Response to Request for Proposals for Services

Menlo Park El Camino Real / Downtown Specific Plan

25 September 2008

SMWM

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September 25, 2008

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

Re: Proposal for El Camino Real / Downtown Specific Plan

Dear Mr. Rogers,

It is with great pleasure that SMWM submits to you our proposal to prepare the Specific Plan and supportive documents for the El Camino Real/ Downtown Menlo Park project area.

Translating Visions into Real Strategies for Implementation
The SMWM team is already deeply rooted in redevelopment projects of existing urban areas along the Peninsula and the Bay Area. Our deep commitment to cities has helped communities articulate their visions and design redevelopment strategies in existing urban areas that are sensitive to historical context and existing neighborhoods, provide key open spaces and linkages, and promote pedestrian orientation. Our previous work on the El Camino Real Master Plan in the city of San Mateo illustrates our knowledge of the challenges of El Camino Real in serving local needs while maintaining its state highway designation. This work also demonstrates that we are not only able to navigate the complexity of redeveloping commercial corridors and balancing the needs of adjacent residents and neighbors, but deftly build consensus between various key stakeholders and public agencies and officials.

We bring forward to this project our local experience with transit-oriented developments in San Mateo, San Jose and Union City, amongst others. Our Station Park Green project in San Mateo, located next to the Hayward Park Caltrain station, is evidence of our capabilities to keenly develop infill opportunities based on the realities of market conditions and neighborhood pressures. This project recently won the 2008 AIACC Urban Design Merit Award for its ability to create a vibrant walkable community and connect residents and neighbors to great public spaces, amenities and the transit lines. We also helped pioneer the LEED for Neighborhood Development rating through this project, which was part of the pilot program and focus group and achieved Gold rating for phase 1. We are also currently engaged with Stanford University for the development of their campus in Redwood City. We have been closely working with the University, the city, community groups and the large consultant team through Specific Plan and Design Guidelines process for entitlement.

Our work with the Community Redevelopment Agency (CRA/LA) in San Pedro on a similar project demonstrates how we effectively inserted sensitive new developments in a historical context, promoted new streetscape improvements for two major streets, and extended the pedestrian network while maintaining San Pedro's vital character and identity. In San Francisco, our experience includes developing real visions for historically underserved communities. We've worked on redevelopment plans and visions for practically every one of the city's developing communities, including Mission Bay, Treasure Island, Hunters Point Shipyard, Transbay Terminal Area, and the Presidio. Idealists and pragmatists, our team brings the vision and the know-how to translate sustainable, civic and development goals into practical, cost-effective standards that promote rich, varied, and identifiable districts and neighborhoods. Moreover, many of these projects are finished, in construction, or on their way to entitlements by developers, which is a testimony to how we work and follow through with clearly defined goals and implementation strategies.

In our national and international practice we have worked on the Southeast Federal Center in Washington, D.C., and redevelopments in East Baltimore, Chicago, and Harlem in New York City. We have taken our design principles and tested them internationally on projects in India, Panama and Kazakhstan.

SMWM also has seasoned expertise structuring collaborative planning and design processes with diverse communities and constituencies. In our projects we have engaged stakeholders through design workshops, open houses, steering committees, and other outreach strategies so that they can rally around a common vision and ultimately become advocates of the plan. SMWM is known for its "Planning Game" that uses visually engaging maps, graphics, and other communication tools to engage participants in the design process and direct their input. We work towards educating the community about their choices and the implications of the choices and then encourage them to put forth their ideas. Informed by site analysis and the cumulative goals of the project, we then engage in a collaborative design charette and brainstorming process to develop a strategic framework and urban design plan. Working with tools like 3-D modeling, physical models, and GIS, we then take the design process further to concept development, providing several opportunities for the city agencies, project task force and community members to inform the process. We look forward to bringing this hands-on process to downtown Menlo Park and the El Camino Real project area.

This broad experience in working in the Bay Area, as well as nationally and internationally, provides us with a unique experience to take on many of the same issues that the downtown/ El Camino Real Menlo Park Project Area confronts.

The Right Team to Deliver the Project – THE SMWM TEAM

SMWM, as the prime consultant, has carefully selected a consultant team to provide the necessary skills that this complex and demanding project requires. Many on our team have worked together on other local projects and bring a wide diversity of experience, a team of experts that has dealt with these challenges before. SMWM brings experience in leading large interdisciplinary teams in highly collaborative settings. We have assembled a team whose members are visionaries and leaders in their respective fields of planning, urban design, transit-oriented development, transportation, economic strategies, environmental reviews, outreach, zoning and civil engineering.

SMWM: Leading the team is SMWM, an award-winning architecture, urban design and planning firm based in the Bay Area for over 23 years. We are committed to building environments that are great for people and communities. We value the life of cities and seek projects that bring people together and nourish urbanity. Our urban designs strike the right balance of inspiration, powerful direction and continuing long-term flexibility for cities to evolve. Our plans provide economic, cultural and design solutions that endure over time and are always greater than the sum of their parts. As Principal-in-Charge, I bring my depth of experience crafting comprehensive vision plans and implementation strategies in several cities across the nations, which have provided me valuable experience in dealing with many public agencies and commissions. Mark Hoffheimer, AICP, will provide continuity as Project Manager, bringing his depth of 25 years' experience on similar redevelopment projects.

Strategic Economics: Strategic Economics is a consulting and research firm specializing in urban, regional and real estate economics. Their innovative planning, market, and implementation strategies for transit-oriented development integrate local land use and real estate issues with regional and corridor-level analysis. Over the last five years, Strategic Economics has assisted cities, regional governments, and transit systems with transit-oriented development planning for over 20 station areas, corridors, and regions.

Fehr & Peers: Fehr & Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. They emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation, providing the right combination of leading-edge technical skills, high-quality work, and superior client service. The firm thrives on challenging assignments in controversial environments where complex problems can only be solved by using state-of-the-art analytical techniques and developing innovative yet practical solutions.

ESA: ESA has prepared more than 5,000 environmental documents in compliance with the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act, state and federal endangered species acts, and other local, state, and federal environmental requirements.

HDR Hoyt: HDR Hoyt will help SMWM carry out and organize the public outreach process. By developing tools that allow for two-way communication between the project agency and the community, HDR Hoyt creates opportunities for meaningful public participation and input. They believe it is vitally important to maintain candid and honest communication in order to manage community expectations, so residents and stakeholders understand which project components they can influence and which are given. HDR Hoyt believes community members gain a sense of pride and ownership in their city and neighborhoods knowing that they have a hand in their development and design.

Raimi & Associates: Raimi & Associates is a Berkeley-based urban planning firm, and a leader in smart growth policies. Their goal is to balance the needs of the natural environment with the needs of residents and businesses, and develop long-range plans and policy documents that advance environmental, economic and social sustainability. Raimi & Associates will assist the team with plan integration into policy documents.

BKF: BKF is an engineering firm with over 90 years' experience and multiple offices throughout the Bay Area. Their services include civil engineering, transportation, land planning, and entitlement support, amongst other specialties. They have provided services to various transit facilities and neighborhoods in the Bay Area. BKF is a resource to the team and can help with infrastructure capacity and development and flood control if required.

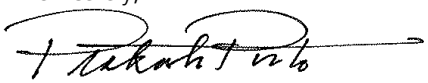
Our Approach is Thorough and Grounded

Finally, our analysis and innovations, vetted through the city, the community, and other key stakeholders, will build the pragmatic steps toward the fulfillment of the Vision and Strategic Plan. Attached to this cover is a complete and detailed project understanding and approach that outlines our team's work strategy for this effort.

Team Commitment and Availability

We believe that this project demands more than just a great vision: it requires an experienced team with a proven track record of implementing vision plans and providing key steps for implementing strategies. The key personnel for our entire team as listed in our RFP are available for the projected 22-month schedule to complete the entire project. Our highly experienced team is well prepared to meet the challenges and tasks outlined in the RFP, and we most welcome the opportunity to discuss our qualifications with you further in the near future. If you have any questions, please do not hesitate to call or email me.

Sincerely,



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Approach

Project Understanding + Approach

The City of Menlo Park is taking the next step in developing a strategic plan framework for the development of their downtown area, including the El Camino Real corridor. This effort will build on the Vision plan that has been developed as part of phase one of this effort. This second phase will continue the broad community engagement that has been integral to the process in developing a plan that will revitalize the downtown area, with appropriate distribution of uses and transit-supportive developments that will connect the downtown with the station and eastern neighborhoods. The strategic plan framework will build upon the current investments by the city and other stakeholders in the area, focusing on improvements in the private and public realms.

To support this development, the City desires to engage in a Specific Plan and EIR planning process, including a fiscal impact analysis and General Plan and Zoning update. The aim is to improve the character and vitality of Menlo Park's major commercial corridor and downtown district. Through an understanding of the required and appropriate densities and mix of uses, a strategic plan, with a strong urban design component, will determine how best to create centers of activity near the station area and Santa Cruz avenue while sensitively transition to the adjacent residential area. The strategic plan will identify catalytic investments and development incentives that leverage improvements and achieve the goals of the Vision Plan.

The SMWM team's approach is expressed through these key drivers that will address what we think are the key issues of this project:

Enhancing the Public Realm

The project area is at the very heart of the City of Menlo Park. Through this critical location, importance must be given to create a cohesive, comfortable and engaging public realm that will ultimately create signature identity for the City and enhance community life. Currently experienced are pockets of investments especially on landscape improvements that provide beautiful avenues of trees lined streets. These need to be taken further to create a comfortable pedestrian environment in the entire project area. Through the widening of sidewalks, designing crosswalks, providing pedestrians amenities, integration of landscape and built edge and creating visibility for storefronts, a comfortable pedestrian environment will be created that will encourage people out of their cars. Working with the agencies and the community, the strategic plan framework will create street hierarchy that will integrate these features and create opportunities for public plazas. One such location is at Menlo Park Caltrain station, connecting and extending Santa Cruz Avenue from downtown to the station and across, becoming a signature destination for neighbors, visitors and residents. Encouragement needs to be given to businesses in downtown and along El Camino to reinvestment in façade improvements that will create a more engaging and interesting public edge and thus drawing customers.

The challenges of El Camino Real are multifold; while it serves as a regional character it also serves as a major address for business and retail. With several lanes of traffic that merge and expand, it is a deterrent to pedestrians. Balancing the traffic needs, the right of way (ROW) of El Camino, will need to be redesigned allowing pedestrians, vehicles, and bikers to use it simultaneously without hindrance to one another. This redesign will address integration of landscape and utilities that will provide a better address for businesses while not obstructing storefronts and signage.

Balancing Traffic and Parking Demand with a Transit Focus

While traffic and parking are clearing an issue in the project area, we believe these issues need to be seen simultaneously with the benefits of transit in alleviating them. Transit provides affordable, extended, and equal mobility to people, greatly increasing their options to live, work and play. The project area must leverage is proximity to Menlo Park Caltrain Station, the several bus routes along El Camino Real and is further bounded by two additional Caltrain stations of Palo Alto and Atherton, all less than a mile a part. A mix of uses, including more residential uses, should be developed in walking distance of the station. Shared parking between the various uses would reduce the amount of space allocated to parking, saving money and creating more opportunity for other appropriate uses. Through a focus on the public realm improvements, pedestrian pathways would link parts of the neighborhoods, encouraging people to walk and use transit, and thus reducing the demand on parking and traffic.

Working with the public works and appropriate agencies, the redesign of El Camino Real within the project area will need close review, especially considering the several expansion and contraction of the lanes that currently happen. An in-depth traffic study will put forth design options that address traffic congestion along El Camino, opportunities for distribution of peak hour traffic and traffic calming methodologies allowing for pedestrian comfort without interrupting traffic flow. By getting pedestrians on El Camino and across it, this project area can truly build upon its potential of becoming a transit oriented development for others to follow.

Connecting the Eastern Neighborhoods with Downtown

El Camino and the Caltrain track persist as primary barriers in connecting the eastern neighborhoods to downtown. This pattern of separation of the eastern and western neighborhoods is endemic of all Peninsula cities. But there are steps that have been successfully implemented to address this and build upon. The creation of Santa Cruz as a signature street at the very heart of Menlo Park will be a central spine connecting downtown to the station. The creation of public plazas or spaces along the station that provide physical connections across the site to Alma road will be essential in integrating the neighborhoods. Through the focus of pedestrian pathways in downtown and El Camino and the densification of opportunities sites with desirable mix of uses, the right environment would have been created to draw people to the Station and beyond.

In addition the treatment of the edge along Caltrain tracks and visual and physical opportunities to connect Alma stress to downtown will be a needed focus. Further the design of the parcels, challenged by their limited width between El Camino and the tracks, should be carefully studied so that they provide multiple 'front doors', discouraging a wall of 'back doors' facing on to Alma.

Improving Investment Opportunities and the Private Realm

Menlo Park, with a viable, walkable downtown, small town feel, and proximity to rail, holds great promise. However, the downtown area, particularly along El Camino Real, has several under-utilized and vacant lots. Understanding market conditions and the potential for mixed use infill and densification, while retaining a small town character, forms the foundation for a strategic plan focused on improving community vitality and civic life. Our experience working with developers, and understanding their programmatic needs, informs our studies from both a physical design and policy perspective.

As part of the strategic planning process, key development opportunity sites will be identified. These sites will be strategic in their ability to build upon underdeveloped parcels, link major districts, provide for trade-offs between development and open space and be catalytic for future development. Conceptual design plans for these key development sites and their specific programs will be developed, informed by the market study and fiscal analysis. The development sites will be tested with the proposed market-based programs to assess development yield and implementation issues. Working with the community and their vision for the downtown, the test fits will be done with a rigor to work within all key regulatory constraints, transportation realities, and ensure market and economic feasibility. A constant engagement of discussion between the village character, density, height, economic viability and public benefits will be done in the development of alternatives. Ultimately, the City and the neighborhood must analyze and weigh different development directions to analyze what serves them best.

Engaging the Community and the Project Task Force

We believe plans are most successful when they are an expression of community values. A successful visioning process has articulated a series of goals that build on existing assets and help revitalize the community. Our approach embraces community involvement, through a series of community workshops and work sessions with City staff, the Planning Commission and City Council, key stakeholders such as Stanford University, and the Project Task Force.

The Project Task Force is an opportunity to put in place a relatively small decision making group that represents the stakeholders and the larger community. This executive group could provide guidance, leadership, and make decisions on behalf of the people it represents. This can align the decision making process with the vision and leadership coming from the people and their representatives.

The Project Task Force could consist of residents, elected and appointed officials, staff and other stakeholders that regularly review the progress of the specific plan and provide input to the consultant and City staff. SMWM would work with this group to effectively plan and structure public forums and provide the most beneficial feedback.

Through these focuses there lies the opportunity in downtown Menlo Park, where people can walk to the station, restaurants, shops, groceries, health care centers, plaza – where they can truly live, play and work without reliance on the car!

Work Program

Scope of Work

The Menlo Park Camino Real and Downtown Specific Plan is Phase II of a planning effort to improve the character and vitality of Menlo Park's major commercial corridor and downtown district. It builds upon and implements the Phase I Vision Plan developed earlier in the year. The Strategic Plan's focus is a strategic one, identifying catalytic investments and development incentives that leverage improvements and achieve the goals of the Vision Plan. It sets a planning framework for improvements along El Camino Real and in downtown Menlo Park.

The Specific Plan will build upon the area's ample assets, including the Caltrain station and downtown's pedestrian-scale, and improve overall connectivity, pedestrian orientation, and village character. The effort will engage community stakeholders throughout the planning process, helping community leaders and the general public understand the opportunities, trade-offs, and challenges of varying intensities of development and prioritize improvements in their community. The Specific Plan's EIR, integrated into the overall planning process, will identify environmental impacts, including traffic impacts, and mitigation measures to address those impacts.

Ultimately, the Specific Plan establishes a strategic planning framework, with an urban design plan and associated guidelines, for improvements along El Camino Real and in downtown Menlo Park. The EIR's purpose is to ease and expedite development and other improvements that are consistent with the Specific Plan.

The proposed Scope of Work for the Specific Plan and EIR includes the following tasks:

1. Project Initiation
2. Existing Conditions Analysis and Vision Refinement
3. Development of Framework, Concept Plans, Programs, and Guidelines
4. Draft Specific Plan, Fiscal Impact Analysis and Draft EIR
5. Final Specific Plan, Amendments and Final EIR

Summary Scope and Responsibilities

Task	SMWM - Prime, Urban Design, Planning, Facilitation	Strategic Economics - Market, Fiscal Impact	HDR/The Hoyt Company - Community Outreach	Fehr & Peers - Transportation, Traffic	ESA - Environmental Analysis, EIR	BKF - Infrastructure	Raimi + Associates - Zoning
Task 1: Project Initiation							
1A Project Start-Up and Client Meeting	●	❍	❍	❍	❍	❍	
1B Public Outreach Approach	❍		●				
1C Base Info/Map Collection and Review	●	❍		❍	❍	❍	
Task 2: Existing Conditions Analysis and Vision Refinement							
2A Land Use and Urban Form	●						
2B Circulation and Transportation	❍			●			
2C Infrastructure/Utilities						●	
2D Environmental Conditions					●		
2E Market Conditions		●					
2F Opportunities and Constraints	●	❍		❍	❍	❍	
2G Community Workshop #1: Existing Conditions and Vision Refinement	●	❍	●	❍			
2H Vision and Goals Refinement and Evaluation Criteria	●	❍		❍		❍	
Task 3: Development of Framework, Concept Plans, Programs and Guidelines							
3A Strategic Planning Framework	●	❍		❍			
3B Preliminary Concept Plans and Programs	●	❍		❍		❍	
3C Community Workshop #2: Framework and Preliminary Concept Plans and Programs	●	❍	●	❍			
3D Refined Concept Plans and Programs	●	❍		❍			
3E Community Workshop #3: Refined Concepts Plans and Programs	●		●				
3F Preferred Concept Plan and Program	●	❍		❍			
3G Design Guidelines	●						
Task 4: Draft Specific Plan, EIR and Fiscal Impact Analysis							
4A Draft Specific Plan	●	❍		❍		❍	
4B Fiscal Impact Analysis		●					
4C Draft EIR	❍			❍	●	❍	
Task 5: Final Specific Plan, EIR and Amendments							
5A Final Specific Plan	●	❍		❍		❍	
5B Zoning and GP Amendments	●						●
5C Final EIR	❍			❍	●	❍	
Meetings							
City Staff (up to 20)							
Project Task Force (up to 6)							
Stakeholders (including Stanford) (up to 2 sets)							
Planning Commission (up to 5)							
City Council (up to 5)							
Community Workshops (3)							

● Primary Role
❍ Supporting Role

Task 1: Project Initiation

Task 1 initiates the projects, introducing the SMWM team to City staff, establishing communication protocols, confirming project goals, processes, and schedule, identifying key stakeholders, and reviewing existing reports, plans and base information.

A. Project Start-Up and Client Meeting

The SMWM team will commence the project with a kick-off meeting with the client to review and confirm project goals, overall approach, scope of work, project schedule, communication protocols, key stakeholders, the composition of the Project Task Force, meeting facility needs, and available base information. The client will be responsible for providing the SMWM team with all appropriate base information, including GIS files, plans, and proposals.

As part of this effort, the SMWM team and client will tour the project area, identifying and discussing opportunities and issues in the project area.

Subsequent to the meeting, SMWM will set up project and communication protocols with the client and the rest of the project team.

B. Public Outreach Approach

The SMWM team will prepare a public outreach work plan and schedule based upon City input and the City's Community Engagement Model. This effort will specify "what" we plan to do in terms of outreach tasks, "who" we plan to engage (e.g., residents, businesses, property owners, developers/architects, schools/churches, seniors, community/civic groups, etc.), "when" we plan to conduct the various activities, and "how" we plan to execute the outreach plan. The goal will be to ensure City buy-in, both at the conceptual level and in terms of specific tools and tactics. The public outreach work plan will serve to guide the outreach process throughout the planning process.

The SMWM team believes that community outreach and engagement is a critical element of a successful planning effort. Consistent with the RFP, the SMWM team proposes a variety of techniques for reaching and engaging the general public. The main components of the public outreach strategy methodology are:

Community Workshops

The SMWM team will plan, coordinate and staff a series of three interactive community workshops, held during the Existing Conditions Analysis and Concept Development phases of the project. These workshops will be aimed at facilitating useful community and stakeholder input, refining previous findings, shaping specific alternatives, and helping disparate community elements and stakeholders arrive at points of common agreement.

The SMWM team will develop effective input methods and specific materials to be used at the workshops as well as facilitate the workshops. Meetings will be hosted at participant-convenient locations and facilities that are approved, and arranged for, by the City. The consultant team will be responsible for primary event logistics including coordinating team and City schedules and availability, preparation of supporting materials (e.g., comment cards, speaker cards, and sign-in sheets), providing refreshments, setting up room configuration, etc.

In addition to formal noticing (via newsletters, postcards, etc.), the SMWM team will take extra steps to ensure sufficient attendance and participation at each meeting by conducting reminder phone calls/e-mails to stakeholders prior to the meetings, as well as providing City and community leaders with e-mail invitation/ announcements in PDF form for further distribution via local resources (e.g., community/civic group e-mail lists and bulletin boards).

Live voting exercises can be explored for use during the workshops if desired. However, care must be taken to ensure that if results that are shared instantly, they are not conveyed in such a way as to imply a binding consensus was reached.

The consultant team will also compile and distribute a meeting summary for each workshop, capturing all comments and input recorded during the meetings.

Property/Stakeholder Database

At the onset of the project, SMWM team will work with City staff to transition and update the stakeholder database developed during the visioning phase. It is assumed that the City will manage the property database (for newsletter mailings) and e-mail database (for e-mail blasts to announce project events/ milestones) through project completion, while SMWM team will manage the stakeholder database through the final workshop. After communications have been completed following the final workshop, SMWM team will transfer the maintained stakeholder list to the City.

Project Web Site

The outreach team will facilitate additions/improvements to the existing project Web page, with the aim of providing a thorough but orderly online resource for the public and stakeholders to access for Specific Plan. Project materials will be posted in a categorical fashion to allow for convenient perusal. Materials may include staff reports, presentations, project schedule, public meeting summaries, outreach materials (newsletters, notices, fact sheets, etc.), maps, graphics, and other related documents.

The Web page will be promoted via all project print communications (e.g., prominently featuring the URL in project newsletters/notices/fact sheets), as well as other communications (e.g., e-mail blasts).

Note: It is assumed the team will provide content and materials for the existing project Web page, to be up-loaded and managed by the City. If hosting, design, and management services are desired, the team can perform those tasks at additional cost.

