENF-SPI Land Exchange.** Report prepared for the Eldorado National Forest, Placerville, CA. Archaeological investigations included survey of 1,700 acres and determining the eligibility of prehistoric and historic sites for inclusion in the National Register of Historic Places.
- **Archaeological and historical investigations for the U.S. Gypsum Mine Expansion in Imperial County.** Report prepared for Resource Design Technology, Inc., Folsom, CA, which included survey of 650 acres and eligibility determinations for historic sites for inclusion in the National Register of Historic Places and the California Register of Historical Resources.
- **Archaeological and historical investigations for the Siller Ranch Residential Development, Truckee, CA.** Report prepared for DMB/Highlands LLC, Truckee, CA, which included survey of over 2,000 acres and eligibility determinations for prehistoric and historic sites for inclusion in the California Register of Historical Resources.
- **Archaeological and historical investigations for the IXC Long Haul Fiber Optic Project from Las Vegas to Los Angeles.** Report prepared for North State Resources, Redding, CA.
- **Archaeological and historical investigations for the relocation of Yuba Manufacturing Company Dredge #17 in the Yuba Gold Fields.** Report prepared for Tetra Tech EMI, Inc., Rancho Cordova, CA. Archaeological and historical investigations included archival research, field survey, and determining the eligibility of the dredge for inclusion in the National Register of Historic Places.
- **Damage Assessment for the False Walrus Site on the Eldorado National Forest.** Report prepared for the Eldorado National Forest, Placerville, CA.
- **Historic Properties Survey Report, Archaeological Survey Report and Historical Resources Evaluation Report for the Sheldon Road/Highway 99 Interchange Improvement Project.** Reports prepared for the City of Elk Grove, CA..
- **Historic Properties Survey Report, Archaeological Survey Report and Historic Architectural Survey Report for the Cypress Avenue Widening Project in the City of Redding.** Reports prepared for the City of Redding.
- **Archaeological and historical investigations for the University of California, Davis Lake Tahoe Research Center, Tahoe City, CA.** Report prepared for the Office of Resource Management and Planning, UC Davis, which included excavation, artifact analysis, and Native American consultation.
- **Archaeological and historical investigations for the Hopkins Ranch Residential Development, Truckee, CA.** Report prepared for DMB/Highlands LLC, Truckee, CA, which included survey and eligibility determinations for prehistoric and historic sites for inclusion in the California Register of Historical Resources.
- **Archaeological and historical investigations for Replacement of Fish Ladders on the Sacramento River in the City of Redding.** Report prepared for CH2MHill, Redding, CA.

- **Archaeological and historical investigations for the Seismic Retrofit of the Jibboom Street Bridge, Sacramento, CA.** Report prepared for P.S. Preservation, Inc. Sacramento, CA.
- **Archaeological and historical investigations for the Lower Clear Creek Restoration Project, Shasta County.** Report prepared for North State Resources, Redding, CA.
- **Archaeological and historical investigations for the Bodega Bay Fiber Optic Project.** Survey and report for a 100-mile fiber optic project through Napa and Sonoma Counties completed for North State Resources, Redding, CA.
- **Archaeological and historical investigations for the Morro Bay Fiber Optic Project, San Luis Obispo County.** Report and monitoring completed for North State Resources, Redding, CA.
- **Archaeological and historical investigations for the Monterey Bay Fiber Optic Project, Santa Cruz County.** Report and monitoring completed for North State Resources, Redding, CA.
- **Archaeological and historical investigations for the Stillwell Mine in Tulare County and Cultural Resources Management Plan for the Stillwell Mine.** Report and Management Plan prepared for Resource Design Technology, Folsom, CA.
- **Archaeological and historical investigations for the Seismic Retrofit of the Victoria Avenue Bridge, Riverside, CA.** Report prepared for P.S. Preservation, Inc. Sacramento, CA.
- **Archaeological and historical investigations for the General Jim Moore Boulevard Project on the Former Fort Ord.** Report prepared for the Fort Ord Reuse Authority, Monterey County.
- **Archaeological and historical investigations for the Rippling River Residential Facility, Carmel Valley, CA.** Report prepared for Monterey County.
- **Archaeological and historical investigations for the Cochrane Planned Unit Development, Morgan Hill, Santa Clara County, CA.** Report prepared for the City of Morgan Hill.
- **Archaeological and historical investigations for the DJ Farms Residential Development, Guadalupe, Santa Barbara County, CA.** Report prepared for the City of Guadalupe.
- **Archaeological and historical investigations for the Mammoth Geothermal Exploration Project, Inyo County.** Report prepared for Environmental Management Associates, Brea, CA.
- **Archaeological and historical investigations for the Willows Wal-Mart.** Archaeological, historical, and paleontological investigations and report documenting the result of investigations prepared for the City of Willows.
- **Archaeological and historical investigations for the Hopkins Ranch Residential Development, Truckee, CA.** Report prepared for DMB/Highlands LLC, Truckee, CA, which included survey and eligibility determinations for prehistoric and historic sites for inclusion in the California Register of Historical Resources.
- **Archaeological and historical investigations at CA-COL-90H and CA-COL-221 in the City of Colusa, Colusa County.** Test excavations, eligibility determinations for inclusion in the National Register of Historic Places, and report for the US Army Corps of Engineers–Sacramento District, as part of the Upper Sacramento River Area Levee Reconstruction, Phase V Project.
- **Archaeological and historical investigations for the Wilbur Springs Road Bridge and Danley Road Bridge in Colusa County. Archaeological and historical investigations and report.** Report included survey and eligibility determinations for historic sites for inclusion in the National Register of Historic Places and the California Register of Historical Resources prepared for Colusa County.

Professional Affiliations

Society for American Archaeology

Society for California Archaeology

California Preservation Foundation

Society for California Archaeology Native American Programs Committee

Publications and Accomplishments

Roundtable Discussant: "The Wireless Industry and the Protection of Cultural Resources". American Cultural Resources Association Annual Meeting, Cincinnati, OH, 2001.

Martis: Past, Present, and Future. Paper presented at the Twenty-Sixth Great Basin Anthropological Conference, Bend, OR, 1999.

Eldorado National Forest liaison to Sesquicentennial activities at both the state and local level (e.g. Gold Discovery Park, Coloma, California) 1997.

Authored and was awarded an Interstate Transportation Enhancement Act (ISTEA) grant for \$240,000. for a cultural resources management plan for the historic Highway 50 Corridor within the Eldorado National Forest, 1994.

Participated on several Interdisciplinary Teams for projects critical to the Eldorado National Forest and was writer/editor for environmental documents, 1993-95.

Prepared the Native American Graves Protection and Repatriation Act inventory for the Eldorado National Forest, 1993.

Authored numerous site records and archaeological reports, contributed to environmental assessment and effects reports and performed peer reviews for archaeological reports, 1993-2003.

Language and Culture on the North Coast of New Guinea, American Anthropologist Volume 94, Number 3. Paper was co-authored with Robert L. Welsch and John Terrell, and won the Morton H. Fried Award for the best paper published by American Anthropologist in the General Anthropology Division in 1992.

Organized and Co-Chaired the Symposium: Anthropology on the North Coast of New Guinea. Symposium presented at the American Anthropological Association Annual Meeting, Washington, D.C., 1990.

Trade Relationships Along the North Coast of New Guinea. Paper presented at the American Anthropological Association Annual Meeting, Washington, D.C., 1990.

Analysis of Artifactual Material Recovered from the Royce Farm, in The History of the Dupage Parkway: The Royce Farmstead (circa 1835), Will County, Illinois, edited by Rochelle Lurie. Cultural Resources Management Report No. 68, 1989.

**KURT LEGLEITER**
Air Quality & Noise Specialist**EDUCATION**

B.S., Environmental Health Science,
California State University, Fresno,
1994

B.A., Urban and Environmental
Planning, California State University,
Fresno, 1994

Community Noise Enforcement
Certification, Rutgers State University of
New Jersey, 2001

TRAINING

Air Toxics Health Risk Assessment &
HARP, BlueScape Environmental &
Dillingham Software Engineering, 2004

Sound Power Measurement & Analysis,
Bruel & Kjaer, 2003

Vibration Measurement & Analysis,
Bruel & Kjaer, 2003

Acoustics & Measurement Principles,
Bruel & Kjaer, 2003

Air Dispersion Modeling,
Trinity Consultants, 2001

ISC/AERMOD Air Dispersion Modeling,
Lakes Environmental, 2001

FHWA Traffic Noise Modeling,
Harris Miller Miller & Hanson, 1998

AFFILIATIONS

Air and Waste Management
Association

Acoustical Society of America

Institute of Noise Control Engineers

Association of Environmental
Professionals

American Planning Association

Kurt Legleiter is the Principal Air Quality and Noise Specialist and sole proprietor of AMBIENT Air Quality & Noise Consulting. His project experience spans over 10 years and encompasses both the public and private sectors. He specializes in the preparation of air quality and noise analyses in support of community planning and development projects subject to review under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). Mr. Legleiter is proficient in the use of various air quality and noise modeling software programs, including URBEMIS2002, SCREEN3, ISCST3, HARP, CALINE4, FHWA Traffic Noise Model, and Sound32.

EXPERIENCE

Prior to founding AMBIENT Air Quality & Noise Consulting, Mr. Legleiter was Manager of the Air Quality and Noise Practice at EDAW, Inc from 1997 to 2004. In that capacity, he directed the preparation of air quality and noise studies for projects located throughout the United States. Additional experience, prior to 1997, included employment as an Environmental Planner with Michael Paoli and Associates (1995-1997) and as an Air Quality Planner with the San Joaquin Valley Air Pollution Control District (1993-1995).