Newsletters/Notices (and Property / Stakeholder Databases)

The outreach team will produce up to two full-size newsletters and two postcard-size notices to help keep the community engaged and regularly informed of the progress of the project, as well as to announce actions and milestone events (e.g., workshops, public hearings, etc.). It is suggested that two newsletters be specifically timed to help announce the kickoff of this phase of work and the final community workshop focusing on the preferred concept plan, while the postcards be used to announce the middle workshop and Draft EIR hearing.

The content of the newsletters will serve to educate recipients about key topics, such as the project's goals and timeline, the Specific Plan process, the various alternatives and features being considered, and the opportunities for public input.

Newsletter and noticing content can also be reproduced in the City's newsletter, and electronic versions of each newsletter and notice can be provided in PDF form for posting to the project Web page and further dissemination by stakeholders, the City, project partners, and others.

Note: It is assumed the costs of mailing and printing the newsletters and notices will be paid for by the City. If the City prefers to have the consultant incur these costs, estimates will be provided upon request.

Planning Commission Meetings / City Council Meetings

The SMWM team will provide support to the project team during work sessions and presentations to the Planning Commission and City Council. Outreach efforts will be documented and summarized in concise fashion, with the goal of demonstrating to commissioners and Council members the adequate breadth and depth of the program. The outreach team will be prepared to answer any questions regarding outreach methods, collection of input, and inclusion of representative stakeholders.

Survey

The SMWM team will be responsible for working with the City and project team to develop an online survey to help establish overall community opinion and/or identify areas for further discussion. An online survey is a cost-efficient and manageable tool to get feedback from stakeholders of all types. This type of survey can be managed by mailing or e-mailing possible participants a survey link and requesting their input via an online survey that the team has created using the intelligent survey software. It can also be managed by making it available at workshops or visiting with stakeholders who may not have internet access, such as seniors.

Optional Task: Daytime Outreach

To help ensure that all voices are heard throughout this phase of work, SMWM team will supplement community workshops, as well as other outreach activities, by reaching out to those who may have difficulty making evening events. It is envisioned that special meetings with these groups (e.g., seniors, parents of young children, etc.) would be necessary.

Optional Task: Media Outreach

To help the project gain public visibility and participation, it is recommended the City and project team work proactively with local media (key local print media include the weekly The Almanac and the daily Palo Alto Daily News). The SMWM team will be available, as needed, to work with the project team and the City to draft press releases (to announce public meetings and milestones) and facilitate interviews and discussion with local media throughout the planning process. The SMWM team can also help prepare any identified spokespersons for such media interactions. Additional cost estimates can be provided for media services upon request.

C. Base Information/Map Collection and Review

The SMWM team will prepare a base map of the project area and review all relevant documents, as provided by the client. Such documents include the Phase 1 Vision Plan, the City's General Plan and Zoning Ordinance, Community Engagement Model, Comprehensive Bicycle Plan, parking studies, proposed projects for the area, GIS data regarding land use and parcel features, and other background materials. For the base map, the SMWM team will use and supplement electronic base materials as prepared for Phase I. The SMWM team will prepare a memorandum identifying and summarizing all relevant goals, issues, ideas, policies and programs from previous planning work, both to establish a planning foundation for subsequent work and to begin identifying appropriate tools and possible regulatory amendments for implementation of the plan.

Task 1 Meetings and Deliverables

Meetings

- Up to 2 Client Meetings
- Downtown Tour
- 1 Project Task Force Meeting – Project Overview, Goals, Issues and Opportunities

Deliverables

- Revised Project Schedule and Scope of Work
- Base Map for the Project Area
- Public Outreach Approach Summary Memorandum (1 hard copy & electronic file)
- Existing Plans, Projects, and Studies Summary Memorandum (1 hard copy & electronic file)

Task 2: Existing Conditions Analysis and Vision Refinement

The SMWM team will analyze the project area and map existing conditions pertaining to:

- Land use and urban form;
- Circulation and transportation;
- Infrastructure and utilities;
- Environmental conditions; and
- Market conditions.

Based on the analyses, the SMWM team will identify, and prepare a map of, the opportunities and constraints of the project area. The team will also conduct interviews with key stakeholders, including Stanford University, and a community workshop to understand and confirm site and project area conditions and to refine the Vision Plan prepared in Phase I. This task includes preparation of evaluation criteria, based on the goals and analyses, for use in subsequent tasks to help frame and understand various concept plans for the area.

A. Land Use and Urban Form

The SMWM team will conduct an extensive site investigation , and review existing documentation, to understand, map, and diagram land uses, building scale and character, street and retail character, sidewalk character and conditions, open space, encumbrances and easements, critical linkages and edges, and landmarks and other distinct features of the area. The team will pay particular attention to potential development sites and their issues and opportunities and to key missing links (both in character and connectivity) in the overall pedestrian circulation network. The analysis will include consideration of the broader area and its relationships and connections with the project area. The SWMW team will prepare a memorandum, including diagrams and photographic documentation, summarizing the analysis.

B. Circulation and Transportation

The SMWM team will analyze traffic and travel patterns in the project area, including vehicular movement, the overall circulation network, and key vehicular, bicycle and pedestrian linkages (existing and "missing").

Data Collection

The SMWM team will analyze up to 15 study intersections, to be determined based on consultation with the City, including new AM and PM peak hour counts at 10 of these intersections. The firm will collect the following information for transportation facilities within the project area:

- Existing and planned transit service and facility descriptions
- Locations of existing and planned bicycle and pedestrian facilities
- Existing and planned roadway geometrics and traffic controls

The SMWM team will conduct field observations at all study intersections, as well as along El Camino Real and Santa Cruz Avenue. The team will compile available parking occupancy data from other studies. The location and time periods for parking counts will be determined in consultation with the City.

Existing Conditions Analysis and Summary

The SMWM team will analyze the operations of the 15 study intersections during the AM and PM peak hour using the Synchro software package. In addition to traffic operations, the team will identify the existing conditions of facilities and services related to transit, bicycling, and pedestrian activity in the study area. Gaps in each system will be noted, especially connections between the downtown area and key destinations like the Menlo Park train station and Burgess Park.

The SMWM team will estimate the amount of traffic generated by approved developments in the study area, add the estimates to the existing volumes, and re-evaluate intersection operations for "baseline" conditions. Also analyzed will be projected traffic generation, vis-à-vis the possibilities of increasing ridership at the Menlo Park Caltrain station and other transit routes and the key criteria needed in support of that. The firm will investigate with the City the appropriateness of using citywide traffic model for this task.

Parking conditions will be summarized along key segments of El Camino Real, Santa Cruz Avenue, and within the city-owned parking plazas. The projected parking requirements will be synchronized with the possibilities of transit-oriented developments around the Caltrain station and downtown. This will include a quantitative summary of parking usage and efficiency, as well as a qualitative description of the types of uses served by the parking areas.

The team will prepare a report summarizing the existing transportation conditions in the study area, using GIS-based graphics summarizing the existing transportation setting. The report will note the key transportation opportunities and constraints in the study area, focusing on east-west connectivity for all modes of travel and discontinuities in the downtown pedestrian network.

C. Infrastructure/Utilities

The SMWM team will analyze the project area for infrastructure capacity and constraints.

The team will review the capacity of the existing sewer, water, and storm drainage that serve the specific plan area based on information (block maps, as-built drawings, and existing studies) provided by the City. The SMWM team will meet with the relative districts to discuss these capacities. The team will prepare a memorandum summarizing the capacity, opportunities, issues and constraints relating to the infrastructure and its ability to serve the area.

D. Environmental Conditions

The SMWM team will begin work on the Notice of Preparation of the Draft Environmental Impact Report (DEIR) and Existing Conditions (Environmental Setting) portions of the Draft Environmental Impact Report (DEIR). This effort supports the EIR process while providing potential environmental constraints to the planning team early on. The team will prepare either a summary memorandum or the Environmental Setting sections themselves for use by the planning team.

The goal of this step, as it will be throughout preparation of the Environmental Impact Report (EIR), will be to incorporate environmental constraints into the Planning process to the maximum feasible extent, such that the Specific Plan will be largely "self-mitigating," without the need for substantial additional mitigation measures identified in the EIR. This scope assumes than an Initial Study will not be prepared, and that the City will prepare and distribute the Notice of Preparation of the EIR.

E. Market Conditions

The SMWM team's existing conditions analysis will examine demographic, employment and real estate trends that will affect development in the project area for residential, retail, office, and hotel and conference center uses. This analysis will also help provide background information to assist the discussion with Stanford University regarding the Specific Plan process and key vacant/underutilized parcels on El Camino Real that are owned by Stanford. The team will prepare a memorandum summarizing:

- Demographic trends;
- Household growth and projected demand for residential units;
- Employment trends and projected demand for commercial space;
- Residential market analysis;
- Office market analysis;
- Retail market analysis; and
- Hotel and conference center market analysis.

Demographic Trends

For this task, the SMWM team will prepare an analysis of demographics and lifestyle trends of existing households in the Menlo Park residential market area. This information will be used to develop a more refined profile of potential households who might choose to live in a mixed use residential development.

Using lifestyle trend data published by Claritas, Inc., the SMWM team will estimate the number of existing households within different market segments that make up the target market of potential buyers for mixed use residential units in the Specific Plan area:

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

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

Household Growth and Projected Demand for Residential Units

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

Employment Trends and Projected Demand for Commercial Space

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

Residential Market Analysis

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

Office Market Analysis

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

Retail Market Analysis

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

Hotel and Conference Center Market Analysis

The SMWM team's evaluation of the development potential of a hotel and conference center and will examine the existing inventory of hotel rooms and meeting space in the Menlo Park market area, as well as occupancy trends, average daily room rates, target market profiles, and other relevant data. In addition, the team will contact neighboring cities, planning staff at Stanford University, and hotel project sponsors in the market area to obtain detailed information for any planned or proposed hotel development, or major renovations (such as expansion of the Stanford Park Hotel), in the market area. Key informant interviews with lodging development professionals will be conducted to collect information about hotel market segments, trends in amenities, market positioning, and other factors. The analysis will include an evaluation of the competitive position of the Specific Plan area for hotel and conference center development.

F. Stakeholder Interviews

As part of the analysis phase of work, the SMWM team will conduct interviews with key stakeholders in the project area to introduce the process and to better understand goals, issues, and opportunities as they pertain to various constituent groups and sites. Identified in an earlier task, the stakeholders will likely include Stanford University, other major property owners and tenants, community groups, civic and downtown associations, business owners, developers, and various public agencies. The interviews will likely be scheduled over a two day period in a central location to economize on time and effort.

G. Opportunities and Constraints

Based on the analyses above, including stakeholder interviews, the SMWM team will prepare a memorandum, with supporting diagrams and pictures, summarizing the opportunities and constraints in the project area.

H. Community Workshop #1: Existing Conditions and Vision Refinement

In collaboration with the City, the SMWM will design, notice, and facilitate the first of three interactive community workshops. The focus of the workshop will be on presenting the planning process, schedule and findings from the analyses as well as presenting, confirming and refining project area goals, issues, opportunities, and the Phase I Vision. The workshop will include both a presentation and break-out sessions to more fully engage participants in project area understanding and exploration. The workshop will set the stage for development of alternative concepts and plans in subsequent tasks. A memorandum will be prepared summarizing the results of the workshop.

The City is responsible for arranging a meeting facility and notifying community members of the workshop. In consultation with the City, the SMWM team will prepare workshop notices and all workshop materials.

I. Vision and Goals Refinement and Evaluation Criteria

Based on the analyses, comments from the community workshop, and direction from the City, the SMWM team will refine the vision and goals for the Specific Plan area. The SMWM team will also prepare criteria for preparing and evaluating alternative concepts in subsequent tasks. These criteria will relate to land use, urban design, transportation and circulation, infrastructure, and market support, among others.

Task 2 Meetings and Deliverables

Meetings

- Up to 2 Client Meeting(s)
- 1 Project Task Force Meeting – Analyses, Vision, Goals
- 1 Stakeholder Interviews (scheduled over (up to) two days)
- 1 working session with Planning Commission and City Council (each)

Deliverables

- Analyses Summary Memoranda, including land use, circulation and transportation, infrastructure, environmental conditions, market analysis, and opportunities and constraints (1 copy and electronic file)
- EIR Notice of Preparation (1 copy and electronic file)
- Stakeholder Interviews Questionnaire and Associated Materials
- Public Outreach Materials, including newsletter/notice and online survey
- Workshop PowerPoint Presentation, Graphics and Materials
- Workshop Summary Memorandum (1 copy and electronic file)
- PowerPoint show for Planning Commission and City Council meetings
- Summary Memorandum of the Planning Commission and City Council meeting outcomes

Task 3: Development of Framework, Concept Plans, Programs and Guidelines

Task 3 will focus on developing a Strategic Planning Framework and concept plans, programs, and guidelines. Lasting up to 6 months, the task will involve developing, reviewing and refining concept plans and strategic approached for the Specific Plan project area. The task will include working sessions with the Project Task Force, Planning Commission, and City Council and two community workshops at critical milestones in the planning process. The task will result in a preferred direction and strategic plan for El Camino Real and downtown Menlo Park, serving as the basis for the Specific Plan document.

A. Strategic Planning Framework

Based on Task 2 analyses and the revised vision and goals, the SMWM team will prepare a Strategic Planning Framework, including an Urban Design plan, for the entire Specific Plan project area.

The development of a Strategic Planning Framework is a way to understand and give a cohesive and coherent structure to El Camino Real and downtown Menlo Park, to promote the transit station as a catalyst for both access and development, and allow for an integrated development strategy that can sustain short and long term improvements in the downtown area. It is the larger framework developed here that becomes the foundation for the development of the concept plans and site specific development programs for key development sites. Revised throughout Task 3, the Strategic Planning Framework will identify and prioritize key improvements and programs, realizing the vision and goals refined earlier in Task 1.

Undertaken in conjunction with Task 3B below, this effort will include:

- Working with the City, Project Task Force and community through interactive meetings and workshops to help understand priorities of development, different potentials and trade-offs of various development concepts, joint development opportunities, open spaces and their networks and public access.
- Developing an overall Strategic Planning Framework that identifies an overall vision, land use and density distribution for the project area, key development sites, integrated program and parking strategy, and linkages and gateways to connect and integrate the El Camino corridor, transit station and downtown.

As part of the Strategic Planning process, an Urban Design Framework will also be prepared focusing on the desired character of the Specific Plan project area. Such a framework will focus on the character, function and needs of the El Camino corridor and downtown district, in particular the linkages between these two areas and activity nodes and the character and needs of the public realm, pedestrian paths, and building heights and orientation that frame and structure the streets. The Urban Design Framework is comprised of and will speak to both the built form and landscape character of the project area. It will consider the changing urban fabric, land use, density, open space, connections to adjacent areas, neighborhood transitions, circulation, sustainability and streetscape issues.

B. Preliminary Concept Plans and Programs

Based on Strategic Planning Framework and the Urban Design Framework, the SMWM team will prepare preliminary concept plans for the project area. In addition key development sites will be identified as part of the concept plan. Test fit alternatives will be studied for these selected sites, to understand development yields, market support, and traffic impacts, among other factors. These concepts, in turn, will inform revisions to the Strategic Planning Framework.

Financial Feasibility Analysis

As part of this effort, the SMWM team's financial feasibility analysis will apply development cost assumptions based on market area research to determine the viability of different development prototypes. For this task, the team will prepare a static proforma analysis of up to four building types (residential, retail, office and mixed use) that will test their development feasibility within different Specific Plan sub-areas such as Downtown, the El Camino Real corridor, east of El Camino Real (including parcels owned by Stanford University) and the train station area. This analysis will test project sensitivity to incentives such as density bonuses, as well as parking requirements and parking type (surface, structured).

The SMWM team's analysis will also test the impact on project feasibility of height limits and step back requirements for multi-story building in sub-areas such as Downtown and the El Camino Real corridor (two to three stories), east of El Camino Real (three to four stories), and the train station area (three to four stories).

The El Camino Real/Downtown Vision Plan suggests that the preferred site for a hotel/conference facility is east of El Camino Real and south of Ravenswood Road. Based on data collected and development cost assumptions from industry professionals, the SMWM team's analysis will examine whether this location is the optimal site for this land use.

Results from the analysis will be integrated into the development of the Specific Plan alternatives and will ensure that alternatives presented for different land uses will be based on market demand and financial feasibility. The results from this analysis will also be incorporated into the SMWM team's recommendations for structuring development fees in the Specific Plan project area that will enable the City to achieve cost recovery goals and to reduce the fiscal impact of new development to the City's General Fund.

Concept Plans and Programs

Building on the Urban Design framework, SMWM's team will prepare preliminary concept plans for the project area addressing public realm improvement, key linkages between downtown, El Camino Real, the Caltrain Station and the eastern neighborhoods and identifying key development opportunities and phasing of development.

Further based on the financial feasibility analysis and development prototypes, the SMWM team will develop concept plans to understand how the development prototype, including parking, might be accommodated on selected sites. The concept plans for selected sites will be evaluated against evaluation criteria developed in Task 2.

Throughout this process, the SMWM team will employ a variety of illustrative and 3D planning and design tools to explore and explain development potential and trade-offs and to inform discussion with City staff, Project Task Force, Planning Commission and the public at large. The concept plans will consider theoretical build-out under the existing General Plan and Zoning Ordinance as well as different massing and intensity scenarios.

To be developed and revised throughout Task 3, the SMWM team will:

- Evaluate the concept plans and possible changes in land use intensity, consistent with the evaluation criteria prepared in Task 2, in regards to urban design considerations, circulation and parking impacts, market support, fiscal impacts, and utility constraints.
- Develop and prepare concept plans for new streetscape, gateway and open space improvements along El Camino Real and within downtown.
- Develop and prepare a multi-modal transportation circulation plan for the project area, including pedestrian connections betweens the train station and downtown and along El Camino Real
- Develop and prepare a companion off street parking plan for downtown
- Investigate development incentives and their relationship to public benefits

Optional Task: LEED for Neighborhood Development (Part one of two)

While building the Urban Design framework and identifying the key development sites, the SMWM team will use the LEED-ND rating system to review and measure the sustainability standards of the development scenarios. These will help evaluate the choices in land use, density, jobs to housing balance, built to open relationship, transportation and transit, amongst others that contribute to a sustainable walkable community from downtown Menlo Park along El Camino Real, to the Caltrain Station. This optional task includes two parts, and this is part one (see Task 3G below for part two).

C. Community Workshop #2: Framework and Preliminary Plans and Programs

The SMWM will design and facilitate the second of three interactive community workshops. The focus of the workshop will be on presenting and getting reaction to the Strategic Planning Framework and preliminary plans and programs, as discussed above. The workshop will include both a presentation and break-out sessions to more fully engage participants in understanding and reacting to preliminary concept plans and programs. The workshop will set the stage for further concept and program refinements. A memorandum will be prepared summarizing the results of the workshop.

The City is responsible for arranging a meeting facility and notifying community members of the workshop. In consultation with the City, the team will prepare workshop notices and all workshop materials.

D. Refined Concept Plans and Programs

Based on comments from the workshop and direction for the City, the Project Task Force, Planning Commission and City Council, the SMWM team will refine the concept plans and programs. In addition, SMWM's team will conduct a vehicular trips and parking demand analysis and preliminary fiscal impact analysis.

Vehicular Trips and Parking Demand Analysis

As part of this task, the SMWM team will qualitatively compare up to three project alternatives to estimate their relative intensity with regard to new vehicle trips and parking demand. This comparison will discuss which complementary land uses will effectively reduce vehicle trips by encouraging non-auto trips, and which combinations of land uses minimize parking requirements by allowing for shared parking.

Optional Tasks: Trip Generation Model, Parking Demand, and Transit Ridership

- To quantify the number of new trips for each alternative, the team can use our new Smart Growth trip generation estimation model that refines traditional approaches by incorporating reductions associated with mixed-uses, density, pedestrian-friendly design, and proximity to transit stations.
- Parking demand for each alternative can be reviewed in the context of the other recent studies related to the feasibility of parking structures in the area, with the understanding that inadequate parking supply can negatively impact surrounding residential neighborhoods, but that excessive parking encourages driving and degrades the quality of the urban/village environment.
- The SMWM team can also prepare transit ridership forecasts for each of the development alternatives using direct ridership forecasting tools we developed for Caltrain. These quick response tools forecast transit ridership based on the characteristics of the nearby land uses. Increased transit ridership would increase the vibrancy of the downtown area without worsening traffic, and would support Caltrain's goals for increased ridership.

Preliminary Fiscal Impact Analysis

As part of this task, the SMWM team will estimate the fiscal impact at build-out of up to three refined concept plans. This preliminary analysis will use a per capita cost basis to estimate the incremental General Fund costs to the City for providing services to the Specific Plan area. This will include estimates for General Fund operating expenditures such as General Government, Police Services, Fire Services, Public Works, Library and Recreation Services, and Community Development. This preliminary analysis will also provide revenue estimates for Property Taxes, Real Property Transfer Taxes, Sales Taxes and Transient Occupancy Taxes and other General Fund revenue sources.

E. Community Workshop #3: Refined Plans and Programs

The SMWM team will design and facilitate the third of three interactive community workshops. The focus of the workshop will be on presenting and getting reaction to the refined concept plans and programs. The workshop may include both a presentation and break-out sessions to more fully engage workshops participants. The workshop will result in an understanding for a preferred direction for a concept plan for the El Camino corridor and downtown. A memorandum will be prepared summarizing the results of the workshop.

The City is responsible for arranging a meeting facility and notifying community members of the workshop. In consultation with the City, the SMWM team will prepare workshop notices and all workshop materials.

F. Preferred Concept Plan and Program

Based on comments from the workshop and direction from the City, the Project Task Force, Planning Commission and City Council, the team will prepare the preferred concept plan and programs for El Camino Real and downtown. The preferred concept plan will serve as the basis for the preparation of Design Guidelines and the Specific Plan document.

G. Design Guidelines

The SMWM team will prepare Design Guidelines for the private and public realms. The design guidelines will "implement" and reinforce the preferred concept plan, providing direction to private and public entities making improvements in the area. The guidelines will speak to building massing, placement and orientation, ground floor treatment, parking, landscape treatment, and streetscape and sidewalk improvements. The guidelines will be folded in the Specific Plan document.

As part of this task, the team will make final revisions to the Strategic Planning Framework.

Optional Task: LEED for Neighborhood Development (Part two of two)

These guidelines will further reinforce the multi faceted and well documented relationships between land use, urban form and sustainability. SMWM's team will address these issues to develop and approach to improve the pattern of development to achieve higher sustainability standards. It will also identify key criteria that are derived from LEED-ND standards, to be achieved by each key development, as it fits within the larger framework and sustainability goals of downtown Menlo Park and the El Camino Real corridor. This optional task includes two parts, and this is part two (see Task 3B below for part one).

Task 3 Meetings and Deliverables Summary

Meetings

- Up to 6 Client Meetings
- Up to 2 Project Task Force Meetings
- Up to 2 days of Stakeholder Meetings
- Up to 2 Planning Commission Meetings
- Up to 2 City Council Meetings
- Up to 2 Community Workshops

Deliverables

- Strategic Planning Framework, outlining key development sites, market based-program proposals for the sites, key overall transportation and parking strategies, linkages, connections, and streetscape improvements within the project area, and an Urban Design Framework (1 hard copy and electronic file)
- PowerPoint presentation, graphics and handouts, as needed, for Project Task Force, Stakeholder, Planning Commission, and City Council meetings
- Meetings Summary Memoranda
- Public Outreach Materials, including newsletter/notice and online survey for two workshops
- Workshop PowerPoint Presentation graphics and materials for two workshops
- Workshop Summary Memorandum for two workshops (1 copy and electronic file)

Task 4: Draft Specific Plan, Fiscal Impact Analysis, and Draft EIR

In Task 4, the SMWM team will prepare the Draft Specific Plan, fiscal impact analysis, and Draft Environmental Impact Report. The task allows for two reviews by City staff before being released for public comment.

A. Draft Specific Plan

The SMWM team will prepare a Draft Specific Plan for review by City staff and the general public. The Specific Plan will incorporate the preferred concept, programs, and guidelines prepared in the previous task. As necessary, the Specific Plan will include supporting plans, diagrams, sketches, and pictures to convey, illustrate and amplify Specific Plan content.

Consistent with State law and the RFP, the Specific Plan will include:

- Goals
- Planning Process and Outreach Approach
- Land Use and Urban Design
- Transportation, Circulation, and Parking
- Design Guidelines for the Private and Public Realms
- Development Incentives/Density Bonuses for Public Benefits
- Market Study
- Infrastructure Plan
- Strategic Planning Framework and Implementation Measures

The implementation chapter of the Draft Specific Plan will include an outline of actions and next steps to be undertaken by the City in order to achieve the Specific Plan goals. The chapter will include appropriate funding sources for each action, the party who should be responsible for implementation, and the likely phasing or strategic priority for the action as well as a matrix of proposed implementation tools for funding proposed Specific Plan projects.

The proposed schedule allows for two reviews by City staff before going public. One set of consolidated comments will be submitted by the City to the SMWM team after each review of the Administrative Draft documents.

B. Fiscal Impact Analysis

The SMWM team will prepare a fiscal impact analysis that assesses projected revenues and costs to the City's General Fund and other agencies that will be generated by new development within the Specific Plan Area under the Preferred Concept Plan and Program. The analysis will project costs and revenues over a 20-year period on a net annual and cumulative basis.

Prior to preparing the year-by-year fiscal impact analysis, SMWM's team will work with the City's finance department staff to perform a baseline fiscal assessment that measures current sales tax and property tax generation, as well as other General Fund revenue sources, within the Specific Plan Area. (Completion of this task requires the City to provide sales tax and property tax revenue data for the Specific Plan Area.) The team will also work with City staff and department heads (Police, Fire, Public Works, Community Development, Finance, Library, and Parks and Recreation, etc.) to estimate the current General Fund costs that are generated within the Specific Plan Area.

After establishing the fiscal baseline data, the SMWM team will quantify, on a year-by-year basis, the impact of development under the Preferred Concept Plan and Program within the Specific Plan Area on revenues and expenditures of the City's General Fund and on other agencies. The analysis will also identify potential capital or other one-time costs triggered by the Preferred Concept Plan and Program. This study will estimate the number of additional residents and employees generated within the Specific Plan Area by the Preferred Concept Plan and Program, and will estimate the property tax, sales tax, transient-occupancy tax, and other major revenue sources to the City's General Fund and other agencies. Through interviews with staff in the City's major departments (Police, Fire, Public Works, Community Development, Finance, Library, and Parks and Recreation, etc.), the team will evaluate and quantify the expected impacts to each department. In addition to providing annual cost and revenue data over a 20-year period, SE's study will include cumulative impacts to the City's General Fund and other agencies.

C. Draft EIR

We assume that the following environmental issues will not require additional original research, but rather that SMWM's team will draft the applicable EIR sections based on either existing research or technical analysis prepared as part of other aspects of the Specific Plan process: Traffic, Circulation, and Parking; Public Services and Utilities; Hazardous Materials (to be prepared based upon review of existing studies); and Geology, Soils, and Seismic Safety (to be prepared based upon review of existing studies). Finally, we anticipate that aspects of the Market Analysis and Fiscal Study prepared during the planning process will be incorporated, as applicable, into the Population and Housing section of the EIR.

Each issue area in the EIR will evaluate both project-specific and cumulative impacts, with the cumulative analysis based upon approved and/or foreseeable future development in Menlo Park and nearby areas that, in combination with the proposed project, could result in significant cumulative impacts to which the project would make a considerable contribution. Identification of cumulative development will be undertaken in consultation with City staff and/or their designees. The cumulative impact analysis will identify the relevant geographic area for which future development is considered for each topic area. For each environmental issue, the EIR will also identify mitigation measures for any significant impacts identified in the analysis of project and/or cumulative impacts.

Project Description

The proposed project will be described in text, tabular, and graphic forms that rely upon text and documents provided by the Planning team.

Environmental Issues

Land Use, Plans and Policies

The properties on El Camino Real and Santa Cruz Avenue are currently zoned for Central and General Commercial uses [C-4(ECR) and C3]. Properties surrounding Downtown and near the Civic Center are predominantly zoned for multi-family buildings (R3), and properties farther away from El Camino Real are zoned for lower-density residential uses. Also, Planned Development Districts are mapped over the train station area and on properties near Glenwood Avenue. Some of the goals of the Vision Plan are to expand housing and cultural opportunities in the train station area, to encourage mixed uses in the train station area and along Santa Cruz Avenue and the El Camino Real corridor, and to redevelop vacant and underutilized lots—possibly including a hotel with conference facilities if they are determined to be feasible and necessary. The SMWM team will describe and generally map existing land uses in the Specific Plan area and discuss and evaluate the compatibility of newly planned use with existing nearby uses. The EIR will analyze anticipated displacement of existing uses in the Plan area, if any, and describe any relocation plans, policies, and/or objectives. The EIR will also discuss the project's consistency with the Menlo Park General Plan, the Affordable Housing Action Plan, and other relevant plans and policies (in accordance with Section 15125[b] of the CEQA Guidelines) and note any inconsistencies between the proposed project and applicable local planning policies.

Transportation

The purpose of this analysis will be to evaluate the potential impacts of the proposed project on the surrounding transportation system and to identify improvements to mitigate those impacts where feasible. Given the Specific Plan's location along El Camino Real, a major north-south route along the peninsula, transportation concerns are particularly acute. In recognition of this challenge, one Vision Plan objective is to standardize the cross-section lane and parking configurations of the street, where possible. As noted above, the technical analysis in support of the transportation section of the EIR will be undertaken by SMWM's team as part of the Planning process during the concept development phase of the project. During the EIR process, the team's transportation engineering/ planning staff will conduct a critical peer review of the impact analysis and will prepare the EIR section on the basis of the technical analysis (as revised following the peer review). SMWM's team will present the data, analysis, and impact determinations in the context of CEQA requirements. The team will identify appropriate mitigation measures for any significant effects revealed by the analysis.

Transportation Impact Study (TIS)

As part of this effort, a Transportation Impact Study (TIS) of the preferred alternative will be prepared that meets the criteria of the City of Menlo Park and

Caltrans, to be used in the preparation of the circulation section of EIR. The TIS will evaluate the following scenarios and address potential impacts to traffic operations, transit service, bicycle activity and pedestrian activity.

- Existing (Baseline) With Project Conditions
- Cumulative No Project Conditions
- Cumulative With Project Conditions

The SMWM team will analyze the above scenarios for the 15 study intersections for the AM and PM peak hours. Potential conflicts with existing and/or planned facilities will be identified as part of this study, and methods to minimize or reduce deficiencies will be identified.

Impacts will be identified by comparing the analysis results to the significance criteria of the appropriate jurisdiction. It is envisioned that new pedestrian and bicycle facilities will be incorporated into the Specific Plan so that it will be self-mitigating from a pedestrian and bicycle perspective. For significant impacts, SMWM's team will propose mitigation measures to improve the level of significance. Potential mitigation measures for El Camino Real include three alternative cross-sections: four lanes with parking, six lanes (no parking), and four lanes with parking and parking lanes converted to travel lanes during peak periods. Each mitigation measure will identify the specific action necessary, responsibility for implementation, and expected level of significance after mitigation. In addition, we will identify any impacts to parking utilization, transit operations, and pedestrian and bicycle circulation that would result from each El Camino cross-section alternative.

Approved and funded transportation network improvements will be included in the Cumulative scenario as appropriate. The forecast year for Cumulative Conditions will be determined in concert with the City and project team, and future year volume forecasts will be developed using either the City's model or the C/CAG Regional Travel Demand Model. Validation and calibration of the models to match conditions in the study area are not included in this scope of work, and would be conducted as an additional service if needed.

The impact analysis will also include an evaluation of expected parking conditions at build-out of the Specific Plan. The parking demand for Specific Plan uses will be calculated using the City's Zoning Code, ITE's Parking Generation, ULI's Shared Parking, and surveys of similar sites where appropriate. This section will include an evaluation of the opportunity for shared parking, where complementary uses can use the same parking facility due to different peak demand characteristics. We will discuss the effect of the specific plan on parking in adjacent neighborhoods, and will recommend measures such as neighborhood permit parking programs to prevent parking intrusion into surrounding neighborhoods as appropriate. Additionally, this section will include a review of the relevant parking policies and programs in place in the Specific Plan area, and will recommend changes such as metered parking zones, which could improve the efficiency and usability of the parking system.

As a part of this task, we will prepare an estimate of the change in vehicle miles traveled (VMT) due to the project for use in air quality modeling for greenhouse gas emissions estimation in the EIR. The VMT estimates will be prepared using the net new daily trips generated by the project and average trip lengths in the area.

Optional Task. As an optional task, the VMT categories can be categorized by the range of travel speeds at which they occur in order to allow quantification of carbon-dioxide (CO2) greenhouse gas emissions per vehicle mile. The VMT and CO2 information will be prepared for the existing conditions, existing plus project, and for cumulative conditions with and without the preferred project. We assume that the actual CO2 estimates will be prepared by the team's air quality consultant from models accepted by the California Air Resources Board.

Optional Task. The SMWM team can also prepare 1990 estimates of Citywide VMT generation for comparison in terms specified under California's climate change law AB 32. To the degree that the with-project cases result in higher levels of CO2 per capita than the 1990 condition or the without-project cases, we will identify mitigation measures from the California Climate Action Plan and from other sources that could reduce project CO2 per capita.

Optional Task. Our scope includes an evaluation of alternative cross sections on El Camino Real using standard intersection level of service calculations. As an optional task, we will evaluate the alternatives using micro-simulation to more clearly distinguish among them by evaluating queuing and travel speeds. With micro-simulation, we will also be able to present the results as animations which are a better communication tool.

Air Quality, Health Risk, and Greenhouse Gases

The SMWM team will describe the regional and local air quality setting and the current air quality management efforts that may have an effect on the project. The team will also identify sensitive air pollutant receptors in the proposed project vicinity. Using the URBEMIS model to estimate future criteria air quality emissions from the proposed post-reclamation development, we will identify whether the air quality emissions attributable to the project would exceed Bay Area Air Quality Management District (BAAQMD) significance criteria for oxides of nitrogen (NOx), reactive organic gases (ROG), particulate matter (PM-10 and PM-2.5), and carbon monoxide (CO). In accordance with the BAAQMD CEQA Guidelines, SMWM's team will examine up to three locations near congested roadways for potential CO hotspots. Given the project area's inclusion of the Caltrain mainline and Menlo Park station, the team will conduct a screening-level health risk assessment to evaluate potential long-term health risk due to emissions of diesel particulate from Caltrain and Union Pacific Railroad (UPRR) operations and to residents and others in the Specific Plan area. It should be noted that the Caltrain electrification project, currently under design and anticipated to begin construction in 2011, would convert the Caltrain mainline between San Francisco and San Jose from the current diesel-electric locomotive power source to a fully electric rolling stock. Although diesel-powered locomotives of the UPRR could continue to share the tracks, electrification of Caltrain would reduce pollution along the route, including through Menlo Park. The SMWM team will incorporate into its research and

discussion any relevant conclusions of the Draft Environmental Impact Report for the electrification project. The team will quantify the estimated emissions of greenhouse gases at a program level, identify potential incentives (such as LEED credits) to reduce the project's emissions of greenhouse gases, and identify practical, feasible mitigation measures for air quality impacts identified for the project.

Noise

The SMWM team will describe and discuss existing major noise sources in the vicinity of the project area based on information available from the city's General Plan Noise Element and field reconnaissance, and will summarize applicable noise regulations, policies, and standards. Current major noise sources are traffic along El Camino Real and the Caltrain line running along the eastern edge of the project area. As described above, the ongoing Caltrain electrification project would reduce noise levels over the long term. We will incorporate into its research and discussion any relevant conclusions of the Draft Environmental Impact Report for the electrification project. We will identify the noise-sensitive land uses and activities near the Specific Plan area—possibly including the Civic Center, Menlo College, or the existing Linfield Oaks and Stanford Park residential neighborhoods—and roads that would receive traffic from the Specific Plan land use. The team will also evaluate potential future operational noise levels along El Camino Real and Santa Cruz Avenue on both existing and proposed future sensitive receptors and other land uses. Based on applicable laws, policies, and regulations, the team will develop significance criteria to be applied to the impact analysis and will then assess the level of impact based on the identified significance criteria and the noise modeled for the project. SMWM's team will identify feasible, appropriate noise mitigation measures to avoid or reduce any adverse impacts.

Aesthetics

A goal of the Vision Plan is to maintain the village character unique to Menlo Park by incorporating into the Strategic Plan building design standards, a balance of active and passive green spaces, and strategically placed gateways to the City and to Downtown. Additionally, the Vision Plan seeks to ensure that development along El Camino Real is sensitive to the adjacent residential context, as evidenced by the desire to "step-down" the height of the new 3- and 4-story buildings near adjacent residential development. SMWM team will describe short, medium, and long-range views of the project site, using photographs, as an aid to the presentation. Important view corridors will be identified, and the existing visual character of the Specific Plan area will be described. The impact analysis will describe changes in the visual environment that would result from project implementation in terms of objective descriptive categories used to characterize the setting. To evaluate effects of development that could result from implementation of the Plan, visual simulations (photomontages), prepared as part of the Planning process, will be used to portray potential changes in views and visual character from selected viewpoints. The EIR will also discuss project consistency with applicable design standards and guidelines in Menlo Park, as well as with applicable General Plan policies.

Biological Resources

The SMWM team will review and verify any existing biological studies relating to the project area, and will consult the California Natural Diversity Data Base, as well as California Native Plant Society publications. We will obtain additional information on any special status species, communities of concern, and permit requirements through consultation with biologists at the U.S. Fish and Wildlife Service Endangered Species Office and the California Department of Fish and Game, and will describe the extent of natural communities present on-site. Classification of these communities will follow that set forth by Holland (the standard reference in California), and will note any communities of special concern because of their rarity, sensitivity, importance as wildlife habitat, or potential to support special status species. SMWM's team will summarize and evaluate federal, state, and local policies and regulations as they pertain to biological resources in the area, and, based on the above subtasks, will determine any significant impacts and identify a mitigation program to minimize them.

Hazardous Materials

Uses on El Camino Real and at other locations, such as former auto dealership sites and service station sites, may have contaminated some properties in the planning area. On the basis of available studies, SMWM's team will characterize contamination conditions for the planning area and will summarize currently required remedial actions necessary to achieve regulatory cleanup goals to support appropriate land uses proposed as part of the Planning effort. For any residual contamination that will remain in place, the team will identify mitigation measures for inclusion in the Specific Plan and any residual risk management plans that may be required for the planning area.

Geology, Soils, and Seismic Safety

The SMWM team will develop a site-specific geologic and seismic setting, relying upon published reports and maps available through the California Geological Survey and United States Geological Survey, as well as other existing reports available from the City. Based on the available data, we will provide an overview of the geologic setting, identify pertinent geotechnical conditions at the site, and identify any geologic hazards such as expansive soils, and settlement due to undocumented fill. On the basis of available information, we will analyze potential impacts and identify mitigation measures to address significant hazards and constraints.

Hydrology and Water Quality

The SMWM team will review the City's information on the local stormwater management system and discuss storm flows and drainage, as well as relevant information prepared on utility capacity developed by the Planning team. The team will characterize the overall quality of current stormwater runoff based on available data and existing conditions, describe transport of existing pollutants in the local watersheds, and discuss likely water quality of site runoff based on the anticipated specific plan development and changes in total area of impervious surfaces and alteration of land use. Although redevelopment of vacant parcels would increase the total area of impervious surfaces, the implementation

of envisioned new public and semi-public plazas and parks at Middle Avenue, the train station, and other locations could serve to reclaim currently paved surfaces. The team will also discuss the general effects of urban development on stormwater quality, and will identify appropriate best management practices for effective stormwater quality protection and their applicability to the proposed project.

Public Services and Utilities, and Recreation

Information on capacity of local utilities (water, wastewater, stormwater, and electricity and natural gas), and necessary upgrades thereto to support the proposed uses called for in the Specific Plan will be summarized for inclusion in the EIR from analysis prepared by BKF engineers for the Specific Plan constraints analysis. The SMWM team will work with City staff to contact appropriate representatives of applicable City departments and other service providers, including the Menlo Park Fire District, Menlo Park Police Department, Menlo Park and Ravenswood elementary school districts and Sequoia Union High School District, Allied Waste Services (solid waste hauling), and the City of Menlo Park Community Services Department, which maintains the City's public parks and recreational facilities. Additional information regarding some of these facilities may also be provided as part of the Planning process. In conjunction with representatives of the applicable agencies and providers, the team will describe existing facilities and services provided and evaluate the ability of these departments and providers to adequately serve the anticipated population (residential and employee) of the Specific Plan area. Demand factors (e.g., water use, student generation rates, etc.) will be those provided by the Specific Plan engineer or other team members, the City, and/or the relevant service provider or, if not available in this way, will be standard factors such as those from U.S. Census data or other published reports that provide generally acceptable information. The EIR will identify whether any new facilities, the construction of which could result in physical impacts, would be required, as well generally as the future adequacy of utilities services. The EIR will also identify any applicable mitigation measures.

Population, Housing, and Employment

The SMWM team will describe existing population, housing, and employment in the Specific Plan area based upon U.S. Census data and other published reports, including documentation that may be provided by the City of Menlo Park. The data will include information as to racial, ethnic, and economic aspects of the population, including the Linfield Oaks, Felton Gables, and Stanford Park neighborhoods, as well as current conditions and trends in the local housing market. Based in part on information generated by the Market Analysis, as well as on the Specific Plan land use program, in combination with Menlo Park's Affordable Housing Action Plan, the EIR will describe anticipated changes in population and employment, including the number and type of jobs associated with the proposed project, and will generally identify any changes that might be anticipated with respect to existing residential or commercial land uses, including any potential displacement that might result from implementation of the Specific Plan, as well as any relocation component, if applicable, in the Plan. The EIR will also discuss whether the Specific Plan would be expected to induce further growth, and if resulting secondary effects would be anticipated.

Cultural Resources

The SMWM team will conduct background research that will include a review of published literature relevant to the project area to identify any previously recorded or suspected cultural resources, such as the existing train station's designation as a California State Landmark. The team will review files of the Menlo Park Historical Association and the Northwest Information Center (NWIC) at Sonoma State University. In addition, the Native American Heritage Commission and appropriate Native Americans will be consulted to determine whether traditional properties occur in the project area, given evidence of the Ohlone Indian civilization has been unearthed both along the San Francisquito Creek and in nearby Woodside. Any previously recorded paleontological resources will be identified through map review at the Museum of Paleontology, UC Berkeley. SMWM's team will review any previously prepared historical resources reports and information available from the City concerning potential historical resources in the Specific Plan area and vicinity. The team will identify any potentially significant impacts of Specific Plan development on archaeological and paleontological resources and will identify mitigation measures to avoid such impacts or reduce them to less-than-significant levels, as feasible.

Agricultural and Mineral Resources

The project site is not located on land designated for agricultural use or that is underlain with mineral resources. Both topics will be discussed briefly in the EIR with supporting evidence to demonstrate that the project would not result in a significant impact.

Alternatives

As required by CEQA Guidelines Section 15126.6(a), an EIR shall describe a reasonable range of alternatives to a project, including an "environmentally superior" alternative and a "no project" alternative. The alternatives will be formulated in conjunction with the Specific Plan team and the City to help decision-makers consider comparative effects of alternatives to those of the proposed project. Up to four alternatives will be considered, including the "no-project" alternative and up to three "build" alternatives; because the Specific Plan would be centered around the location-specific Downtown, train station, and El Camino Real and Santa Cruz Avenue corridors, it is not anticipated that an off-site alternative will be considered. (Development and analysis of additional alternatives may be included as an optional task.) As anticipated under the CEQA Guidelines, the description of alternatives and the analysis of their impacts will be presented in less detail than is the case with the preferred Specific Plan project. The narrative discussion of each alternative will consist of two subsections: a description of each alternative, which will describe the uses, intensities, and design concept of each alternative, and analysis of environmental impacts of each alternative, which highlight the major differences between the impacts of the proposed project. A matrix or other tabular form may be used to present this comparison.

DEIR Preparation and Publication

The proposed schedule assumes that one Administrative Draft EIR (ADEIR) will be prepared for review by City staff and members of the Specific Plan team. Following receipt of a single, consolidated and non-contradictory set of comments on the ADEIR, the SMWM team will prepare a Screen-check Draft for staff review and acceptance prior to publication of the DEIR.

Task 4 Meetings and Deliverables Summary

Meetings

- Up to 8 Client Meeting(s)
- Up to 1 Project Task Force Meeting
- Up to 1 Planning Commission Meetings/Hearings
- Up to 1 City Council Meetings/Hearings

Deliverables

- Up to 2 Admin Drafts of the Specific Plan (1 copy and electronic file)
- 1 Draft Specific Plan (1 copy and electronic file)
- 1 Draft and 1 Final Fiscal Impact Analysis – (1 copy and electronic file)
- Up to 2 Admin Drafts of the EIR (1 copy and electronic file)
- 1 Draft EIR (1 copy and electronic file)

Task 5: Final Specific Plan, EIR and Amendments

In Task 5, the SMWM team will prepare the Final Specific Plan, the related General Plan and Zoning Ordinance Amendments and the Final EIR. The task allows for two reviews by City staff before final approval actions.