REPRESENTATIVE PROJECTS

Mr. Legleiter's air quality- and noise-related experience includes the preparation and oversight of air quality and noise studies associated with a variety of development projects, including residential, recreational, commercial, and industrial land uses. Representative past and current projects for which Mr. Legleiter has prepared air quality and/or noise analyses include the following:

TRANSPORTATION PROJECTS

- 65th Street Transit Village Plan North EIR, Sacramento, CA
- Bay Area Rapid Transit Station EIR, Dublin and Pleasanton, CA
- Elk Grove Boulevard and State Route 99 Interchange Improvement Project EIR, Elk Grove, CA
- Grant Line Road and State Route 99 Interchange Improvement Project EIR, Elk Grove, CA
- South 65th Street Transit Village Plan EIR, Sacramento, CA
- State Route 49/Fowler Lane Roadway Project, El Dorado County, CA
- Industrial Drive Extension IS/EA, Rancho Cordova, CA
- Sunrise Boulevard Widening IS/ EA, Rancho Cordova, CA
- Marina Transit Station IS/ EA, Marina, CA

COMMUNITY DEVELOPMENT PROJECTS

- Brownwood Estates Subdivision Project MND, Elk Grove, CA
- Castroville Community Plan, Castroville, CA
- City of Jackson General Plan Update EIR, Jackson, CA
- College Square Planned Unit Development EIR, Sacramento, CA
- Delano Marketplace EIR, Delano, CA
- El Dorado County General Plan EIR, El Dorado County, CA

**KURT LEGLEITER**
Air Quality & Noise Specialist

- Grantline Road and State Route 99 Interchange Improvement Project Supplemental Noise Analysis, Elk Grove, CA
- Greenfield CHISPA Annexation Project, Greenfield, CA
- Milpitas Midtown Redevelopment Plan & EIR, Milpitas, CA
- Missouri Flat Road Widening Project, El Dorado County, CA
- Rio Del Oro Specific Plan, Rancho Cordova, CA
- River Islands at Lathrop Subsequent EIR, San Joaquin County, CA
- Riverside Motorsports Park EIR, Merced, CA
- Sacramento Panhandle Annexation and Metre PUD Project EIR, Sacramento, CA
- Tahoe City Marina Expansion Master Plan EIR/EIS, Tahoe City, CA
- Union Ranch Specific Plan EIR, San Joaquin County, CA
- U.S. Department of Transportation Consolidation EIS, Washington, D.C.
- U.S. Patent & Trademark Office Consolidation EIS, Washington, D.C.

INDUSTRIAL PROJECTS

- Avenal Landfill Expansion Project EIR, Avenal, CA
- Buenna Vista Landfill Expansion Project EIR, Buena Vista, CA
- Fink Road Landfill Expansion EIR, Stanislaus County, CA
- Genie Manufacturing Facility EA, Grant County, WA
- Koster Road Quarry Excavation EIR, San Joaquin County, CA
- Lathrop Water Recycling and Treatment Master Plan EIR, Lathrop, CA
- Manteca Wastewater Treatment Plant Expansion EIR, Manteca, CA
- Mono/Inyo Mining & Reclamation Project EIR, Mono/Inyo County, CA
- Patterson Sand Gravel Mine Expansion EIR, Placer County, CA
- Sacramento Municipal Utility District's South Land Park-Interstate 5 Neighborhood Distribution Substation MND, Sacramento, CA
- Sacramento Regional Wastewater Treatment Plant EIR, Sacramento, CA
- Shasta Ranch Gravel Mining and Reclamation Project EIR, Shasta County, CA
- Western Regional Landfill Expansion Project EIR, Placer County, CA

RECREATION/EDUCATION PROJECTS

- Alcatraz Island Historic Preservation and Safety Construction Program, San Francisco, CA
- Camp Wawona Redevelopment EIR/EA, Mariposa County, CA
- Central Unified School District Service Center EIR, Fresno, CA
- Dowdy Ranch Day-Use Development Project at Henry W. Coe State Park IS/MND, Santa Clara County, CA
- Esparto High School EIR, Esparto, CA
- Fresno City Community College Old Administration Building Rehabilitation and Seismic Retrofit Project, Fresno, CA
- Georgetown University Southwest Quadrangle Project EA, Georgetown University
- Kermit-Koontz Education Center IS/MND, Fresno, CA
- Matranga Middle School EIR, Placer County, CA
- National Harbor Entertainment and Commercial Development, Washington, DC
- Tuolumne River Restoration Project, Turlock, CA



KURT LEGLEITER
Air Quality & Noise Specialist

REFERENCES

Area West Environmental
Becky Rozumowicz, Principal
Tel: 916.987.3362
Email: areawest@pacbell.net
Recent Projects: SMUD South Land Park-Interstate 5 Neighborhood
Distribution Substation MND and the Sunrise-Douglas Electric Distribution
MND, Sacramento, CA.