A. Final Specific Plan

Based on public comment and direction from City Staff, the SMWM team will prepare the Final Specific Plan.

As outlined in task 4, the proposed schedule allows for two reviews by City staff before final adoption. The final Specific Plan will build on and incorporate the consolidated set of comments, submitted by the City to the team after review of each Administrative Final document during task 4.

B. Zoning and General Plan Amendments

The SMWM team will determine the necessary regulatory approval for bringing the Specific Plan through adoption and ensuring consistency with the General Plan, the Zoning Ordinance and other regulatory documents, as necessary. The task may include working with City staff to strategize on potential changes to existing regulatory documents, writing General Plan and Zoning amendments, writing staff reports for the amendments and attending public hearings. The amendment will be presented for a recommendation to the City Council at a hearing before the City Council at a hearing before the Planning Commission and at a public hearing before the City Council.

C. Final EIR

The SMWM team will review comments received from public agencies (including any responsible agencies) and members of the public, and will, if appropriate, meet with City staff and other members involved in the Specific Plan to discuss approaches to responding to comments. The SMWM team will prepare responses to all comments that address the adequacy of the Draft EIR, relying, as appropriate, on technical expertise and analysis of the members of the Specific Plan team that served as resources in preparation of the Draft EIR. These will inform the changes and revisions to be incorporated in the Final EIR.

Final EIR Preparation and Publication

The SMWM team assumes that one Administrative Final EIR (AFEIR) will be prepared for review by City staff and members of the Specific Plan team. Following receipt of a single, non-contradictory set of comments on the AFEIR, the SMWM team will prepare a Screen-check Draft for staff review and acceptance prior to publication of the FEIR. This scope assumes that the FEIR will consist of the Responses to Comments on the DEIR, the comments themselves, and any necessary revisions to the text of the DEIR (as a separate chapter of the FEIR), but that the DEIR itself will not be not be republished with the text changes included.

Task 5 Meetings and Deliverables Summary

Meetings

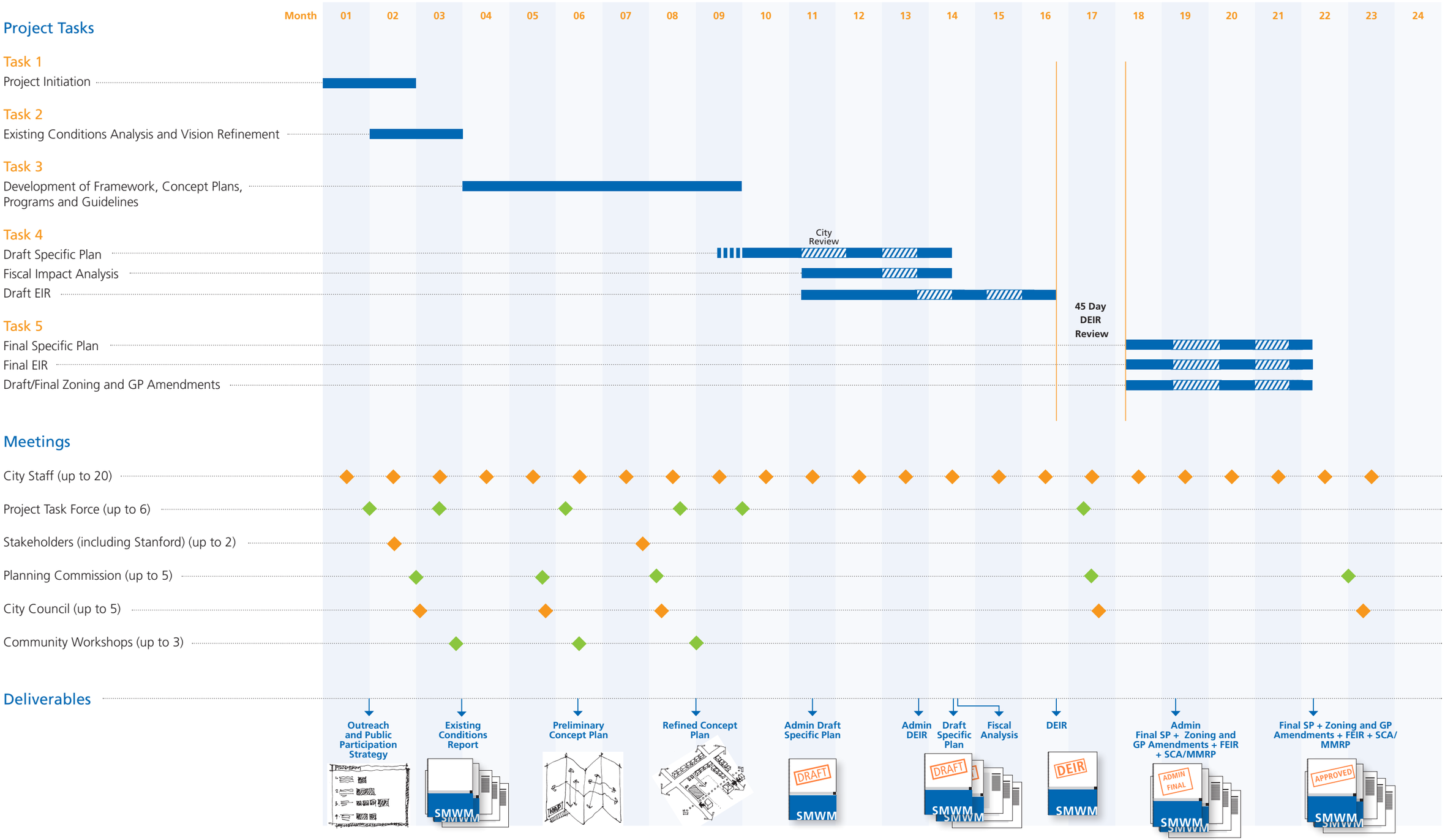
- Up to 3 Client Meeting(s)
- Up to 1 Planning Commission Meetings/Hearings (1)
- Up to 1 City Council Meetings/Hearings (1)

Deliverables

- Up to 2 Admin Final Specific Plan (1 copy and electronic file)
- 1 Final Specific Plan (1 copy and electronic file)
- 1 Draft and 1 Final Zoning and General Plan Amendments (1 copy and electronic file)
- Up to 2 Admin drafts of Final EIR (1 copy and electronic file)
- 1 Final EIR (1 copy and electronic file)
- PowerPoint Show, Presentation Graphics and Handouts, as needed, for Planning Commission, and City Council meetings

Schedule

Menlo Park El Camino Real/Downtown Specific Plan, EIR and Amendments - Proposed Project Schedule



Budget + Fees

Fee Proposal

SMWM's fee proposal for services, as described in the Scope of Work, follows:

1 - Project Initiation	$47,960
2 - Existing Conditions Analysis and Vision Refinement	$192,770
3 - Development of Framework, Concept Plans, Programs, and Guidelines	$202,260
4 - Draft Specific Plan, Fiscal Impact, and Draft EIR	$237,860
5 - Final Specific Plan, Amendments, and Final EIR	$84,490
Meetings, Community Workshops, and Presentations	$111,510
Expenses	$61,380
Grand Total	**$938,230**

SMWM's fee proposal reflects our effort to be fully responsive to the City of Menlo Park's needs, as described in the Request for Proposal. SMWM would welcome the opportunity to talk to the City about refining both the scope and fee, with the intent of providing the best services at the best value.

The tables following provide additional detail, both in summary and by individual firms. This section also includes all firms' standard hourly rate tables.

SMWM's fee proposal assumes a 22 month planning process as shown in the proposed schedule. An extension of the schedule could result in additional services. Reimbursable expenses are calculated at 7 percent of fee. The reimbursable expenses budget covers project-related expenses, including presentation graphics and other materials for the community workshop.

Summary Scope and Responsibilities

Task	SMWM - Prime, Urban Design, Planning, Facilitation	Strategic Economics - Market, Fiscal Impact	HDR/The Hoyt Company - Community Outreach	Fehr & Peers - Transportation, Traffic	ESA - Environmental Analysis, EIR	BKF - Infrastructure	Raimi + Associates - Zoning	
Task 1: Project Initiation								
1A Project Start-Up and Client Meeting	●	❍	❍	❍	❍	❍		
1B Public Outreach Approach	❍		●					
1C Base Info/Map Collection and Review	●	❍		❍	❍	❍		
Task 2: Existing Conditions Analysis and Vision Refinement								
2A Land Use and Urban Form	●							
2B Circulation and Transportation	❍			●				
2C Infrastructure/Utilities						●		
2D Environmental Conditions					●			
2E Market Conditions		●						
2F Opportunities and Constraints	●	❍		❍	❍	❍		
2G Community Workshop #1: Existing Conditions and Vision Refinement	●	❍	●	❍				
2H Vision and Goals Refinement and Evaluation Criteria	●	❍		❍		❍		
Task 3: Development of Framework, Concept Plans, Programs and Guidelines								
3A Strategic Planning Framework	●	❍		❍				
3B Preliminary Concept Plans and Programs	●	❍		❍		❍		
3C Community Workshop #2: Framework and Preliminary Concept Plans and Programs	●	❍	●	❍				
3D Refined Concept Plans and Programs	●	❍		❍				
3E Community Workshop #3: Refined Concepts Plans and Programs	●		●					
3F Preferred Concept Plan and Program	●	❍		❍				
3G Design Guidelines	●							
Task 4: Draft Specific Plan, EIR and Fiscal Impact Analysis								
4A Draft Specific Plan	●	❍		❍		❍		
4B Fiscal Impact Analysis		●						
4C Draft EIR	❍			❍	●	❍		
Task 5: Final Specific Plan, EIR and Amendments								
5A Final Specific Plan	●	❍		❍		❍		
5B Zoning and GP Amendments	●						●	
5C Final EIR	❍			❍	●	❍		
Meetings								
City Staff (up to 20)								
Project Task Force (up to 6)								
Stakeholders (including Stanford) (up to 2 sets)								
Planning Commission (up to 5)								
City Council (up to 5)								
Community Workshops (3)								

● Primary Role
❍ Supporting Role

Detailed Fee Proposal

Task	SMWM		Strategic Economics		Fehr + Peers		Environmental Science Associates		HDR | The Hoyt Company		BKF Engineers		Matt Raimi + Associates		TOTAL	
	Hours	$	Hours	$	Hours	$	Hours	$	Hours	$	Hours	$	Hours	$	Hours	$
1 — Project Initiation	184	$23,320	4	$630	22	$3,700	38	$4,680	68	$9,350	34	$4,280	0	$0	350	$47,960
2 — Existing Conditions Analysis and Vision Refinement	488	$71,680	155	$18,100	244	$36,040	303	$35,480	169	$20,340	76	$11,130	0	$0	1435	$192,770
3 — Development of Framework, Concept Plans, Programs and Guidelines	942	$144,520	285	$35,980	28	$5,560	0	$0	76	$9,670	50	$6,530	0	$0	1381	$202,260
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	624	$80,100	121	$15,850	284	$40,320	748	$95,930	0	$0	34	$5,660	0	$0	1811	$237,860
5 — Final Specific Plan, Amendments and Final EIR	360	$45,300	0	$0	52	$7,800	144	$17,390	0	$0	0	$0	104	$14,000	660	$84,490
Meetings, Community Workshops and Presentations	516	$81,560	26	$4,020	68	$11,440	20	$3,130	68	$8,760	8	$1,500	8	$1,100	714	$111,510
Labor Subtotal	3114	$448,480	591	$74,580	698	$104,860	1253	$156,610	381	$48,120	202	$29,100	112	$15,100	6351	$876,850
Expenses														Reimbursables (7%)		$61,380
														GRAND TOTAL	**6351**	**$938,230**

Personnel, Hourly Rates, + Hours Per Task

SMWM

	Prakash Pinto Principal-in-Charge	Karen Alschuler Advising Principal	Mark Hoffheimer Project Manager	Patrick Vaucheret Senior Urban Designer	Kamala Subbarayan Urban Planner	Support	
Hourly Rate	$260	$260	$160	$160	$95	$80	
Task	Hours	Hours	Hours	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	12	4	80	0	88	0	184
2 — Existing Conditions Analysis and Vision Refinement	52	16	156	72	144	48	488
3 — Development of Framework, Concept Plans, Programs and Guidelines	166	16	168	248	208	136	942
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	48	8	192	24	188	164	624
5 — Final Specific Plan, Amendments and Final EIR	0	0	156	24	140	40	360
Meetings, Community Workshops and Presentations	100	8	224	8	152	24	516
TOTAL	472	52	976	376	920	412	3114

Personnel, Hourly Rates, + Hours Per Task

Strategic Economics

	Nadine Fogarty Principal	Erica Spaid Associate	Research Analyst	
Hourly Rate	$195	$120	$95	
Task	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	2	2	0	4
2 — Existing Conditions Analysis and Vision Refinement	17	67	71	155
3 — Development of Framework, Concept Plans, Programs and Guidelines	45	176	64	285
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	26	70	25	121
5 — Final Specific Plan, Amendments and Final EIR	0	0	0	0
Meetings, Community Workshops and Presentations	12	14	0	26
TOTAL	102	329	160	591

Personnel, Hourly Rates, + Hours Per Task

Fehr + Peers

	Jane Bierstedt Principal	Joe Fernandez Senior Engineer	Transportation Engineer / Planner	Graphics/GIS Support	Administrative Support	
Hourly Rate	$250	$160	$120	$110	$100	
Task	Hours	Hours	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	6	8	6	0	2	22
2 — Existing Conditions Analysis and Vision Refinement	30	76	124	10	4	244
3 — Development of Framework, Concept Plans, Programs and Guidelines	12	16	0	0	0	28
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	28	76	148	20	12	284
5 — Final Specific Plan, Amendments and Final EIR	8	16	20	4	4	52
Meetings, Community Workshops and Presentations	12	44	8	4	0	68
TOTAL	96	236	306	38	22	698

Personnel, Hourly Rates, + Hours Per Task

Environmental Science Associates

	Karl Heisler Project Manager	Managing Associate	Senior Associate	Associate	Admin./Graphics	
Hourly Rate	$170	$151.40	$120.61	$97.22	$90	
Task	Hours	Hours	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	2	8	18	8	2	38
2 — Existing Conditions Analysis and Vision Refinement	7	64	112	40	80	303
3 — Development of Framework, Concept Plans, Programs and Guidelines	0	0	0	0	0	0
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	20	274	310	96	48	748
5 — Final Specific Plan, Amendments and Final EIR	8	16	88	16	16	144
Meetings, Community Workshops and Presentations	12	4	4	0	0	20
TOTAL	49	366	532	160	146	1253

Personnel, Hourly Rates, + Hours Per Task

BKF Engineers

	Dan Schaefer Principal	Ed Boscacci Water Resources Engineer	Eric Girod Infrastructure Engineer	Ann Le Engineer 3	Michael Vidra Engineer 1	
Hourly Rate	$188	$143	$153	$132	$101	
Task	Hours	Hours	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	3	3	4	8	16	34
2 — Existing Conditions Analysis and Vision Refinement	16	18	18	12	12	76
3 — Development of Framework, Concept Plans, Programs and Guidelines	6	4	8	12	20	50
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	16	10	8	0	0	34
5 — Final Specific Plan, Amendments and Final EIR	0	0	0	0	0	0
Meetings, Community Workshops and Presentations	8	0	0	0	0	8
TOTAL	49	35	38	32	48	202

Personnel, Hourly Rates, + Hours Per Task

HDR | The Hoyt Company

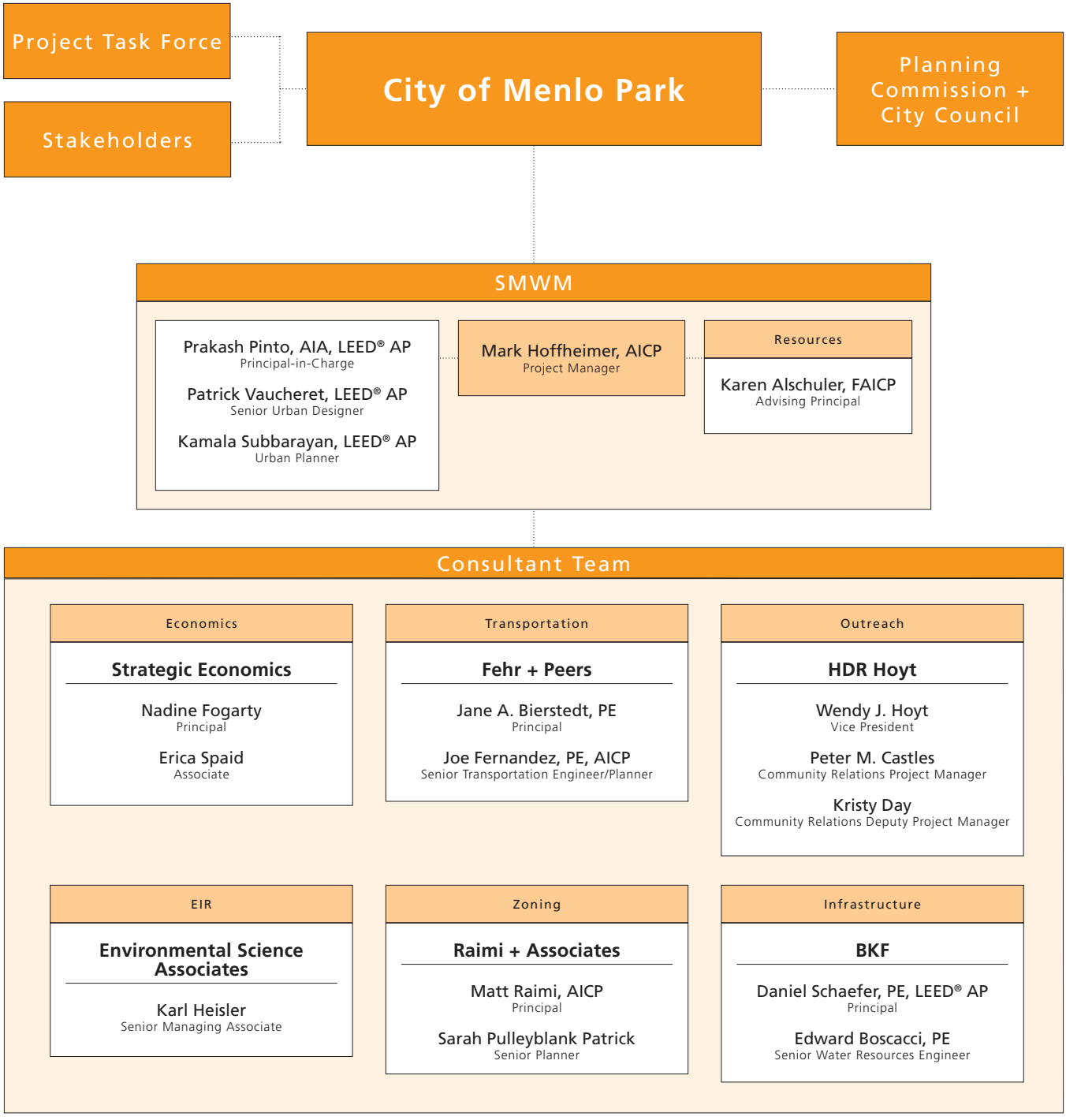
	Wendy J. Hoyt Principal	Peter M. Castles Project Manager	Erik Sanders Graphic Designer	Muri Bartkovsky Outreach Specialist	Brad Helmer Project Controller	
Hourly Rate	$235	$150	$110	$90	$95	
Task	Hours	Hours	Hours	Hours	Hours	TOTAL LABOR
1 — Project Initiation	4	44	0	18	2	68
2 — Existing Conditions Analysis and Vision Refinement	6	52	54	46	11	169
3 — Development of Framework, Concept Plans, Programs and Guidelines	2	40	6	24	4	76
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	0	0	0	0	0	0
5 — Final Specific Plan, Amendments and Final EIR	0	0	0	0	0	0
Meetings, Community Workshops and Presentations	0	44	0	24	0	68
TOTAL	12	180	60	112	17	381

Personnel, Hourly Rates, + Hours Per Task

Matt Raimi

	Matt Raimi AICP Principlal	Sarah Pulleyblank Patrick Senior Planner	
Hourly Rate	$150	$125	
Task	Hours	Hours	TOTAL LABOR
1 — Project Initiation	0	0	0
2 — Existing Conditions Analysis and Vision Refinement	0	0	0
3 — Development of Framework, Concept Plans, Programs and Guidelines	0	0	0
4 — Draft Specific Plan, Fiscal Impact Analysis and Draft EIR	0	0	0
5 — Final Specific Plan, Amendments and Final EIR	40	64	104
Meetings, Community Workshops and Presentations	4	4	8
TOTAL	44	68	112

Key Personnel


Project Task Force
Stakeholders
City of Menlo Park
Planning Commission + City Council
SMWM
Prakash Pinto, AIA, LEED® AP
Principal-in-Charge
Patrick Vaucheret, LEED® AP
Senior Urban Designer
Kamala Subbarayan, LEED® AP
Urban Planner
Mark Hoffheimer, AICP
Project Manager
Resources
Karen Alschuler, FAICP
Advising Principal
Consultant Team
Economics
Strategic Economics
Nadine Fogarty
Principal
Erica Spaid
Associate
Transportation
Fehr + Peers
Jane A. Bierstedt, PE
Principal
Joe Fernandez, PE, AICP
Senior Transportation Engineer/Planner
Outreach
HDR Hoyt
Wendy J. Hoyt
Vice President
Peter M. Castles
Community Relations Project Manager
Kristy Day
Community Relations Deputy Project Manager
EIR
Environmental Science Associates
Karl Heisler
Senior Managing Associate
Zoning
Raimi + Associates
Matt Raimi, AICP
Principal
Sarah Pulleyblank Patrick
Senior Planner
Infrastructure
BKF
Daniel Schaefer, PE, LEED® AP
Principal
Edward Boscacci, PE
Senior Water Resources Engineer

SMWM is about people and place.

Practice Groups

Education

Housing

Preservation + Adaptive Reuse

Urban Design + Planning

Services + Expertise

Architectural Design

Community Outreach + Planning

Graphic Design

Historic Renovation

Interior Design

Master planning

Programming

Sustainable Design

Celebrating over 20 years in business, San Francisco-based SMWM and SMWM LLP in New York produce fresh ideas and build innovative, distinctive, and award-winning projects for academic, institutional, cultural, and civic clients.

One of the largest women-owned, interdisciplinary design firms in the nation, SMWM makes communities more livable through socially relevant and environmentally responsible architecture, planning, and urban design. Our highest aspiration is for every project to provide a generous, inventive, and enduring framework for human activity.