City of Elk Grove
Taro Echiburu, Environmental Planning Manager
Tel: 916.691.6411
Email: techiburu@elkgrovecity.org
Recent Projects: Elk Grove Boulevard and State Route 99 Interchange
Improvement Project and the Plaza III MND, Elk Grove, CA.

Douglas Environmental
Doug Brown, Principal
Tel: 916.739.8407
Email: browndoug@att.net
Recent Projects: Riverside Motorsports Park EIR, Merced County, CA.

Paoli & Odell, Inc.
Scott Odell, Principal
Tel: 559.432.4890
Email: sodell@paoliandodell.com
Recent Projects: Kermit-Koontz Education Center EIR and the Central
Unified School District Service Center EIR, Fresno, CA.

Fred Kelley

Senior Project Manager

YEARS OF EXPERIENCE: 18

EDUCATION:

Post Graduate Studies,
Civil/Transportation Engineering,
University of Kansas, Lawrence, KS
M.A., Public Administration,
Wichita State University, Wichita, KS
B.A. Political Science,
Friends University, Wichita, KS

PROFESSIONAL AFFILIATION(S):

Institute Of Transportation Engineers
American Planning Association

Fred has over 18 years of progressive transportation planning, traffic engineering and project management experience throughout the Bay Area, Nevada and the mid-west. Fred has an extensive urban area public sector background, which complements his 11 years of private sector consulting. He has served as a Project Manager or Principal-in-Charge for numerous transportation planning transit planning, traffic engineering, travel demand and public policy projects Fred has also managed several comprehensive multi-disciplinary projects which included both civil design and transportation planning components.

His experience covers a wide spectrum of services including; traffic impact analyses, travel demand forecasting, freeway operations analysis, parking studies, corridor studies; feasibility studies, project study reports, EIR's; transit studies, on-call services, traffic circulation, contingency plans, general plans; public policy development, traffic management plans and peer review

RELEVANT EXPERIENCE

- Downtown Precise Plan, Redwood City, CA--Project Manager for the traffic analysis of a 46 block downtown redevelopment effort in Redwood City. The analysis evaluated various development alternatives, proposed a "true" multi-modal, pedestrian friendly environment. The project mixed Caltrain accessibility, with transit, bicycle and pedestrian components.
- Route 101/Woodside Road Interchange Project Report/Environmental Document, San Mateo Co., CA – Project Manger for the traffic forecast and traffic operations analysis for the Route 101/Woodside Road Interchange Improvement Project. The purpose of the analyses was to develop a preferred improvement alternative by identifying existing operational problems and testing the effects of several proposed improvements.
- Oahu Transit Centers Operations Analysis, Oahu, H I-- Project manager for a traffic impact/traffic operations analysis involving the construction of three transit centers on the island of Oahu. The centers, constructed as part of the implementation of a new hub and spoke transit system on the island of Oahu, required a traffic impact and operations analysis to be included in a comprehensive environmental document. The analysis addressed existing and project conditions and provided recommendations to mitigate potential impacts.
- Alameda County Congestion Management Association – I 880 North Bound Safety Improvements; Oakland, CA – Project Manager. Currently working to prepare a project study report for improvements to an existing on-ramp and off-ramp at I-880. This involves studying roadway geometry and preparing design alternatives to improve the safety of existing conditions for approval by Caltrans.
- I-880 Ramp Metering, Alameda Co., CA--Project Manger for the City of Hayward during Caltrans implementation of ramp metering in the I-880 corridor. The project involved extensive coordination with Caltrans prior to and subsequent to the implementation of ramp metering in Planning Area 2 (Hayward). Planning Area 2 was the first location to be metered along I-880 in Alameda County.
- I-880 Transportation Corridor Study, Alameda Co., CA-- Senior Project Engineer in the preparation of travel forecasts for the I-880 corridor in Alameda County. The project, which was a prelude to current improvements along I-880, analyzed various improvement strategies including the addition of mixed-flow lanes, auxiliary lanes, HOV lanes and ramp metering.
- I-580/Castro Valley Interchange Project Study Report, Alameda Co., CA – Project Manger for the traffic forecast and traffic operations analysis relative to proposed interchange improvements in unincorporated Alameda County (Castro Valley). The project, as proposed will provide improved access into central Castro Valley from

Route 580. The project quantified existing traffic conditions and evaluated various interchange alternatives.

The project necessitated complication of a travel demand forecasts report, development and calibration of a CORSIM micro-simulation model and completion of a traffic operations analysis/report. This project required extensive coordination with Caltrans and ACTIA.

- State Route 237 Corridor Study, Santa Clara Co., CA - Transportation Project Manager for an analysis of SR 237 between Great America Parkway (Santa Clara) and El Camino Real (Mountain View). The purpose of the study is to evaluate existing traffic operations within the project study area and identify on-going operational deficiencies. The second phase of the study involved the development and testing of various improvement package scenarios to determine which strategies would provide the most significant benefits to correct both existing and future operational deficiencies. This process required utilization and refinement of travel demand forecasts, the development and calibration of a micro-simulation model (CORSIM), testing various improvement packages, developing consistent MOE's, and multiple coordination meetings with VTA and local agency staffs.
- I-880/SR 92 Interchange Study, Alameda Co., CA – Project Manager for the preparation of travel forecasts and a traffic operation report for proposed improvements to the I-880/SR 92 Interchange. The analysis, which would be incorporated into a project EIR/EIS, addressed 12 design alternatives, which were then screened to select a preferred alternative. The EMME/2 Planning Area 2 model was used to develop forecasts and CORISM was used to conduct the traffic operations analysis.
- Highway 101 Auxiliary Lane Project, San Mateo Co., CA – Task Manager for the creation of working papers for the SMCTA, which analyzed the relative benefits of providing auxiliary lanes versus mixed flow lanes along Highway 101 in San Mateo County. The analysis took into account benefits relative to capacity, weaving, and travel time improvements within the corridors
- Point Molate, Richmond, CA–Project Manger for the traffic analysis of an urban gaming casino, hotel resort and amphitheatre. The project involved extensive coordination with stakeholders in attempting to provide major infrastructure improvements, in addition to transit and ferry service access to and from the project site.
- Mission-Garin General Plan Amendment Traffic Analysis, Hayward, CA–Project Manager for an analysis involving multiple development scenarios for eleven parcels (totaling 306 acres) in Hayward, California. This comprehensive analysis evaluated four distinct residential developmental scenarios (ranging from 73 to 801 units) and three separate year 2025 transportation network scenarios.

Brandon Whitehurst, PE*Civil Engineer***Registration(s):***Registered Professional Engineer
California No. C61551***Years of Experience:** 9**Education:***M.S., Civil Engineering,
Emphasis in Transportation Engineering
San Jose State University, 2004**B.S., Civil Engineering,
Emphasis in Structural Engineering San Jose
State University, 1997***Computer Skills:***AutoCAD and Land Development Desktop;
ArcView GIS; AutoCAD Map; Primavera Project
Planner (P3); Microsoft Project; Haestad
Methods StormCAD and FlowMaster; C and
Visual Basic programming languages.***Professional Affiliations***Member, American Society of Civil Engineers**Member, National Society of Professional
Engineers**Brandon is a registered civil engineer with nine
years experience in design and construction
management of various roadway and
infrastructure projects including roadway
widening, interchange design, marine terminal
construction, seismic retrofit, storm and sanitary
sewer design. He possesses a strong
construction management background that
contributes to efficient design development by
identifying potential field issues during design.
He is also proficient in scheduling and project
management tools as well as topographic
surveying.***RELEVANT EXPERIENCE**

- **Oakland Uptown Development Project, Oakland, CA.** Project Engineer. Developing schematic, preliminary and final design documents of infrastructure improvements for a mixed-use development in downtown Oakland. Project includes reconstruction of four streets and construction of two new mews, or alleyways, within the project area; and upgrading of existing sanitary sewer, storm drain and potable water mains within the development.
- **On-Call Architecture and Engineering Services for the Port of Oakland, Oakland, CA.** Project Controls Engineer. As part of an on-call architecture and engineering contract, provided project controls assistance to the Engineering Project Management team for the Port's Maritime projects. Tasks include monitoring of multiple project budgets for identification of trends, updating and publishing of monthly project progress reports, preparation of project statements for projects to be included in the capital improvement program, preparation of project statement revisions to adjust project budgets
- **14th Avenue Streetscape Project; Oakland, CA.** Project Engineer. As a subconsultant to the urban design team, project consists of the identification and presentation of proposed street improvements to implement traffic calming measures such as bulbouts, crosswalks, and other pedestrian amenities. Tasks performed include an existing conditions analysis and identification of potential issues and coordination with the 14th Avenue Corridor Technical Advisory Committee Project. Responsible for roadway layout, roadway details, signing and striping plans, and cost estimates to support a 35% level of design in order to obtain funding for construction.
- **Port of Oakland Container Yard Phase 1B, Berths 55/56, Administration Building and Maint. & Repair Facility at Berths 55/56; Oakland, CA** – Office Engineer and Project Scheduler. Project consists of construction of 71 acres of marine terminal backlands and terminal building facilities. Responsible for managing change orders and analyzing construction schedules for multiple contracts simultaneously. Analyze cost and schedule impacts resulting from field issues and design changes. Compose project correspondence and prepare weekly and monthly project summary reports. Perform field inspections to verify schedule progress. Construction Cost: \$45M
- **SR121 / Stanly Lane Signalization & Intersection Improvements, Napa, CA.** Project Engineer. Project consists of the widening of approximately 1000 feet (300m) of State Route 121 and traffic signal installation within Caltrans right-of-way. Responsible for roadway layout, drainage details, signing and striping plans, construction staging plans, traffic signal plans, cost estimate and encroachment permit application. Construction Cost: \$750K.
- **On-Call Traffic Engineering Services, Berkeley, CA.** Project Engineer. As part of an on-call traffic engineering contract, was responsible for preparing conceptual layouts and cost estimates for curb bulb-outs as a traffic calming measure at 18 locations throughout city neighborhoods. This