We have structured our practice around a process where design responds to a careful and specific reading of site, program, social and cultural context, as well as the goals and budget of the client. We promote a collaborative design process, giving voice to both design team members and clients while exploring divergent views that yield rich and unexpected results.

SMWM

Registration

Licensed Architect, California

Professional Activities

Visiting Critic, UC Berkeley College of Environmental Design, Berkeley, CA, 2000 to present.

Visiting Critic, California College of Arts, San Francisco, CA, 2000 to present.

Visiting Critic, Boston Architectural Center, Boston, MA, 1999-2000

Teaching Assistant, Harvard University, Cambridge, MA, 1999

Visiting Critic, University of Southern California, Los Angeles, CA, 1995-1997

Graduate Student Instructor, University of California, Berkeley, CA, 1991-1993

Panelist, California American Planning Association Conference, "Urban Design", 2004

Lecture, "Sustainable Urban Design", US Green Building Council Conference, 2003

Lecture, "Sustainable Campus Planning", UC Merced Sustainability Conference, 2003

"Cent*ral Wan Chai Master Plan*," Harvard University Graduate School of Design, 2001

Prakash Pinto, AIA, LEED® AP

Principal-in-Charge

As Director of SMWM's Urban Design + Planning Practice, Mr. Pinto provides design, planning, and project management services for a diverse range of projects, including large scale land use, streetscape, and campus master plans, encompassing issues of public access, urban design and open space. He works collaboratively with communities, diverse client groups, and consultants, and brings a strong commitment to sustainable planning practices. Mr. Pinto is an active member of the Society for College and University Planners (SCUP), the American Institute of Architects, and the American Planning Association.

Education

Harvard University, Graduate School of Design, Cambridge, MA: M.Arch. in Urban Design with Distinction

University of California, Berkeley, CA: Master of Architecture, M.Arch

Selected Projects

- Alliant International University Master Plan, San Diego CA.
- Anacostia Waterfront Initiative, Washington, DC
- Berkeley High School Master Plan, Berkeley, CA
- California Coastal Conservancy Linkages Plan, Los Angeles, CA
- Cupertino Civic Center Master Plan, Cupertino, CA
- Downtown San Jose Streetscape Master Plan Update, San Jose, CA
- Downtown Santa Fe Master Plan, Santa Fe, NM
- Guadalupe River Park Design Guidelines, San Jose, CA
- Harvard University Strategic Master Plan, Cambridge, MA
- Historic Downtown Anacostia Strategic Plan, Washington, DC
- Isla Vista Revitalization Master Plan, Santa Barbara, CA*
- Midland School Campus Framework and Master Plan, Los Olivos, CA*
- Monterey Bay Aquarium Urban Design Concept Plan, Monterey, CA
- New East Baltimore/Johns Hopkins Master Plan, Baltimore MD
- Port of Los Angeles, San Pedro Coordinated Framework Plan, Los Angeles, CA
- Port of Los Angeles, Wilmington Waterfront Development Plan, Los Angeles, CA
- South Weymouth NAS Master Plan, Weymouth, MA
- Southeast Federal Center, Washington, DC
- UC Berkeley New Century Framework Master Plan, Berkeley, CA*
- Union City Transit Facility Master Plan and Streetscape Implementation, Union City, CA
- United States Federal Courthouse Master Site Plan, Fresno, CA*

*completed prior to joining SMWM

Mark Hoffheimer, AICP

Project Manager

Mark Hoffheimer is an urban planner experienced in community and land use planning, waterfront master planning, and urban design. As a senior planner and project manager, Mr. Hoffheimer conceives, organizes, and orchestrates complex planning and development projects and leads and manages client relations and staff and consultant teams. Mr. Hoffheimer has extensive experience developing and facilitating visioning workshops and building consensus among diverse groups. He has prepared a variety of community plans, master plans, and design guidelines, clearly conveying complex concepts and policies.

Education

University of Pennsylvania, Graduate School of Fine Arts, Philadelphia, PA; Master of City Planning and Certificate in Urban Design, 1990

Vanderbilt University, Nashville, TN; Bachelor of Arts in Economics, 1980

Selected Projects

- Bay Meadows Conceptual Master Plan; San Mateo, CA*
- California State University, Channel Islands Community Plan; Camarillo, CA*
- Campbell Community Design Study; Campbell, CA*
- Campbell General Plan Land Use Element; Campbell, CA*
- Concord Community Reuse Project, Concord, CA
- Los Angeles Southwest College Facilities Master Plan; Los Angeles, CA*
- Napa Urban Waterfront Restoration Plan; Napa, CA*
- North Embarcadero Alliance Visionary Plan, San Diego, CA*
- Port of San Diego North Embarcadero Alliance Visionary Plan*
- Port of San Diego South Embarcadero Urban Development Plan and Design Guidelines*
- The Presidio Trust Implementation Plan*
- The Presidio Trust Management Plan*
- The Presidio Trust Fort Scott Implementation Study*
- The Presidio Trust Crissy Field Implementation Study*
- The Presidio Trust West Crissy Planning and Economic Feasibility Study*
- The Presidio Trust Education Accommodation Study*
- The Presidio Trust Mason Street Alternatives*
- Southeast Federal Center Design Guidelines; Washington, DC
- Sacramento/West Sacramento Riverfront Master Plans, Sacramento, CA*
- Stanford University Community Plan*
- University of California, Berkeley, Landscape Heritage Plan, Berkeley, CA*
- Walnut Creek East Mt. Diablo Boulevard Specific Plan, Walnut Creek, CA*
- West End Office Complex Development Plan, Sacramento, CA*

*completed prior to joining SMWM

Registration

Member, American Institute of Certified Planners

Member, American Planning Association

Member, San Francisco Planning and Urban Research Association (SPUR)

Member, Urban Land Insitute

Selected Awards

Urban Design Merit Award, AIA California Council, 2008, Port of Los Angeles Wilmington Waterfront Development Plan

Award for Excellence, Urban Land Institute (ULI), 2006, The Presidio Trust Management Plan

National Planning Award; Outstanding Planning Award for Implementation, American Planning Association (APA), 2004, The Presidio Trust Management Plan

Campus Master Planning Citation, American School + University's Architectural Awards, 2005, University of Nevada, Reno Comprehensive Campus Master Plan

California Governor's Historic Preservation Award, 2005, University of California, Berkeley Landscape Heritage Plan

SMWM

Registration

France, Paris Institute of Certified Architects, 1992

U.S. Green Building Council, LEED® Accredited Professional, 2006

Recent Professional Activities

Speaker, San Francisco Planning + Urban Research (SPUR) Forum, "LEED-ND, Station Park Green," San Francisco, 2008

Speaker, SPUR Forum, "Marseille Urban Makeover," San Francisco, 2007

Speaker and Panelist, Chicago Graham Foundation, "The Bloomingdale Line — Railway to Greenway", Chicago, 2005

Speaker, SPUR City Connection, San Francisco, 2005

Speaker, SPUR Forum, "Exploring New Urban Promenades," San Francisco, 2005

Speaker, SPUR Forum, "Base Reuse Development in the US," Paris, 2004

Speaker, SPUR Forum, "Berlin — Reinvented," San Francisco, 2002

Speaker, San Francisco Planning Department, "Reuse of Railyards and Industrial Sites in Paris", San Francisco, 2001

Patrick Vaucheret, LEED® AP

Senior Urban Designer

With his esteemed experience in Paris, Patrick Vaucheret provides SMWM with a fresh vision of urban design issues. His extensive work creating contemporary neighborhoods in Paris, such as the Tolbiac and Austerlitz Quarters, are celebrated as outstanding examples of good urban design. While with SMWM, Mr. Vaucheret has urban design oversight on firm's key projects including Station Park Green and Treasure Island in California, the Gateway in Chicago, Southeast Federal Center in Washington D.C., and Panama Pacifico in Central America.

Education

Montpellier School of Architecture, Montpellier, France, DPLG (French Degree), 1987

Versailles School of Architecture, Versailles, France, 1985

Paris-Villemin School of Architecture, Paris, France, 1983

Selected Projects

- Anacostia Waterfront Initiative, Poplar Point Target Area Plan, Washington, DC
- Boston Central Artery Corridor Masterplan, Boston, MA
- Chicago Gateway, Chicago, IL
- Hunters Point Shipyard Reuse Master Plan, Design For Development, Phase 1 Open Space and Streetscape Master Plan, San Francisco, CA
- Main Post Presidio, Open Space and Streetscape Concept, San Francisco, CA
- Mission Rock — Seawall Lot 337, San Francisco, CA
- Panama Pacifico, Panama
- San Diego Downtown Design Guidelines, San Diego, CA
- San Jose Civic Plaza, Urban Design and Public Spaces Schematic Design, San Jose, CA
- Southeast Federal Center Master Plan, Washington, DC
- Station Park Green Sustainable Master Plan, San Mateo, CA
- Treasure Island Development, Planning and Urban Design, San Francisco, CA
- Paris Rive Gauche, Master Plan, Design Guidelines, Paris, France*
- Austerlitz Quarter, master plan, urban design, phasing and guidelines, Paris, France*
- Tolbiac Quarter, master plan implementation, urban design and design guidelines principle, Paris, France*
- Paris Land Use update, 19th District comprehensive analysis and recommendations, Paris, France*

* Projects completed while with other firms

Kamala Subbarayan, LEED® AP

Urban Planner

Kamala Subbarayan is a progressive planner and project manager with over six years of experience on a wide scale of national and international projects. As a valuable member of SMWM's team, she is highly skilled at collaborating on complex development projects and managing client relations, staff and consultant teams. Kam is committed to sustainability in her work and has experience with LEED-ND projects and the complex issues they entail. Her national and international experience spans transit-oriented developments, retail/entertainment districts, urban infill, mixed use, waterfronts and design guidelines. She has broad experience working with developers and communities through public-private partnerships and taking projects through the entitlement process. Kam brings great creativity, energy and enthusiasm to every project, and strives for consensus and relationship building, making them true successes.

Education

Harvard University, Graduate School of Design (GSD), Cambridge MA, Masters in Design Studies (MDesS), 2004

TVB School of Habitat Studies, New Delhi, India, Architecture (B.Arch), 2002

University of East London: School of Architecture, London, United Kingdom, Exchange Scholar: 2000

Selected Projects

- Alameda Landing, Alameda, CA
- Albuquerque Studios, Albuquerque, NM*
- Ballpark Village, Fremont, CA*
- Biomed/Tech Focus Area, Los Angeles, CA
- Downtown Scottsdale Master Plan, Scottsdale, AZ*
- Greater Noida Special Economic Zone, Delhi, India
- Harbor Boulevard Seam Study, San Pedro, CA
- Hengquin Island International Convention Resort, Hengquin Island, China (competition)*
- Kaiser Hospital Campus Redevelopment, Santa Clara, CA
- Office Building and Interiors for TI center at Tidel Park, Chennai, India*
- Office Campus Corporate Pointe, West Hills, CA*
- Pala Studios, Pala, CA*
- Panama Pacifico Centro, Panama
- Poplar Point, Washington, D.C.
- Preston Gateway, Norwich, CT
- Ritz Carlton, Pasadena, CA*
- Station Park Green, San Mateo, CA

*projects completed prior to joining SMWM

Registration

LEED® Accredited Professional, 2005

Council of Architecture, India, 2004

Professional Activities

Speaker, San Francisco Planning + Urban Research (SPUR) Forum, "LEED-ND, Station Park Green," San Francisco, 2008

ULI experts panel for TOD Market Place, August-September 2008

Panelist, SPUR Forum: LEED for Neighborhood Development (LEED-ND) Case Study, July 2008

Moderator for ULI/CREW Joint Event on Demystifying Green Certification Systems and Policies, March 2008

Commercial Real Estate Women, Program Committee

SPUR, Sustainable Design Committee

CBD Central Market, Identity and Design Committee

"Building within the precinct of a historic core," Thesis Project featured at Archiversiade Festival, South Korea, 2003

System of Transformation in a Historic Core, "The School 2001-02," TVB School of Habitat Studies, 2002

SMWM

Karen Alschuler, FAICP

Advising Principal

Over the last 35 years, Karen Alschuler has developed a national practice tackling some of the most interesting and urgent of urban issues. As a Principal and Director of Design for planning and urban design at SMWM since 1991, her projects define the new generation of urban waterfronts, set design parameters for transformation of large urban districts, provide for expanded cultural and educational facilities, set the terms for urban stewardship and the creation of civic places which welcome a diverse population, and seek a critical balance between physical planning and fiscally responsible economic development.

Registration

American Institute of Certified Planners, Member since 1974, Fellow 2004

American Institute of Planners, Member from 1972 – 1978

American Planning Association, Member since 1978

Licensed Planner, New Jersey, since 1990

Professional Activities

ULI Policy and Practice Committee, 2006-present

"Edge of the Bay: Design, Environment, Regulation" UC Berkeley panel. October 2006

Fellow, American Institute of Certified Planners, 2004

"The Competitions Craze: They Definitely Create Buzz, But Can Competitions Deliver Lasting Plans?" Planning, October 2004

APA Urban Planning and Design Standards, Advisory Board, Summer 2003 to present

Commercial Real Estate Women (CREW), President, San Francisco Chapter, 1998

"Central Artery Corridor Master Plan; Places for People" Urban Land, September 2001

Juror, Gerald D. Hines Prize, first national urban design competition for students, 2003

Boston Harbor Conference, Boston, MA, National Panelist, 1998

Education

University of California, Berkeley, CA: Master of City + Regional Planning, 1969, Mellon Fellowship in City Planning and Urban Renewal

Brown University-Pembroke College, Providence, RI: Bachelor of Arts, 1967

Selected Projects

- Anacostia Waterfront Initiative, Washington, D.C.
- California Academy of Sciences + M. H. de Young Memorial Museum Relocation Feasibility Study, San Francisco, CA
- California Pacific Medical Center, San Francisco, CA
- Central Artery Corridor Master Plan, Boston, MA
- Civic Center Master Plan, Berkeley, CA
- Civic Operations Master Plan, San Jose, CA
- El Camino Real Master Plan, San Mateo, CA
- Greater Downtown San Jose Strategic Plan for Development, San Jose, CA
- Hunters Point Shipyard Reuse, Land Use Plan, Design Guidelines, Communications and Implementation, San Francisco, CA
- Lake Merritt Channel Master Plan, Oakland, CA
- Light Rail Corridor Master Plan, Cleveland, OH
- Mission Bay Urban Design + Planning, San Francisco, CA
- Oakland General Plan Update, Land Use + Transportation, Oakland, CA
- Presidio Trust, Planning and Urban Design, San Francisco, CA
- San Francisco Civic Center Historic Improvement Project, San Francisco, CA
- Southeast Federal Center, Washington, DC
- Transbay Area 20/20 Concept Plan, Land Use Planning, San Francisco, CA
- Transbay Terminal Improvement Plan, San Francisco, CA
- Treasure Island Design + Development Concept, San Francisco, CA
- VTA Best Practices for Integrating Transportation and Land Use, Santa Clara County, CA
- Waterfront Plan, Design and Production, Port of San Francisco, San Francisco, CA

Fehr + Peers Firm Profile

Fehr + Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. We emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.

Specialized Services

Rather than trying to offer a multi-disciplined approach, we choose to focus on being the best traffic engineering and transportation planning consulting firm. We offer specialized expertise in the following areas:

- TOD Access, Circulation, and Parking
- Smart Growth Planning
- Land Use/Transportation Planning
- Transit Operations and Simulation
- Bicycle/Pedestrian Planning and Design
- Transportation Impact Analysis
- Travel Demand Forecasting
- Traffic Operations and Simulation
- Traffic Calming
- Intelligent Transportation Systems
- Traffic Engineering Design

Maintaining this singular focus on transportation enables us to provide state-of-the-practice expertise to our clients. We are nationally-recognized experts in these areas as evidenced by the fact that we routinely publish many professional papers, serve on national committees, and teach courses to others in the industry.

Our Values

From our firm's inception in 1985, we have developed strong client relationships by following three core values:

- Professional integrity and honesty. *We emphasize quality over quantity.*
- Responsive and hard working. *We emphasize service over sales.*
- Problem-solving, can-do attitude. *We emphasize solutions over process.*

Why Clients Hire Us

Clients hire Fehr + Peers because we provide the right combination of leading-edge technical skills, high-quality work, and superior client service. We thrive on challenging assignments in controversial environments where complex problems can only be solved by using state-of-the-practice analytical techniques, developing innovative, yet practical solutions, and achieving consensus amid the diverging views of stakeholders. We often find ourselves called into projects where others have failed. We consider each potential assignment carefully, and we only accept those projects to which we are fully committed and able to complete successfully.

Offices

Denver
Los Angeles
Orange County
Reno
Roseville
Sacramento
Salt Lake City
San Francisco
San Jose
Seattle
Walnut Creek

Fehr + Peers

Professional Affiliations

American Public Works Association (APWA)

Institute of Transportation Engineers (ITE)

Women's Transportation Seminar (WTS)

Certifications

Licensed Professional Civil Engineer, State of California (39414)

Licensed Professional Traffic Engineer, State of California (1478)

Licensed Professional Traffic Engineer, State of Oregon (14353)

Licensed Professional Traffic Operations Engineer (247)

Jane A. Bierstedt, PE

Principal

Education

Master of Science in Transportation Engineering, University of California, Berkeley, 1982

Bachelor of Science in Civil Engineering, Drexel University, 1981

Selected Experience

Land Use / Transportation Planning

Managed and prepared transportation planning and circulation studies for specific plans and general plans. Representative projects include:

- East Gardner Specific Plan (San Jose)
- Burlingame North End Specific Plan
- Jackson-Taylor Area Cumulative Traffic Study (San Jose)
- East of 101 Area Plan and General Plan Update (South San Francisco)
- West San Carlos Street Economic Development Study

Transportation Impact Analysis

Prepared CEQA-compliant analyses to determine the transportation system impacts of developments and to identify recommended mitigation measures for both public and private sector clients. Many studies also contained the evaluation of on-site circulation and site access. Representative projects include:

- Multi-Project Traffic Study, Foster City
- The Sanctuary, Stockton
- Kaiser Medical Center, Modesto
- Genentech Expansion, South San Francisco
- Vista del Mar, Pittsburg
- Covell Village, Davis

Smart Growth Planning

Assisted design teams in preparing on-site circulation systems, pedestrian and bicycle access, and parking facility layouts and used the latest research in preparing trip and parking generation estimates for TODs and mixed-use developments.

- Pleasant Hill BART Transit Village
- South San Francisco BART Transit Village
- San Jose Civic Center Urban Design Studies
- The Crossing in San Bruno

Traffic Calming Studies

Managed neighborhood traffic studies in San Jose (Strong Neighborhoods Initiative), Menlo Park, Saratoga, and Gilroy, California.

Bicycle / Pedestrian Planning and Design

Representative bicycle experience includes:

- San Jose Commuter Bicycle Corridor Study
- Mary Avenue Bike/Pedestrian Bridge
- San Jose Bicycle Master Plan

Parking Studies

Managed downtown parking studies for:

- Redwood City, California
- Burlingame, California
- Sunnyvale, California

Conducted shared parking studies for:

- The Crossing in San Bruno
- North of Bayshore Area, Santa Clara
- Cupertino Town Center/Civic Park
- Sunnyvale Town Center Mall

Traffic Operations and Simulation

Conducted operational analyses in support of freeway corridor and interchange studies for:

- State Route 87 HOV lanes (San Jose, CA)
- Highway 17 (Los Gatos, CA)
- I-205 Auxiliary Lanes (Tracy, CA)

Other traffic engineering studies include evaluating the impacts of light rail transit on intersection operations with full signal preemption for the Tasman Corridor and Capitol Corridor Projects in Santa Clara County, California.

Fehr + Peers

Professional Affiliations

Institute of Transportation Engineers (ITE)

American Planning Association (APA) Technology

Certification

Licensed Professional Engineer, State of California (License # 70594)

American Institute of Certified Planners (#022157)

Certifications

Licensed Professional Civil Engineer, State of California (License #71683)

Computer Skills

Experience in the use of transportation analysis software including:

- Synchro
- SimTraffic
- TRAFFIX
- TransCAD
- HCS

Publications/ Presentations

"Another Case Against Roadway Widening: This Time It's For Drivers," ITE Conference Paper, 2006

"Achieving Sustainable Results Through Public-Private Parternships," California APA Annual Conference, 2008

Joe Fernandez, PE, AICP

Senior Transportation Engineer/Planner

Education

Master of Science in Civil Engineering, California Polytechnic State University, San Luis Obispo, 2004

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo, 2004

Bachelor of Science in Civil Engineering, Vanderbilt University, 2002 (*Magna Cum Laude*)

Selected Experience

Transportation Planning/Impact Analysis

Responsibilities as project manager or lead analyst include technical analysis, on-site parking and circulation evaluation, application of models to forecast travel demand, and impact assessment. Projects include:

- West Broadway Specific Plan, Seaside, CA
- Stanford Medical Center Planning, Stanford, CA
- Chinatown Downtown EIR + Orcutt Area Specific Plan EIR, San Luis Obispo, CA
- Dominican Hospital Planning, Santa Cruz, CA
- Los Altos Retail/Office Parking Study, Los Altos, CA

Traffic Operations

Developed micro-simulation models to evaluate proposed improvements. Tasks include model development, existing conditions calibration/validation, and alternative evaluation. Projects include:

- US 101/US 84 PA/ED + Diverging Diamond Assessment, Redwood City, CA
- Campus Drive Widening Project, Stanford, CA
- Rosedale Highway Corridor Analysis, Bakersfield, CA
- Vineyards Geometric Review, Contra Costa, CA

Smart Growth Planning

Developed tools to evaluate the transportation effects of smart growth development alternatives. Served as project manager or lead analyst for the following projects:

- San Luis Obispo Council of Governments 4D's implementation and modeling support
- Access BART TOD Direct Ridership Forecasting
- BART A-Line Ridership Forecasting
- The Alameda Parking Study, San Jose, CA
- Circulation Element Update, Paso Robles, CA
- Ivy Drive Traffic Calming, Orinda, CA

Strategic Economics Firm Profile

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

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

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

Strategic
Economics

Nadine Fogarty

Principal

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

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

Education

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

Bachelor of Arts, University of California, Berkeley, 1994

Prior Experience

Prior to joining Strategic Economics, Ms. Fogarty worked at Economics Research Associates where she conducted market and feasibility analyses for a wide variety of real estate projects ranging from affordable housing to high-end resorts. She also assisted with downtown retail and entertainment strategies in Racine, Wisconsin and Lincoln, Nebraska, and prepared long-range market demand forecasts for planning areas including the Warm Springs BART station area in Fremont, California and the Westside neighborhood in National City, California.

Erica Spaid

Associate

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

Education

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

Bachelor of Arts, Macalester College, St. Paul, MN, 1998

Environmental Science Associates Firm Profile

ESA is a multidisciplinary firm with over 35 years of experience in the environmental consulting field. Since its inception in 1969, ESA has prepared more than 5,000 environmental documents in compliance with the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act, state and federal endangered species acts, and other local, state, and federal environmental requirements. Our services include preparation of environmental impact reports (EIRs) and related documents required by CEQA, environmental impact statements (EISs) and related documents required by NEPA, and feasibility and site selection studies. We also provide land use planning, impact assessment, licensing, permitting, monitoring, restoration, and public involvement services. ESA has extensive experience working with public agencies, private developers, nonprofit organizations, lawyers, architects, and planning and engineering consultants.

With a staff of more than 250 professionals, ESA offers expertise in all disciplines relevant to environmental planning, analysis, assessment, and regulation. Over the years, we have also developed a wide network of accomplished specialty subconsultants to ensure that we can assemble just the right project team for virtually any assignment in the environmental consulting field.

What We Do for Our Clients

The Bay Area Community Development group's services are primarily related to helping our clients comply with the California Environmental Quality Act, although we also conduct and manage a wide variety of other planning and technical activities and studies. Our services include the following:

- Large and small environmental impact reports
- Mitigated negative declarations and negative declarations
- Initial studies
- General, specific, redevelopment, and alternatives planning and analyses
- Mitigation monitoring and reporting programs, and field monitoring
- Substantiation of categorical and statutory exemptions
- NEPA documents, including EISs, environmental assessments (EAs), and findings of no significant effect
- Planning and technical studies, including: traffic and parking studies; wind and shadow analyses; visual impact analyses; architectural and archaeological resource studies; air quality and noise studies; health risk assessments; phase I and II environmental assessments and remediation plans; biotic studies, including special-status species studies, wetland delineations, and habitat conservation and management plans; and Geographic Information Systems mapping and analyses.

We pride ourselves in preparing clear, accurate, objective, user-friendly, and legally adequate environmental documentation for plans and projects of all types, sizes, and degrees of complexity and controversy. We routinely develop information products that require capability in GIS, CADD, and other electronic data management platforms. Our information technology professionals are experts at data reduction and the effective presentation of complex information in graphically attractive, easy to understand formats. In addition, ESA develops websites, maps, photosimulations, and other graphical representations for corporate and public presentations.

Relevant Experience

Environmental Science Associates (ESA) assists its clients in preparing environmental compliance documentation, and in satisfying environmental permitting and regulatory requirements. ESA has a wealth of experience in performing large-scale, complex environmental projects, which require the coordination and management of numerous project constituents and variables. These include directly relevant transportation projects, and linear projects involving substations, water conveyance, and tunneling. This experience demonstrates ESA's ability to skillfully bring expansive, progressive, and often controversial projects to successful completion. ESA offers an exceptional track record for delivering more "built" projects than nearly any other environmental firm in California.

Karl F. Heisler

Senior Managing Associate

Since joining ESA in 1990, Karl has managed general plan amendments for several large development plan projects including the San Francisco Eastern Neighborhoods Rezoning Environmental Impact Report (EIR), Rincon Hill Plan EIR, and Oakland's Land Use and Transportation Element. He also managed ESA's effort on the initial Transbay Redevelopment Plan (1996) and has managed environmental documents for several projects in the Transit Center Plan area.

Karl's involvement and experience in a variety of projects makes him an expert in the processes and intricacies of all areas of land use planning in San Francisco.

Education

B.A., Urban Studies, San Francisco State University

Selected Projects

- Eastern Neighborhoods Rezoning EIR, San Francisco. Project Manager.
- Rincon Hill Plan EIR, San Francisco. Project Manager.
- Lawrence Berkeley National Laboratory's Long-Range Development Plan (LRDP) EIR. Berkeley, CA. Project Manager.
- Oakland General Plan Update EIR and Estuary Plan EIR. Project Manager.
- Fruitvale Transit Village Initial Study/EA, Oakland. Deputy Project Manager.
- Oakland City Center Project EIR. 555 City Center, Oakland, CA. Project Manager.
- Hercules General Plan Land Use and Circulation Elements Update EIR, Hercules, CA. Project Manager.
- Palo Alto Medical Foundation (PAMF) EIR, Palo Alto, CA. Deputy Project Manager.

Professional Affiliations

Association of Environmental Professionals

HDR | The Hoyt Company Profile

"If I thought I was going into a room of 100 angry people, I'd hire Wendy Hoyt. She defuses distrust."

— Ken Hough
Director of Community Planning
SACOG

"If it's done wrong, and we bring it to the City Council, people may complain and debate. We want to have the debate before we go to the Council. It's Wendy's knack. She keeps saying, 'I hear what you're saying, but how can we meet in the middle?'"

— Marty Hanneman
Assistant City Manager
City of Sacramento

Since our founding in 1989, Wendy Hoyt and HDR | The Hoyt Company have specialized in community outreach in the greater Sacramento and Silicon valleys.

HDR | The Hoyt Company staff is able to provide the full spectrum of outreach services in a rapid, cohesive and locally focused manner. Our team comprises many seasoned professionals to choose from depending on the nature of the project. We also have many capabilities in-house that other firms need to subcontract for. For example, we employ an in-house graphic designer as a member of our staff. He is able to integrate and coordinate with the rest of our staff in a way that an outsourced graphic designer could not. Database creation/administration is a similar in-house specialty.

The sheer number of public outreach projects that we have worked on with various private sector clients and public sector clients makes our firm unique. Every city, department and community group has unique characteristics that can only be learned through long-term interaction. This familiarity is critical to carrying out any successful community outreach program. Through nearly two decades of experience and hundreds of individual projects, our local knowledge and experience is unmatched.

Our meeting facilitators have successfully worked to develop consensus among competing interest groups. This ability has been honed through individual interviews, countless public meetings, and occasionally tense interactions. Whether it is the ability to break down highly technical issues into language that everyone can understand, objectively summarize the positions of opposing groups, or propose reasonable compromises, we have mastered the art of consensus building. Our approach is to bring integrity to the public process. By developing tools that allow for two-way communication between the project agency and the community, we create opportunities for meaningful public participation and input.

We believe it is vitally important to maintain candid, honest communication in order to manage community expectations, so that residents and stakeholders understand which project components they can influence and which are given. We believe people gain a sense of pride and ownership in their city and neighborhoods knowing that they have a hand in their development and design. We are often able to anticipate potential concerns before problems arise. We serve as a fluid and seamless extension of our clients. We work with clients to develop accurate and consistent messages that serve to educate the community and facilitate productive participation. It is through this process that we ensure all voices are heard.

Examples of public outreach materials created by HDR I Hoyt

Wendy J. Hoyt

HDR | The Hoyt Company

Vice President

Ms. Wendy J. Hoyt has over 25 years of experience specializing in the areas of private sector developments community outreach, and transportation solutions. She has been with HDR | The Hoyt Company for over 18 years and has spoken and been published nationally and possesses a unique ability to facilitate communication in order to better expedite client objectives. Ms. Hoyt performs technical work in the areas of entitlement, transit planning|traffic mitigation, land use development, joint development, and air quality. She advises private and public sector clients on strategy and frequently testifies before policy boards to secure project approvals. Ms. Hoyt personally provides project oversight on all contracts ensuring a high quality technical product as well as ensure that tasks remain within agreed budgets and schedules. Ms. Hoyt is a highly regarded facilitator of public dialog and conflict resolution.

Education

Wayne State University, Master of Transportation Planning

Michigan State University, Bachelor of Art - College of Urban Development

Lawrence Institute of Technology, Thirty credits in Construction Engineering

Career Accomplishments

- Facilitation of dialogue between multiple community groups – often with conflicting opinions — to achieve broad-based support for private-sector commercial, residential, and senior housing development efforts or public agency projects.
- Facilitation of meetings regarding controversial issues such as traffic in neighborhoods, transportation project design, spillover parking, and public safety.
- Experienced facilitator of successful design charrettes and Citizen Advisory Committees.
- Community relations for transportation and infrastructure projects in the planning, environmental review, and construction phases.
- Development of traffic mitigation measures and systems to meet local, state and federal Transportation Demand Management (TDM) and Transportation System Management (TSM) and air quality ordinances and assist developer entitlements.
- Open Houses, ground breakings, ribbon cuttings and special events for private development and infrastructure projects.
- Development of transportation solutions for residential, commercial, retail, recreational, medical, airport, and military reuse facilities.
- Transit Oriented Development (TOD) integration of light rail and transit into private development plans.
- Developed process, wrote workscope for, and managed a half-million dollar light rail station area planning/economic development project.

Registrations

Sacramento Downtown Partnership, Executive Board Member and Past Board Chair

Sacramento County Policy Planning Commission, Former Commissioner

Society for Marketing Professional Services

Sacramento Convention + Visitor's Bureau, Board Member

Professional Affiliations

Sacramento Metropolitan Chamber of Commerce, "2005 Businesswoman of the Year"

Sacramento Business Journal, "2003 Women Who Mean Business Award"

American Lung Association, "1996 Clean Air Business Award"

Metropolitan Chamber of Commerce, "1992 Small Business Person to Watch"

Women's Transportation seminar, "1987 Woman of the Year"

HDR | The Hoyt Company

Community + Civic Involvement

Rosemont Community Association, Sacramento, CA, member

Industry Awards

Best Public Education Program, Sacramento Regional County Sanitation District—Grease Source Control Program ("Stop the Clog"), California Water Environment Association

Bronze Anvil Award for Public Service Announcement ("The Clog"), Public Relations Society of America (national award) (see www.lucyco.com/ClogAd.htm)

Gold Cappie for Best Television Public Service Announcement, Sacramento Regional County Sanitation District—Grease Source Control Program, Sacramento Public Relations Association Cappie Awards

Film Festival award for "The Clog" Public Service Announcement, California Water Environment Association

Award of Excellence, Sacramento County's Utility Rate Outreach Program community presentation video, The Communicator Awards

Peter M. Castles

Communications Manager / Community Relations Project Manager

As HDR|The Hoyt Company's Communications Manager and Community Relations Project Manager, Mr. Castles manages external communications for the firm, as well as the planning and implementation of community outreach strategies and programs for public-sector and non profit clients.

Mr. Castles has more than 15 years of experience in conducting communications, outreach, and public/media relations programs for local, state, federal, and commercial clients. He has worked on projects in numerous industries and sectors, including transportation, water, wastewater, flood control, remediation, and community development. Mr. Castles has comprehensive experience in the development and implementation of innovative public and stakeholder involvement strategies, facilitation of public workshops and meetings, production of creative communications materials and online tools, and coordination of effective interaction with federal, state, and local elected officials regarding environmental, land use, regulatory, and other issues. Mr. Castles has coordinated award-winning communications programs for public agencies, and he is a published writer on a variety of environmental and energy-related topics.

Education

BA, Political Science, University of California, Davis, 1988

Selected Experience

- Bridging Interstate 5 Riverfront Reconnection Project, City of Sacramento, Sacramento, CA
- Grant Line Road/SR-99 Interchange and Road Widening, City of Elk Grove, Elk Grove, CA
- Dos Rios LRT Station Alternatives Analysis, Sacramento Regional Transit, Sacramento, CA
- Main Avenue Bridge Replacement Project, City of Sacramento, Sacramento, CA
- Mobility Strategies for County Corridors, Sacramento County, CA
- 7th Street Extension Project, City of Sacramento, Sacramento, CA
- Pacific Forest and Watershed Lands Stewardship Council, San Mateo, CA
- Foothill Raw Water Pump Station Project, Placer County Water Agency, Auburn, CA
- Surface Water Acquisition, Capital Improvement Projects, and Fluoridation Public Notification and Meetings, Sacramento Suburban Water District, Sacramento, CA
- Sutter Medical Center, Sacramento, Expansion/Master Plan, Sutter Health, Sacramento, CA
- The Lakes at Antelope Housing and Open Space Project, McClellan Park LLC, Antelope, CA

Kristy Day

HDR | The Hoyt Company

Community Relations Deputy Project Manager

Ms. Day is an event and community outreach project manager. She plans and implements community outreach campaigns and strategies, including coordinating community meetings and open houses, managing public workshops, developing various outreach communications, and overseeing various event logistics for public and private sector issues and clientele. She is currently managing the outreach efforts for the City of Elk Grove's Grant Line Road Widening and Grant Line Road/SR 99 Interchange projects, various Sacramento Area Sewer District (SASD) projects, as well as Elk Grove's Sheldon Road/SR 99 Interchange project. These projects involve development of outreach strategy, the coordination of public meetings, City Council and/or County Supervisor briefings, stakeholder meetings and interviews, media outreach, meeting facilitation, event planning and management, development of outreach materials, and the coordination of working groups.

Ms. Day has experience planning and coordinating community outreach activities and meetings, including developing and maintaining mailing lists, coordinating all event logistics, conducting event and meeting follow-through with clients and public agency staff on project issues and concerns, preparing meeting minutes and summaries, conducting research, and developing media releases, newspaper articles, and technical reports. Ms. Day also has extensive experience coordinating publicity and marketing strategies and initiating media contacts and support/coverage for events.

Education

Bachelor of Science in Journalism, Ball State University, Muncie, IN

London Centre, City of Westminster College, London

Selected Experience

- Docks Area Specific Plan – City of Sacramento, Sacramento, CA
- West End Master Plan – State of California, Sacramento, CA
- Central City Parking Master Plan – City of Sacramento, Sacramento, CA
- City of Elk Grove On-Call Contract – City of Elk Grove, CA
- Sheldon Road/SR-99 Interchange – City of Elk Grove, CA
- Grant Line Road/SR-99 Interchange and Road Widening – City of Elk Grove, CA
- Bond Road Widening – City of Elk Grove, CA
- Transportation Development Fee Update – County of Sacramento, CA
- Various Sacramento Area Sewer District Projects – County of Sacramento, CA

Professional Affiliations

International Association for Public Participation (IAP2), Northern California Chapter, Member

Society for Marketing Professional Services

Raimi + Associates Firm Profile

Raimi + Associates is a Berkeley, CA based urban planning firm founded in 2006 by Matt Raimi. We call our approach to planning "The Nature of Community." Our goal is to balance the needs of the natural environment with the needs of residents and businesses, and develop long-range plans and policy documents that advance environmental, economic and social sustainability. We believe that beautiful communities, a healthy environment, a strong economy, and an active and healthy citizenry are the cornerstones of great planning; we strive to enhance each of these in every project we complete.

Raimi + Associates prides itself on providing personalized and focused attention to each and every client and project. We are a small firm and work on a limited number of projects. This enables us to complete every project on an expedited schedule and within the project budget. The firm's work focuses on three primary areas: General Plans; the interaction between public health and the built environment; and sustainable neighborhood plans. Recent projects in these topic areas include the General Plan for the City of South Gate (as a subconsultant to TLUC), assisting the US Green Building Council with the development of the Leadership for Energy and Environmental Design rating system for neighborhood developments (which is called LEED-ND), and developing a toolkit for the Coachella Valley Association of Governments (as a subconsultant to TLUC) on planning tools for improving public health outcomes. Raimi + Associates also serves as the "Town Planner" for the City of Hercules, which is located in the San Francisco Bay Area. Hercules was the first city in California to develop a form-based code.

The firm is also a leader in the smart growth and new urbanist movements. Matt Raimi, Principal and Founder of the firm, is the co-chair of the Environment Task Force of the Congress for the New Urbanism (CNU). The firm is leading a CNU effort to advance the practice of "form-based" comprehensive plans that will likely include the publication of a book on the topic. And Matt Raimi is the co-author of a seminal book on smart growth and the impact of sprawl titled *Once There Were Greenfields: How Urban Sprawl is Undermining America's Environment, Economy and Social Fabric.*

Matt Raimi, AICP

Principal, Raimi + Associates

Matt Raimi, Principal and Founder of Raimi + Associates, has taken a lead role in numerous General Plans, including General Plans for the cities of Santa Monica, South Gate, Coachella, Tracy, and for the Eden area of Alameda County. Mr. Raimi also currently serves as the on-call planner for the City of Hercules in the San Francisco Bay Area.

Mr. Raimi's work focuses on building more livable communities through a community driven participatory decision-making process. He is a nationally recognized leader in the fields of Smart Growth, sustainable development and comprehensive planning. Mr. Raimi has 12 years of experience in planning and has many complex regional planning, public outreach and site planning projects across California and on the East Coast.

Prior to founding his own firm, Matt worked at Design, Community + Environment in Berkeley and at SMWM in San Francisco.

Education

Master of Regional Planning, University of North Carolina, Chapel Hill

Bachelor of Arts, English (major) and Environmental Geology (minor), University of Rochester, Rochester, New York

Selected Projects

- Santa Monica Land Use and Circulation Element Update, City of Santa Monica
- South Gate General Plan, for the City of South Gate (as a subconsultant to the Transportation and Land Use Collaborative)
- Tracy General Plan and EIR, City of Tracy*
- Eden Area General Plan and EIR, Alameda County*
- Chino General Plan, EIR and Zoning Code, City of Chino*
- Solano County General Plan, Solano County*
- LEED-ND Public Health Criteria Study, US Green Building Council*
- DuPont-Bridgehead Road Specific Plan, DuPont Corporate Remediation Group (project located in Oakley, CA)*
- Willow Glen Main Street Strategy, City of San Jose*
- South Weymouth Naval Air Station Smart Growth Visioning Project*
- Jobs/Housing Pilot Project Evaluation, Inter-Regional Partnership*
- Clean Air Strategy Community + Air Toxics New Source Review Public Workshop Facilitations, Bay Area Air Quality Management District*
- SMART Community Outreach Project, Sonoma-Marin Area Rail Transit Commission*
- VTA Best Practices in Land Use and Transportation, Santa Clara Valley Transportation Authority*

* denotes projects where Mr. Raimi completed prior to founding Raimi + Associates

Professional Activities

Matt has spoken extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development at the local level. He is the author of several books and reports including Understanding the Relationship Between Public Health and the Built Environment (USGBC, 2006), Once There Were Greenfields (NRDC 1999) and Five Years of Progress: 110 Communities Where ISTEA is Making a Difference (STPP, 1996).

He is currently the co-chair of the Environment Task Force of the Congress for the New Urbanism and is a Senior Fellow with the Environmental Leadership Program.

Affiliations

Environment Task Force Co-Chair. Congress for the New Urbanism.

Member. Congress for the New Urbanism.

Member. American Institute of Certified Planners.

Member. American Planning Association.

Senior Fellow. Environmental Leadership Program.

Raimi
+ Associates

Selected Publications

Understanding the Relationship Between Public Health and the Built Environment: A Report Prepared for the LEED-ND Core Committee. US Green Building Council and Congress for the New Urbanism, 2006

Civilizing Downtown Highways: A guidebook on building and retrofitting major arterial streets. Congress for the New Urbanism, 2005

Professional Affiliations

Member, Congress for the New Urbanism

Member, American Planning Association

Sarah Pulleyblank Patrick

Senior Planner

Ms. Patrick specializes in working with communities to shape their neighborhoods and cities to create livable and well designed places. In her 9 years of experience Ms. Patrick has managed a wide range of planning, urban design and policy projects that integrate the principles of smart growth, new urbanism, and sustainable development into community documents, including General and Specific Plans. Her areas of expertise include planning for public health, district and corridor restructuring strategies, workplace trends, and form-based coding .

Education

Master of City Planning, University of Pennsylvania, Philadelphia, PA

Bachelor of Arts in American Studies, University of California at Berkeley, Berkeley, CA

Selected Projects

- South Gate General Plan, City of South Gate, CA
- South Gate Public Health Element, City of South Gate, CA
- Adjunct Planner (Cury/Masonic), City of Hercules, CA
- Redwood City General Plan, City of Redwood City, CA
- Santa Monica Land Use and Circulation Element Update, City of Santa Monica, CA
- Downtown Specific Plan, City of Tracy, CA*
- Downtown Revitalization and Code Update, Bothell, WA*
- 80 to 80 Corridor Market Analysis and Planning Implementation Study, Fairfield, CA*
- North Vallco Workplace Master Plan, Cupertino, CA*
- Livable Boulevards, Symposium, Westside Cities Council of Governments *
- Great Streets for St. Louis, East-West Council of Governments*
- Hacienda Business Park Transit Oriented Specific Plan, Pleasanton, CA*
- Eden Area General Plan and EIR, Alameda County*
- Tracy General Plan and EIR, Tracy, CA*
- Winco EIR, Tracy, CA*
- LEED-ND Public Health Criteria Study, US Green Building Council*
- Bay Area Pedestrian Districts Study, Metropolitan Transportation Commission
- Jobs/Housing Pilot Project Evaluation, Inter-Regional Partnership*
- AMBAG Transit-oriented infill development incentive program, Surface Transportation Policy Project*
- Transit-oriented Development Regulations Report, Congress for the New Urbanism*

* denotes projects where Ms. Patrick completed prior to joining Raimi + Associates

BKF Engineers Firm Profile

A local engineering firm that takes a landmark approach to business.

Since our founding in 1915 by Willis "Jack" Frost, BKF Engineers has been dedicated to being the premier engineering resource for Bay Area development. To maintain that status, we have continued to grow, combining our years of experience in diverse markets with new, innovative approaches to problem solving.

For local business

Our Bay Area focus has allowed us to develop an extensive knowledge of local factors such as geography, geology and agency-related issues and their impact on due diligence, permitting and entitlement processing. We offer civil engineering, master planning and surveying services. Plus, we specialize in services not offered by many area firms such as hydrology studies, reclamation, design for bay mud settlement and hillside challenges, mixed-use development, traffic signal design and condominium mapping.

A strong project manager model

For each project, we assign a team of specialists who are highly qualified to meet the specific challenge of the work involved. The majority of our teams have worked together for years. Each team is led by a project manager who supervises the team and is responsible for the daily project operation.

Our Mission

Serving as leaders to our clients. BKF strives to be the leading consulting firm in each of its markets, working with our clients as integral partners in long term and mutually beneficial relationships. BKF maintains its position by:

- Serving as leaders advisors and consultants to our clients
- Tailoring our services to our clients' businesses
- Providing superior value on all our projects

BKF knows that when our clients win and our projects are successful, we also win. Successful projects mean our clients have a chance to do new projects and hire us again. Consequently, 80% of our work is from highly satisfied repeat clients.

Our Philosophy

We understand our clients' needs and help keep them successful. BKF is a fast-paced and very exciting company. We work hard to understand our clients' needs and help to achieve them economically, quickly and efficiently. We know that this approach will help keep our clients successful and they in turn will make us successful. In addition, it creates a dynamic entrepreneurial place to work where our employees are exposed to many different nuances of the development and public infrastructure business and are able to learn and expand their knowledge base continually.