on-call task was completed within a short duration schedule to the satisfaction of the City's traffic engineer.

- **Great Mall Parkway/I-880 Capacity Improvements; Milpitas, CA.** Project Engineer. Project consists of freeway off-ramp widening, roadway widening and signal modifications within Caltrans right-of-way. Responsible for roadway layout, roadway details, signing and striping plans, cost estimate, specifications and project coordination. Project designed under compressed time constraints to obtain funding. Construction Cost: \$400K
- **Right Turn Lane at Abel Street / Calaveras Blvd (SR 237), Milpitas, CA.** Project Engineer. Project consists of approximately 600LF of roadway widening, and signal modifications within Caltrans right-of-way. Responsible for roadway layout, roadway details, signing and striping plans, cost estimate, specifications and project coordination. Project designed under compressed time constraints to obtain funding. Construction Cost: \$500K
- **Walters Road Widening; Suisun City, CA.** Project Engineer. Project consists of 5600 LF of suburban collector roadway. Responsible for layout of roadway, geometrics, signing and striping, quantity and cost estimates, preparation of contract documents. Construction Cost: \$6M
- **Oak Park Renaissance Community Master Plan, Sacramento, CA.** Project Engineer. Teamed with urban land architects to develop a community master plan to improve the poor economic conditions in this 60-acre neighborhood. Plan also addressed the substandard and poor housing stocks, traffic and pedestrian circulations. Traffic calming measures such as speed humps and corner bulb-outs were evaluated. Responsible for developing rough order of magnitude construction cost estimates that will provide a basis for funding decisions.
- **Mare Island North Roadway Improvement Project, Vallejo, CA.** Project Engineer. Project consists of 5800 LF of new roadway. Responsible for development of roadway and curb return profiles, grading plans, earthwork and roadway quantity calculations, roadway layout details and traffic signal design. Construction Cost: \$9M
- **I-880/Stevens Creek Blvd. PSR, San Jose, CA.** Project Engineer. Project consists of overcrossing and ramp reconfiguration to eliminate weaving conflicts at an urban interchange. Responsible for determination of roadway profiles, superelevation diagrams and typical cross-sections. Identified project design exceptions for preparation of Caltrans Project Study Report. Construction Cost: \$3.3M
- **Seismic Retrofit of Pope & Putah Creek Bridges, Lake Berryessa, CA.** Office Engineer and Construction Inspector. Project consisted of seismic retrofit of two steel plate girder bridges over water. Responsible for processing of contractor progress payments, field quantity calculations, construction inspection of roadway and structural elements, preparation of daily construction inspection reports, review of contractor submittals, review of extra work requests and prepared project final report. Project constructed under Caltrans' Local Bridge Seismic Safety Retrofit program and administered under State Standard Specifications.



TIMOTHY C. KELLY, CRE

Mr. Kelly is a founder of the firm and serves as President. He is the Managing Principal of the San Francisco office. For more than 30 years, Mr. Kelly has provided his clients with real estate and financial expertise on urban development.

Key Role

Mr. Kelly has been an advisor on a wide range of commercial and residential developments. Many have been pioneering, ranging from Horton Plaza in San Diego to the Fairmont Hotel in San Jose to Bay Street Shopping Center in Emeryville. The depth of his experience provides him with exceptional skills to work with both private developers and the public sector. He is frequently asked to play a key role in developer selections, disposition negotiations, and presentations to public officials.

Areas of Specialization:

Disposition Strategies and Developer Selections

Mr. Kelly assists his clients in evaluating and structuring land sales, ground leases and the sale of air rights. Assignments have included the SGI Campus in Mountain View, Century Theatres in San Mateo, multiple residential sites throughout the Bay Area and in Reno.

Development Agreements and Entitlement Strategies

Mr. Kelly advises his clients on development agreements and entitlement strategies for surplus properties, underutilized industrial and commercial sites, and base closures. He specializes in developing strategies that balance development interests with requirements for public benefits, affordable housing and mixed use development. Assignments have included the Broadway Pointe in Walnut Creek, Chiron Campus in Emeryville, the former Santa Rita jail property in Dublin, and the Naval Fleet Industrial Supply Center in Alameda.

Public Financing in Public/Private Partnerships

Mr. Kelly has played a major role in structuring creative public private financing agreements. He has advised on agreements with Catellus, Forest City, CIM Group, Related Companies, Wolff Sesnon, Madison Marquette, MacFarlane Partners, and The Olson Company. Projects have included: Bay Street Shopping Center in Emeryville, Plaza de San Jose, On Broadway in Redwood City, San Jose Marriott, and San Jose Fairmont.

Professional Credentials

A member of the prestigious American Society of Real Estate Counselors (CRE), Mr. Kelly is the past Chairman of the Northern California Chapter. Mr. Kelly is a member of the ULI and ICSC. He has been a speaker at conferences for: ICSC, Community Redevelopment Association, ULI, and UC. An alumnus of UCLA, Mr. Kelly earned his undergraduate degree in economics there and continued at the Graduate School of Management where he earned his MBA.



MARILYN CHU

Ms. Chu is a Manager in Keyser Marston Associates' San Francisco office. She has worked in urban planning in the cities of Seattle, Boston, San Francisco, and Oakland prior to joining the firm in 1984.

Key Role

Ms. Chu specializes in assessing the market potential and financial feasibility of real estate development projects. Given Ms. Chu's training in architecture, urban planning and economics, she is able to apply an interdisciplinary perspective to many of the firm's real estate assignments. She has also worked extensively in both the private and public sector and thus is familiar with the respective goals and technical requirements of each.

Areas of Specialization:

Real Estate Feasibility Analysis

Ms. Chu has extensive experience in identifying market opportunities and evaluating the financial feasibility of development proposals. Assignments have included residential and commercial projects specifically oriented to the Asian community such as Phoenix Plaza and Pacific Renaissance Center, two completed projects in downtown Oakland.

Assignments have been as diverse as assessing market potential for three major retail sites in Osaka, Japan, to pro forma analysis of investment, cash flows, and returns for the Bloomingdale's project in downtown San Francisco and the Town Center Mall in Sunnyvale.

Economic Development/ General/Specific Plans

Ms. Chu worked with municipalities to prepare economic development, general and/or specific plans to identify opportunities for job creation, tax base expansion and business retention/attraction in their communities. She has worked on projects with the Port of San Francisco (Piers 90-94), San Francisco Public Utilities Commission, Napa County (Airport Industrial Area), and the City of Emeryville (General Plan Update).

These assignments often include developing a realistic and timely implementation strategies that identify the financing resources available (debt, equity, public/private funds), the priorities of allocation, the entities responsible, and a schedule of implementation actions. Examples include a leasing and financing plan for the Presidio of San Francisco and an infrastructure financing plan for the City of West Sacramento.

Downtown Revitalization

Ms. Chu assisted cities and towns in developing workable downtown strategies that both acknowledge and preserve existing retail uses as well as identify and create opportunities for new uses to enhance, revitalize, and complement the existing mix. She has been involved in the conceptualization of strategic plans for downtown Portland, Spokane, Concord, Pleasant Hill, Oakland, San Mateo, and more recently,

Belmont and Santa Clara. She has also worked on market studies for the development of major retail and entertainment projects in a number of downtowns, including Modesto and Sunnyvale.

Professional Credentials

Ms. Chu received a B.A. in architecture from the University of California, master's degrees in urban planning and business administration, and a certificate in urban design. She is also a member of the American Institute of Certified Planners, Northern Chapter of the American Planning Association and Women in Real Estate.



DEBBIE KERN

Ms. Kern is a principal in Keyser Marston Associates' San Francisco office. She has over 20 years of experience in real estate consulting and specializes in affordable housing finance.

Key Role

Ms. Kern manages housing related services for Keyser Marston clients in San Francisco and specializes in the area of mixed-income and affordable housing. Her broad experience combined with strong technical skills provide her with unique ability to advise on conceptual issues as well as structuring complex public/private transactions.

Areas of Specialization

Fiscal and Economic Impact Analysis

Fiscal and economic impacts are becoming key factors in the approval process for new development and business expansion. Ms. Kern's expertise ranges from analyzing the impacts of specific businesses to helping municipalities establish standard approval policies and practices. Ms. Kern has analyzed the fiscal and economic impacts of businesses and real estate developments for both private and public sector clients. Ms. Kern is a leader in the field of structuring municipal service financing plans to ensure that new development generates sufficient revenues to fund needed services. Recent assignments include:

- Evaluated and prepared a presentation on the economic benefits generated by a large shipbuilder to the City of San Diego. Analysis resulted in an extension of the shipbuilder's lease.
- Evaluated and prepared a presentation on the fiscal and economic benefits to the City of Fresno to be generated by the Savemart Events Center. The Center has proven to be very successful and a key economic driver in the City.
- Assisted the City of Marina establish policies regarding the provision of municipal services to ensure that new large scale development within the City will generate sufficient tax revenue.