Our Team Focus

At BKF, we listen. Yes, many businesses say that. But we have built our reputation by delivering on the claim. Working with clients, our teams listen and respond, exploring ways to provide an efficient, customized solution. The key to most successful projects is listening to what the client needs. Those needs are rarely the same from one client to another. At BKF, we listen.

We often begin a project by looking at the big picture before focusing on specific issues. Why? Because outside factors such as utility connections, zoning or geotechnical issues of neighboring areas can have an impact—usually when one least expects it.

By listening and responding quickly to clients, by looking at the big—and small—picture, we have grown from a one-man practice to the largest Bay Area engineering firm specializing in local development. We have offices in Redwood City, San Jose, Walnut Creek, Pleasanton and Sacramento, with over 250 staff members, with many landmark projects and a long list of repeat clients.

BKF Engineers

Registrations

Professional Civil Engineer, CA No 51158

Professional Civil Engineer, NV No 017565

Affilitations

LEED® Accredited Professional

US Green Building Council

American Society of Civil Engineers

National Society of Professional Engineers

American Planning Association

Daniel G. Schaefer, PE, LEED® AP

Principal

As a Principal and Vice President at BKF, Mr. Schaefer specializes in facilitating sustainable communities. His 20 years of joint public and private experience provide a unique perspective to projects. Throughout California he has successfully completed large urban in- fill, redevelopment, mixed- use, and multi-phased private and public projects.

In working with clients to create a shared vision, Mr. Schaefer implements those ideals into practical design solutions and straight-forward construction. His insightful contributions during the feasibility, alternative analysis and entitlement/ environmental review of projects ensures that a project's viability (e.g. financial, regulatory, constraints) is considered early in the process.

Education

BS Civil Engineering, California Polytechnic State University, San Luis Obispo, CA

Selected Projects

- Hillcrest Station Specific Plan, Antioch, California
- Foster City Civic Center Master Plan, Foster City, California
- Walnut Creek BART Mixed-Use Project, Walnut Creek, California
- San Jose Market Center, San Jose, California
- Bayport Alameda Enterprise Landing Mixed-Use Development (formerly Alameda Naval Air Station), Alameda, California
- WEST DUBLIN + PLEASANTON
- BART Station, Dublin + Pleasanton, California
- Napa Junction, American Canyon, California

Edward Boscacci, PE

Senior Water Resources Engineer

Mr. Boscacci is responsible for water system calculations, studies and reports for the firm. He has been a team member on several water system evaluations in the San Francisco Bay Area. He has designed and evaluated water systems to support BKF projects for projects throughout Northern California. He has recent experience on design of drainage systems for sports fields.

Education

B.S. Civil Engineering, University of California, Berkeley, CA

M.S Civil Engineering – Sanitary Engineering, University of California, Berkeley, CA

Selected Projects

- Menlo Park Storm Drain Master Plan, Menlo Park, California
- Foster City Civic Center Master Plan, Foster City, California
- Mid-Peninsula Water Distribution System Master Plan, Belmont, California
- Ravenswood Specific Plan, East Palo Alto, California
- Santa Rita Storm Drainage Master Plan, Dublin, California

Registrations

Professional Civil Engineer, CA No. 34369, 1982

Seminar Presentations

Current Issues in Stormwater Regulations -Oakland, 6/29/07

New Development Workshop – ACCWP – Oakland - 2/13/07

Solving Residential Drainage Problems – Millbrae – 10/02/06

Design Of Detention Ponds - Union City - 9/13/06 Lorman

Constructing, Maintaining and Inspecting Stormwater Treatment BMPs – SCVURPP – Cupertino – 6/6/06

Green Construction 2006 – Oakland - 4/12/06

Incorporating Stormwater Control Measures into Development Projects: Design, Practice and the Current Regulatory Requirements – STOPP – Belmont – 5/24/05

Meeting New Storm Water Requirements for

New and Redevelopment Projects - Fairfield-Suisun Urban Runoff Management Program – Fairfield - April 12, 2005

Qualifications

El Camino Real Master Plan

SMWM

San Mateo, CA

El Camino Real winds its way through communities over the length of California, and is the quintessential automobile boulevard. This character is particularly evident in the City of San Mateo, where SMWM developed a Master Plan that balances the pressures of suburban development with the community's desire to make a more visually appealing and pedestrian-friendly street that represents the best aspects of the city.

Working within the framework of a very actively involved Citizen's Advisory Committee, SMWM developed a market-based Master Plan that includes transportation and land-use policies, transit-oriented development plans at Caltrain commuter rail stations, streetscape designs, and short and long term implementation strategies. These strategies include design guidelines, development incentive programs and zoning code and policy revisions.

The Master Plan envisions a staged improvement plan with significant public-private partnerships.

Reference

Aarti Shrivastava, Principal Planner

City of Mountain View

650.903.6452

Budget

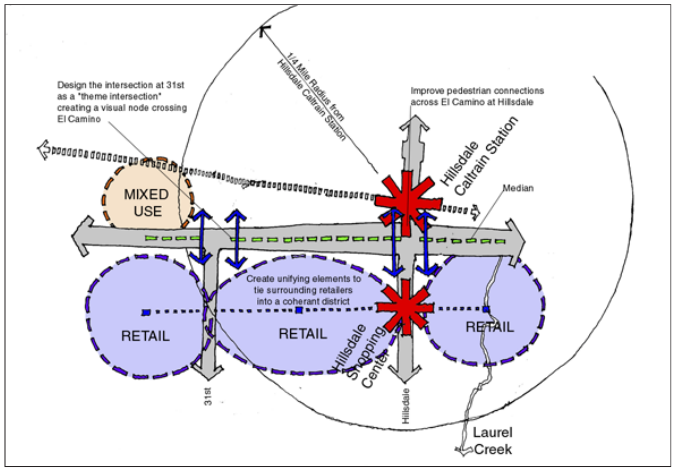
N/A

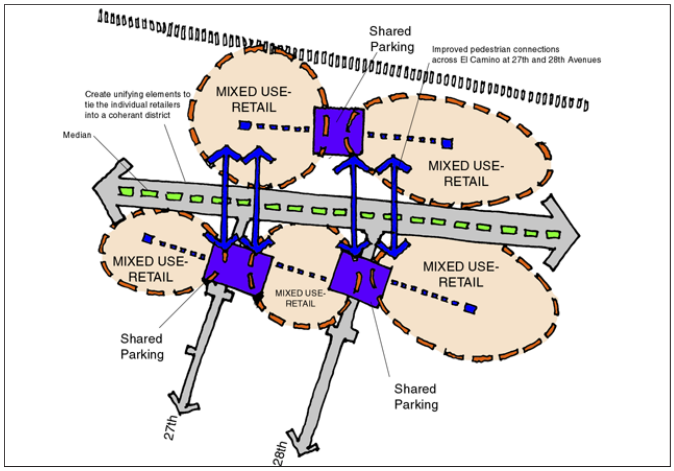
Size

N/A

Completion Date

1999





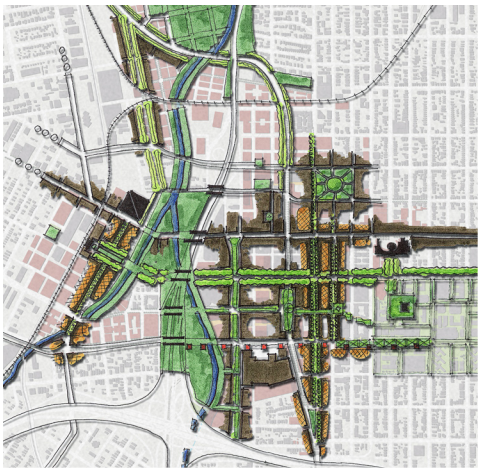
SMWM

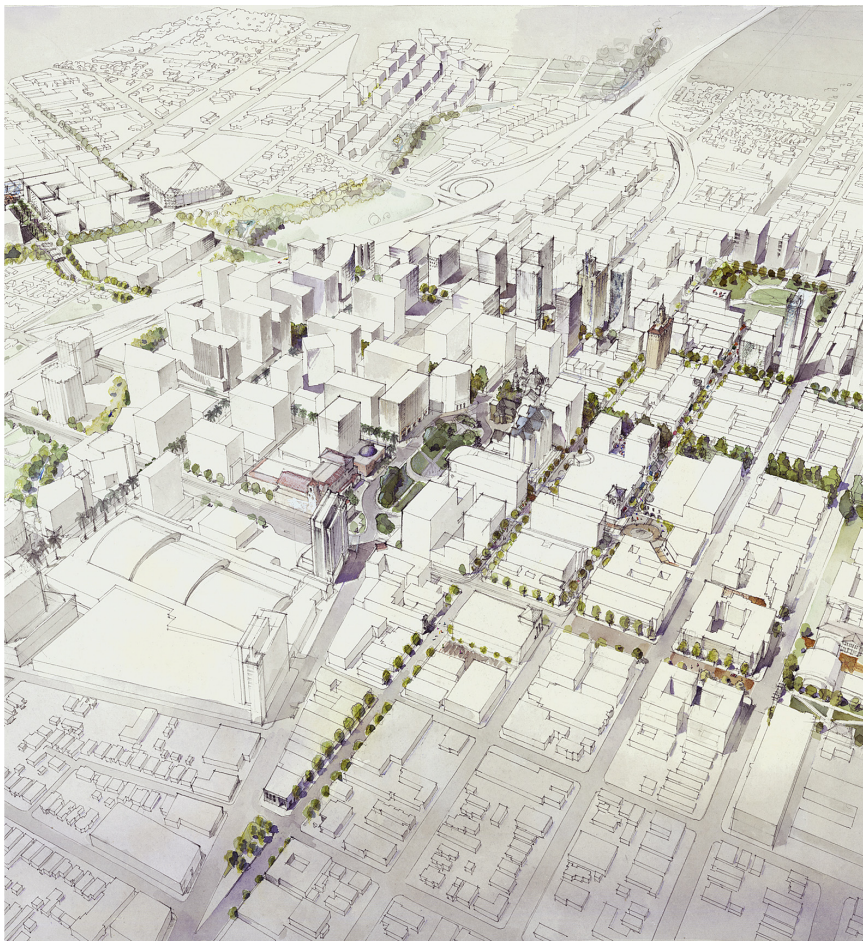
San Jose Greater Downtown Strategic Plan

San Jose, CA

In collaboration with Field/Paoli Architects, SMWM spearheaded a six-month participatory planning process, working actively with an Agency-appointed Task Force representing Downtown's many diverse constituencies. Working from a series of guiding principles, SMWM and its partners challenged the Task Force to envision an extraordinarily urbane and livable city, and developed a set of policies, guidelines, and public actions to realize it.

The vision is centered on an outstanding public realm, building on the existing network of streets and public spaces, framed and activated by major new housing, retail, and office development, and served by an expanding network of local and regional transit connections. The Strategy protects the city's wealth of historic resources and ensures the careful integration of Downtown expansion in the long-term. The result of this process is a succinct but comprehensive Strategy that sets the course for Downtown San Jose's growth in the coming decades.





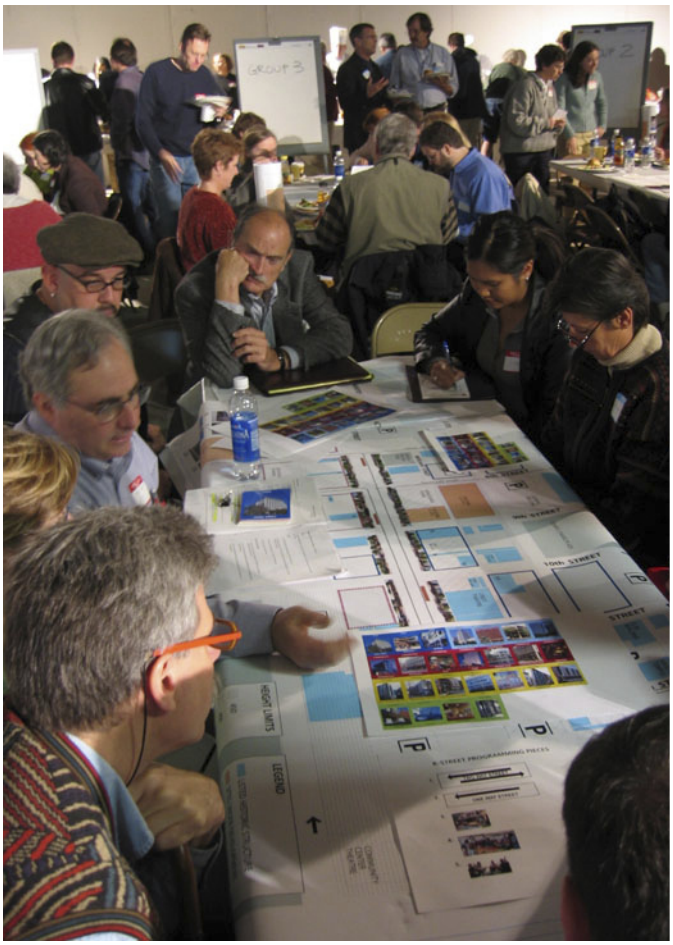
Sacramento JKL Corridor Vision

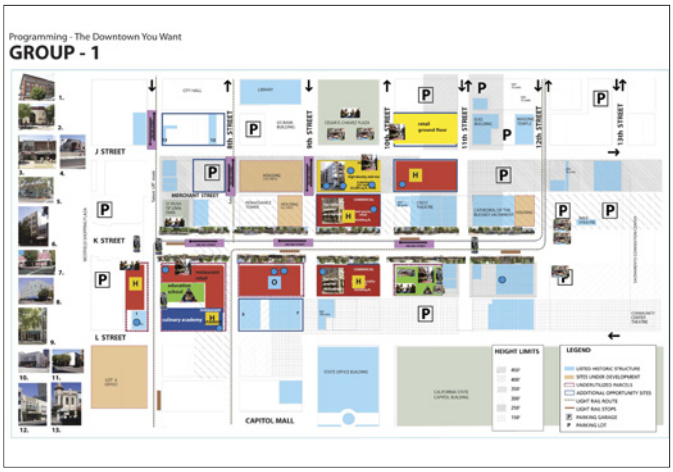
SMWM

Sacramento, CA

SMWM, at the request of the City of Sacramento, conducted a public outreach effort to help draw up a vision for revitalizing Sacramento's Downtown.

The JKL Corridor Workshop brought together over 250 community members, public representatives and other interested stakeholders for a discussion about the future of downtown Sacramento. "The Downtown You Want" workshop gave participants an opportunity to craft an overall vision, designate specific development and catalyst projects, and prioritize funding and action plans, all of which provide a clear range of potential directions for the consideration of city decision-makers. The workshop, conducted as an intense day-long planning and design charette, was very popular and gave the City of Sacramento the key elements formulating their Framework of Action. The City has since moved forward to revise their Downtown Streetscape Guidelines, which will establish a foundation for initiating Downtown revitalization.





SMWM

Reference

Mike Wenzell, Senior Vice President, Asset Services

Prologis

4545 Airport Way

Denver, Colorado 80239

303.567.5000

Budget

$1.1M (fee)

Completion Date

1998

Mission Bay Design for Development

San Francisco, CA

Mission Bay is swiftly becoming a new San Francisco neighborhood – with 6,000 new residential units and 30,000 new workers who will change the face of this waterfront industrial district. With more than 300 acres at stake—a ten minute trolley ride from the heart of San Francisco's financial district—expectations are high for a vital, urban neighborhood with firm commitments to affordable housing phased along with market rate units.

In April 1997, SMWM was asked by Catellus Development Corporation to play a leadership role for a team of architects, landscape architects and engineers that would assist Catellus through the maze of public meetings and public expectations. With planning and urban design responsibilities, SMWM structured a series of public workshops aimed at developing design guidelines for the next 20 - 25 years of development. As a redevelopment area, Mission Bay required a full array of standards, guidelines and development agreements, a totally new infrastructure and an extensive public open space network.

Station Park Green Specific Plan

SMWM

San Mateo, CA

Station Park Green is a 12-acre TOD site for which SMWM is developing alternatives for a mixed-use neighborhood, including housing, office space, destination and boutique retail, a new park and urban room, and community facilities—all connected by a walkable street grid, these uses frame a rich ensemble of public spaces. In its massing and articulation, the project will relate to the surrounding neighborhood fabric, prioritize the safety and quality of the public realm, respond to solar access and climate conditions, and provide views. To ensure master plan consensus and timely approvals, SMWM is developing the plans alongside the city staff and community of San Mateo through public workshops and meetings.

A sustainable agenda for the project is in place and advances green design principles from infrastructure and site planning to SMWM's initial building design concepts. The project is one of the world's first LEED-ND Gold projects at Stage 1. Furthermore, Station Park Green has been selected to be part of the Focus Group comprised of a limited number of projects to serve as a model for the rating system refinements.

Reference

Alan Talansky
EBL+S Development LLC
1010 S. El Camino Real
San Mateo, CA 94401
650.581.1401
atalansky@ebl-s.com

Size

12 acres

Completion Date

Specific Plan estimated approved November—2007

Projected construction completion date—2010

SMWM

Reference

Stephen Proud

Lennar Communities / Urban Development Division — Northern California

(415) 995-4813

Stephen.Proud@lennar.com

Budget

N/A

Size

576 acres

Completion Date

Ongoing

Treasure Island Development Concept Plan

San Francisco, CA

As part of a multidisciplinary team of experts, SMWM is planning the transformation of this former Naval Station into a unique and sustainable neighborhood for the city. The ferry terminal will be the central node, supplemented by additional transportation modes and a close network of residences and open spaces along pedestrian-oriented streets. Higher densities place 90% of the Island's residences within a 10-minute walk of the terminal, from which a spine of shops and restaurants extends and wraps around an expansive waterfront plaza along the marina.

The project will include continuous shoreline access, a sculpture park, wetlands, recreational centers, and various wind- and water-oriented activities. The sustainability of the development is further enhanced through climate-based design, best practices for storm water management, an organic farm, wind and solar power generation, and buildings that feature green design strategies.

in association with SOM

Sunset Boulevard + Civic Center Urban Design Plan

SMWM

Los Angeles, CA

SMWM is working with CRA/LA to conceive a major new urban design plan for Sunset Boulevard and Civic Center in the Hollywood Redevelopment Project Area of Los Angeles. Hollywood, recognized throughout the world as the center of the motion picture industry, has evolved from an outlying residential community into a dense urban center.

Sunset Boulevard — the canonical boulevard image for the entire Southern California area through its merging of historic and contemporary buildings, landscape, signage and street life — is a key commercial spine running through Hollywood, with a rich mix of low- and high-rise buildings. The new urban design plan will promote context-sensitive, sustainable planning that will benefit neighborhoods, promote preservation and open space, establish its identity and embody the community's vision for the area, in turn offering clear guidelines and development standards to developers, landowners and the City for future development of this commercial corridor and civic center.