Affordable Housing

Ms. Kern manages housing related services for KMA clients in San Francisco. The development of affordable housing has become a primary objective of communities throughout California and Ms. Kern has been instrumental in assisting redevelopment agencies:

- Negotiate and structure business terms of public/private partnerships for the development of new affordable housing;

- Establish program and financial strategies for increasing the supply of affordable housing that maximize the leveraging of local public subsidies;
- Issue bonds secured by Housing Set-aside Funds to fund affordable housing developments; and
- Establish and update affordable housing inclusionary programs.

Additional Areas of Specialization:

Conversion of Former Military Bases

Ms. Kern is a specialist in the area of converting former military bases into civilian uses. She has been instrumental in negotiating the transfer of military bases to municipalities, developing reuse plans that meet the communities' objectives, assisting reuse authorities select private developer partners, structuring financing plans for successful redevelopment and the provision of affordable housing, and in successfully implementing new development. Major military base conversion assignments include Hamilton Air Force Base, Alameda Point, Fort Ord, Naval Medical Center at Oak Knoll, Oakland Army Base, and McClellan Air Force Base.

Professional Credentials

Ms. Kern is a regular speaker on affordable housing issues at California Redevelopment Association seminars and has also spoken at Urban Land Institute and National Association of Homebuilders national conferences. Ms. Kern holds a master's degree in economics from Columbia University and a bachelor's degree in economics from the University of California at Berkeley. She is a member of the Phi Beta Kappa honor society.

DAVID DOEZEMA

Mr. Doezema is a Manager in Keyser Marston Associates' San Francisco office. He joined KMA in 2002 and has participated in fiscal impact analysis, redevelopment finance, economic benefits assessment, and economic nexus analysis.

Areas of Specialization

Fiscal Impact Analysis

Assessment of the general fund revenue and expense impacts of development projects that have included master planned residential communities, military base reuse plans, medical facilities, and mixed-use projects in jurisdictions including Los Angeles, Santa Fe Springs, Modesto, Santee, Alameda, Dublin, Santa Paula, Marina, and Monterey County.

Recent fiscal analysis assignments have included military base reuse plans for the former Alameda Point Naval and the East Garrison and University Villages projects on the former Fort Ord. Each of these projects are large-scale mixed-use developments. Analyses were prepared in support of disposition and development agreement negotiations and for financial planning purposes. In each case, the resulting projection of fiscal impacts supported a financing plan for conversion of the base to civilian uses while satisfying the fiscal neutrality goals of our clients.

Redevelopment Finance and Tax Increment Projections

Projection and analysis of redevelopment agency finances including tax increment revenues, bonding capacity, debt service, and other obligations. Agency assignments include tax increment and cash flow projection in relation to disposition and development agreement negotiations, issuance of bonds, redevelopment plan adoption and redevelopment implementation plan amendment, and long term planning.

Recent experience includes the University Villages, East Garrison, and Cypress Knolls projects within the former Fort Ord. Projections of tax increment cash flow and bonding capacity were completed to support disposition and development agreement negotiations and financing plans for public facilities and affordable housing.

Mr. Doezema assisted with preparation of Fiscal Consultant Reports in relation to recent tax allocation bond sales by the Alameda Community Improvement Commission, and the San Ramon Redevelopment Agency.

Redevelopment plan adoption and Amendment financial feasibility analysis experience include assignments for Redevelopment Agencies in the Cities of West Sacramento, Santa Rosa, King City, Milpitas, San Ramon and Modesto.

Economic Benefits Assessments

Analysis of economic benefits including economic output, employment, payroll and local tax impacts. Assignments have included analyses for a medical center expansion, fixed-base operator, two tech companies, several master planned communities, a ship builder, and a liquid natural gas shipping terminal and power plant.

Economic Nexus Analysis

Mr. Doezema completed an update and restructuring of Keyser Marston's proprietary jobs housing nexus model. The model calculates the nexus between commercial and residential development and affordable housing demand by merging local and national data on occupations and wages by land use.

An assignment for the City of San Carlos involved application of the nexus model to the proposed Palo Alto Medical Foundation Hospital and East San Carlos Specific Plan to quantify demand for affordable housing generated by development of a 500,000 square foot hospital complex and 2.6 million square feet of commercial space. The analysis is currently being used by the City of San Carlos in support of entitlement negotiations.

Recent assignments for the cities of Seattle and San Francisco involved calculating the nexus between market rate residential development and affordable housing demand by accounting for employment growth associated with consumer expenditures. The analyses will be used to support fee programs in both cities.

Other Nexus assignments have included the cities of San Diego, St. Helena, Walnut Creek, and Napa County.

Professional Credentials

Mr. Doezema holds a master's degree in urban planning and a bachelor's degree in civil and environmental engineering from the University of Michigan, Ann Arbor.