Reference

Alison Becker, Associate Planner

Community Redevelopment Agency of the City of Los Angeles

323.960.2660

Budget

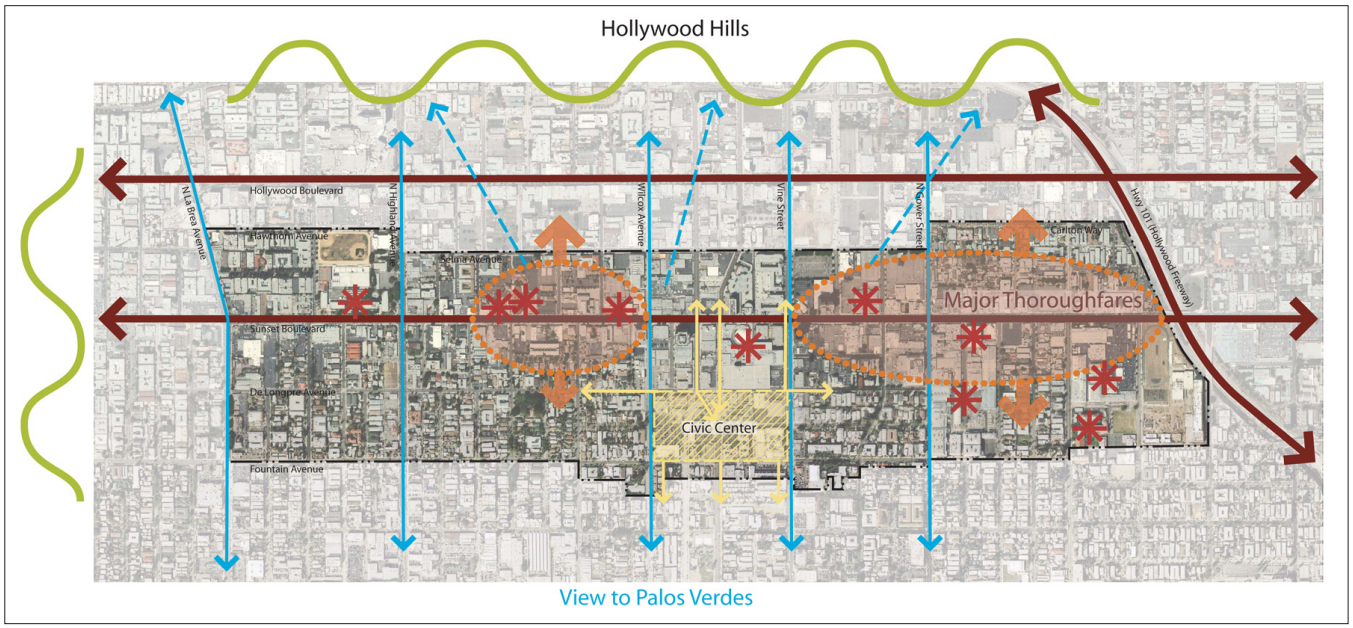
$430,000

Size

Approximately 50-block area

Completion Date

ongoing



SMWM

Reference

Myrna J. Deckert, Chief Operating Officer

The Paso del Norte Group

915.534.7364

Budget

N/A

Size

N/A

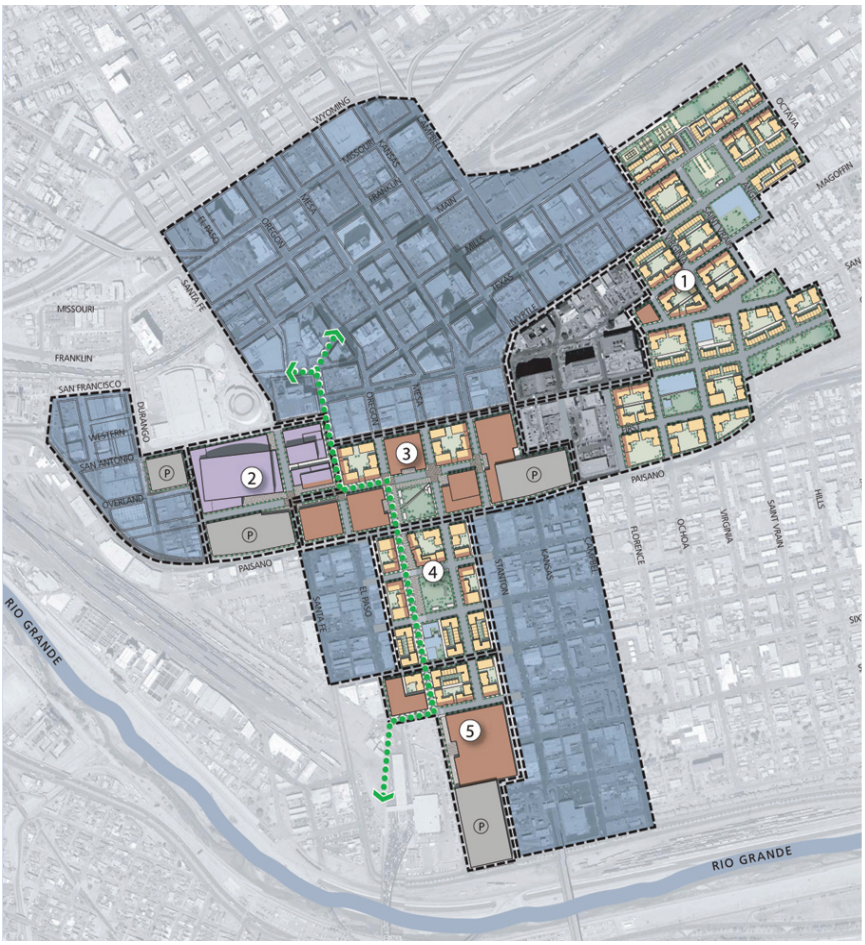
Contract Duration

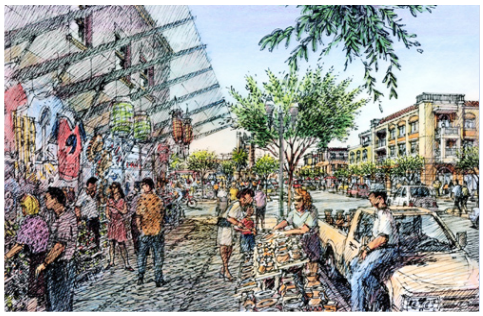
Ongoing

El Paso Downtown Master Plan

El Paso, TX

Leading cities across the country are redeveloping their downtowns and reaping the economic benefits of new businesses, increasing tax revenues, new jobs and renewed civic pride. El Paso stands at this crossroads, with an opportunity to create a revitalized Downtown as the engine of a growing El Paso community—an attractive and bustling heart that attracts new businesses, brings new visitors, and creates new revenue for the entire city. The Plan is split into two parts—an Historic Incentive District that retains and adapts historic buildings into offices, lofts, restaurants and retail. The Redevelopment District includes a Bi-National Arts Walk, Open Space, Retail and Entertainment, a Mixed-use Residential neighborhood, as well as an arts-focused Mercado and a new Downtown Arena and hotel that will act as catalysts for development. The plan is the result of the private and public sectors working together to make Downtown El Paso a center of commerce, culture and tourism. In addition to detailed design guidelines, SMWM is also leading all public outreach for the project, working to incorporate the concerns and hopes of the community into the final plan.





San Pedro Downtown to Harbor Revitalization Plan

Los Angeles, CA

In a development analysis to revitalize San Pedro, SMWM identified catalyst sites for development along Harbor Boulevard, which connects two additional redevelopment project areas, to create a seamless economic and physical connection between Downtown San Pedro, its adjacent residential community, and the Harbor Waterfront. Proposals include new housing, retail, open space, and commercial opportunities, as well as an area-wide, multimodal traffic and off-street parking system for automobile, rail, and pedestrian circulation that connects activity-generating uses in the downtown area and the waterfront. The final product for SMWM's work included a framework plan for development, and preparation of Request for Proposals to the development community.

SMWM coordinated with a number of stakeholder groups, including the San Pedro Port Community Advisory Committee, the Los Angeles City Planning Department, and the Port of Los Angeles to develop a comprehensive, coordinated approach to development.

Reference

Susan Totaro, Project Manager

Community Redevelopment Agency of the City of Los Angeles

310.241.0328

nstotaro@cra.lacity.org

Budget

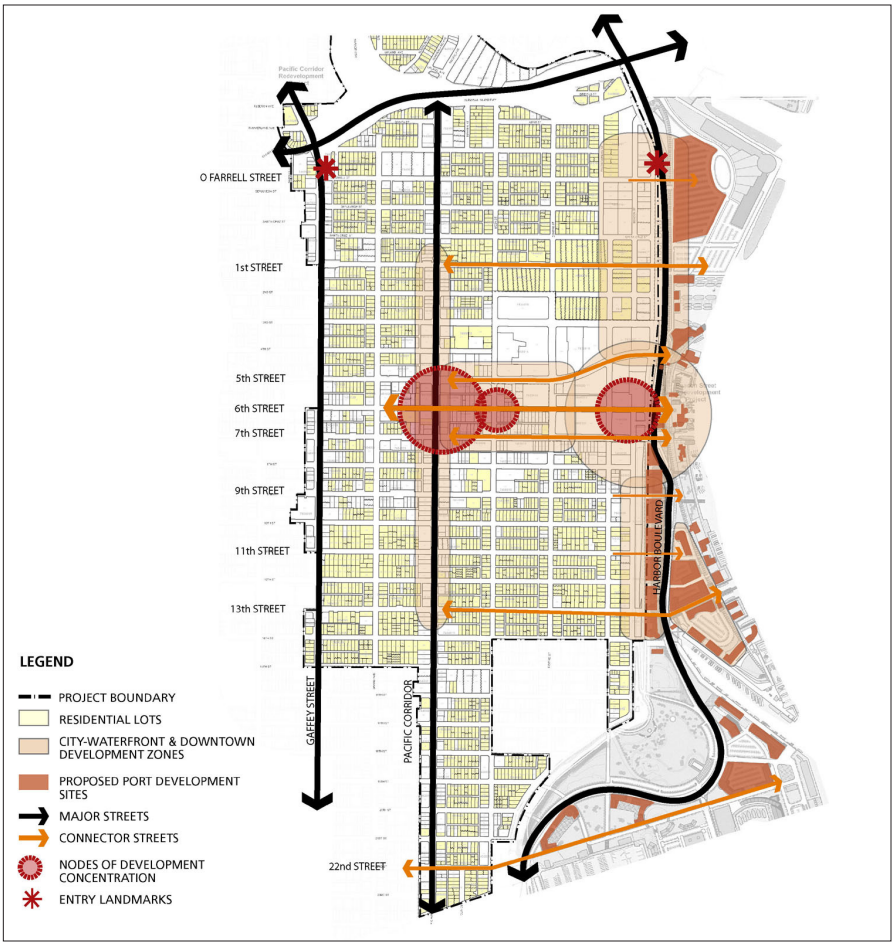
n/a

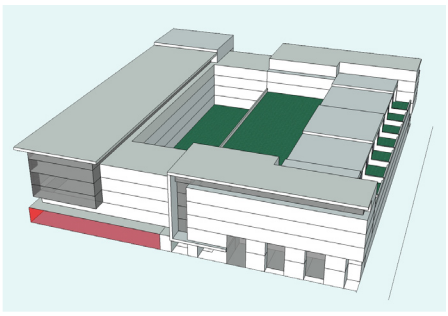
Size

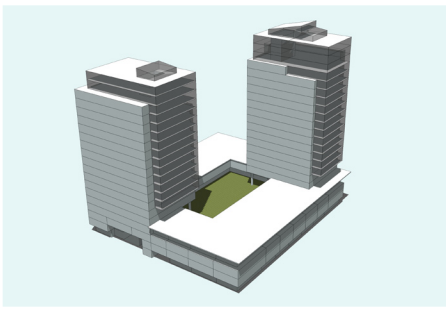
30 city blocks

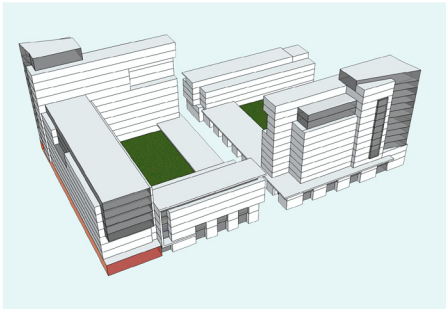
Completion Date

2007









SMWM

Contact

Uwe Brandes, Director of Planning

Anacostia Waterfront Corporation

202.724.3780

Budget

N/A

Size

N/A

Project Completion

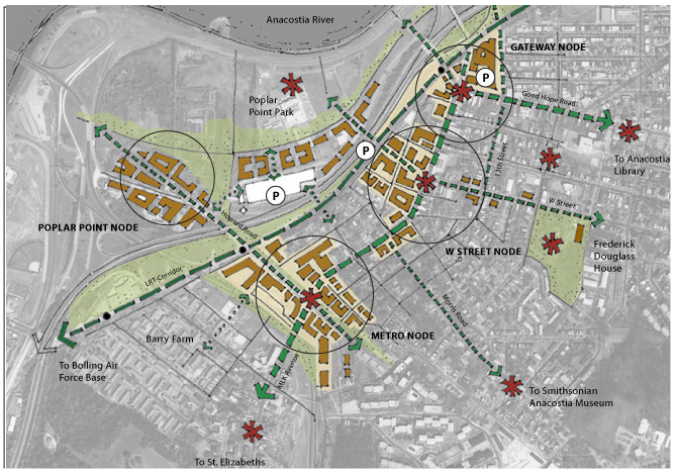
2004

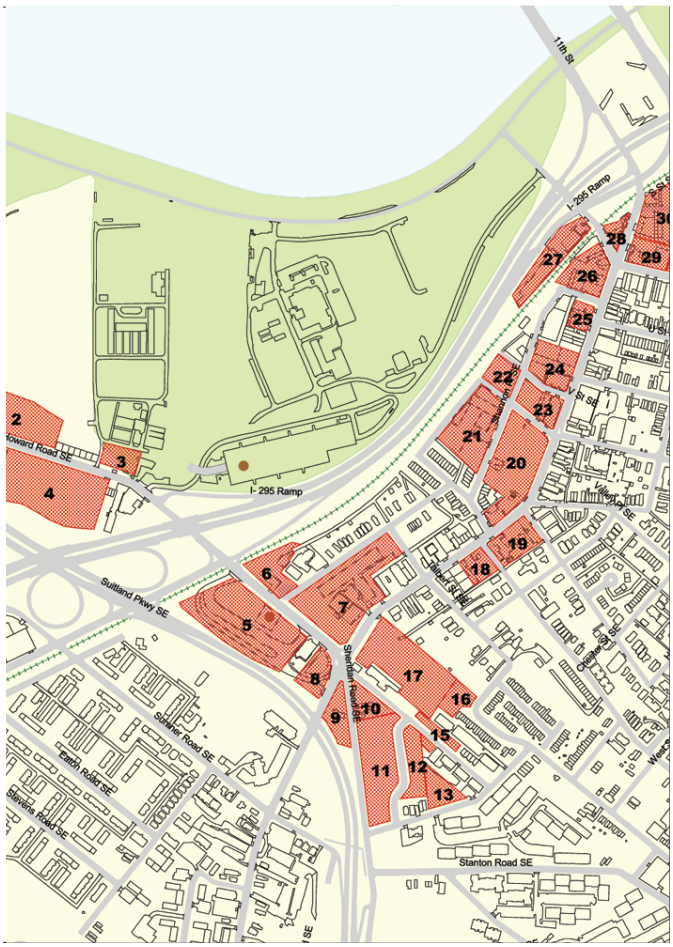
Old Town Anacostia

Washington, DC

Building on previous work for the Anacostia Waterfront Corporation and the District of Columbia Office of Planning, including the Anacostia Waterfront Initiative Poplar Point Area Plan, SMWM was hired to develop a master plan for historic Old Town Anacostia in Washington, D.C.

The highlight of the master plan was a focus on Martin Luther King Jr. Boulevard and recommendations to enhance ground floor retail and medium density residential and office uses along the corridor. Four areas were indentified as potential catalyst sites and specific design options for their transformation were developed. In a subsequent phase of the project, SMWM developed design guidelines for a mixed-use site in Anacostia to be developed by the Washington Metro Area Transit Authrority and a housing site to be developed by Washington's Housing Authority.





El Camino Context Sensitive Plan

Fehr + Peers

Palo Alto, CA

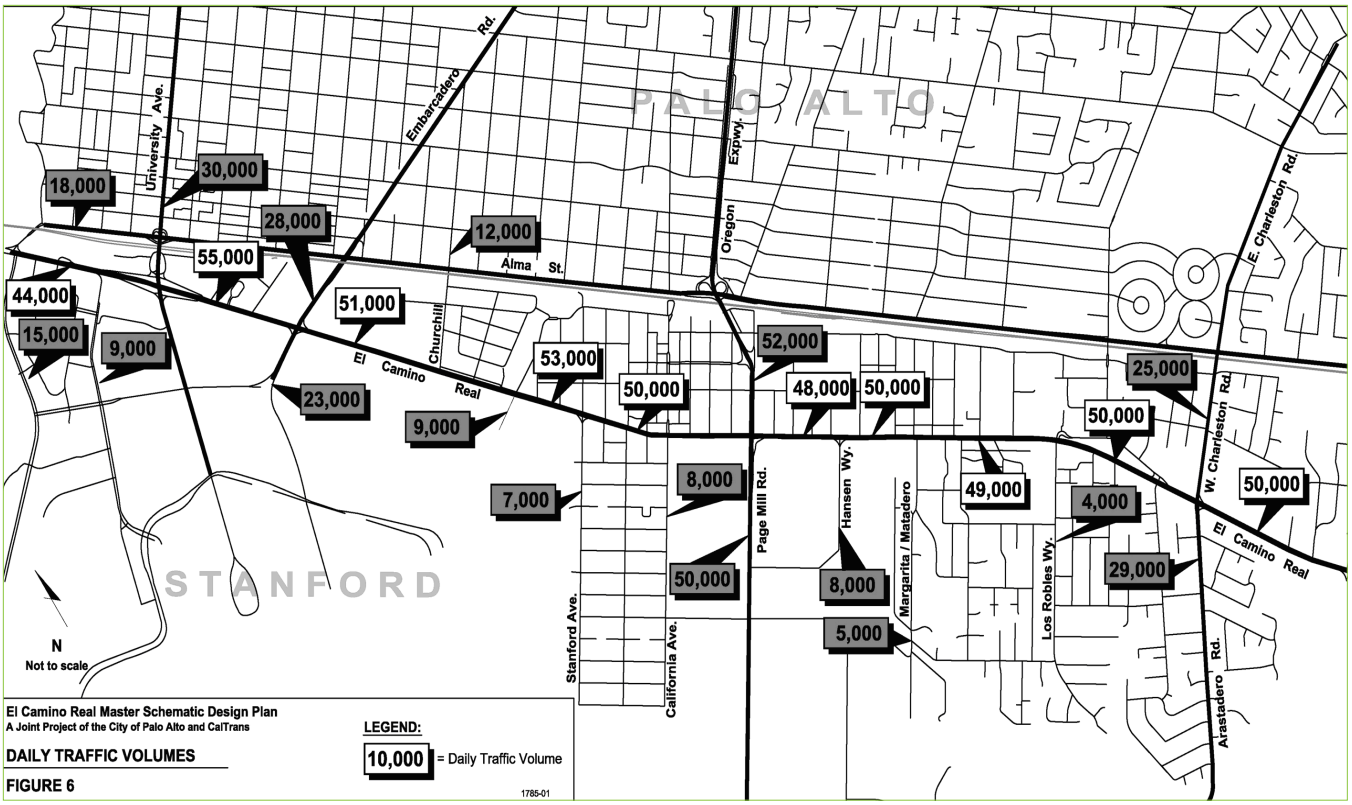
This project consisted of a corridor study implementing flexible design standards along a State Highway that runs through the City of Palo Alto, California. The key goal for this project was the creation of a Schematic Design Plan for El Camino Real that will allow it to function as a multi-modal corridor within the City that complements the neighborhoods and districts along it. The Plan achieved these goals while providing a context-sensitive design supported by Caltrans. The Plan also defined a set of transportation and urban design improvements for the street that could successfully receive grant funding for implementation. The Plan utilized GIS land use data and travel demand forecasts to determine the appropriate relationship between land use, and street types. The Plan ultimately included recommendations for macro-level corridor policy related to land use as well as micro-level detailed improvements for specific nodes and segments.

Project Budget

$117,000

Completion Date

2007



Fehr + Peers

Reference
Diana Hurlbert
831.899.6737

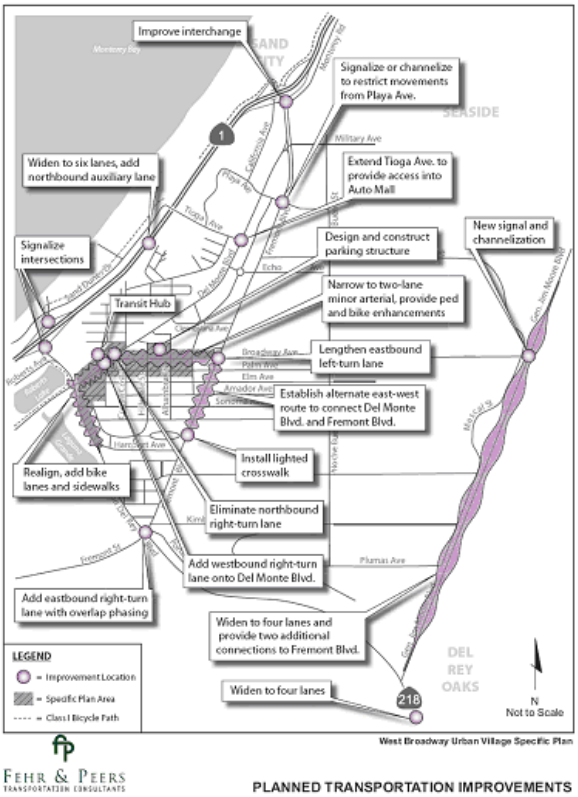
Project Budget
$90,000

Completion Date
Ongoing

West Broadway Specific Plan

Seaside, CA

Fehr & Peers assisted in the preparation of the West Broadway Specific Plan in the City of Seaside, CA. The Plan is intended to redevelop the existing West Broadway corridor with the intent of creating a new urban village. Fehr & Peers performed sensitivity analyses to evaluate the trip generation and parking demand characteristics of different land use alternatives and assisted in the preparation of a Transit and Mobility Concept plan for the planned BRT corridor. Once the Specific Plan land uses were finalized, a transportation impact study was conducted to evaluate the project's impacts to traffic operations, transit service, bicycle activity, and pedestrian activity. A key element of the project was the narrowing of a four-lane roadway to two lanes to improve pedestrian amenities and support a vibrant downtown while maintaining emergency vehicle access and acceptable traffic operations.



Intermodal Transit Station

Fehr + Peers

Palo Alto, CA

The Palo Alto Intermodal Transit Station redesign study addresses the highest-use Caltrain station other than downtown San Francisco. The station serves almost 3,000 Caltrain passengers a day and is also an active bus transfer terminal, accommodating almost 700 buses a day from four different transit operators. It occupies an extremely confined site, bounded by downtown Palo Alto, a major arterial State Highway (El Camino Real), and the railroad tracks themselves, as well as sensitive neighboring land uses.

The overall goals of the project are to increase the number of rail platforms to accommodate a doubling of train service; expand the bus transfer and layover area to accommodate increased bus visits and use of articulated vehicles; dramatically improve pedestrian and bicycle access from all directions; and provide more efficient access for pick-up/drop-off areas for taxis and autos. The study has attracted considerable attention and community involvement. It has involved several community workshops, and a multi-tier review committee structure. Fehr & Peers has performed the access and circulation planning (pedestrians, bicycles, buses and taxis, as well as autos) for the station redesign concepts, and has been an active participant in all planning workshops and committee meetings. To facilitate the evaluation and decision-making process, Fehr & Peers created dynamic visual simulations of vehicular flow through the study area. The traffic circulation analysis considered a number of creative solutions, including conversion of heavily used intersections and interchanges to modern roundabouts.

Other Innovative Services

Complete Streets: Improving Communities with Multimodal Solutions

For more than 20 years, Fehr & Peers has been at the forefront of the "complete streets" movement by providing multimodal planning and engineering services. The term "complete streets" describes a comprehensive approach to the practice of mobility planning. The complete street concept recognizes that transportation corridors have multiple users with different abilities and mode preferences (e.g., driving, biking, walking, and taking transit). Adjacent land use influences the functionality and character of the street environment. A well-integrated street system considers the complementary relationship between land use, local and regional travel needs, and the context that it serves. Complete streets apply equally to downtown main streets and high-capacity commercial corridors, and they consider the range of users, including children, the disabled, and seniors.

Our specific complete streets services include:

Policy and Guideline Development

Flexible Level of Service (LOS) Policies

Street Standards

Corridor Planning and Design

Multi-modal Impact Analysis

Corridor Planning and Analysis

Road Diets and Conversions

Streetscape Master Plans

Traffic Calming

Context-Sensitive Design

Bicycle and Pedestrian Planning

Transit Planning

Redevelopment and New Development Strategies

Smart Growth

Transit-Oriented Development Planning

Fehr & Peers has been involved in dozens of complete streets projects including the following regionally significant initiatives.

The National Complete Streets Coalition has recognized the "Sacramento Transportation and Air Quality Collaborative's Best Practices for Complete Streets," published in October 2005 and authored by Fehr & Peers, as an early success for the national complete streets movement.

Fehr & Peers has been involved in the Denver metropolitan region's most prominent "complete streets" planning projects over the last decade. Using this national movement and our unique blend of transportation planning and engineering, we have implemented mobility solutions that were previously found only in select Colorado communities.

Fehr & Peers participated as part of a consulting team to develop street design guidelines for livable streets in the Portland, Oregon, metropolitan area. The final document, Creating Livable Streets" received a national award from the Environmental Protection Agency as an innovative approach to street design.

Who needs this?

Public Agencies, Institutions, and Developers — Any entity that is planning or sizing public transportation infrastructure that consists of multiple modes should consider complete street solutions. Streetscape master plans, general plan and policy development, corridor redevelopment and reconstruction projects, and new development all benefit from complete streets.

Complete street ordinances, policies, and design guidelines provide jurisdictions with the means to develop and implement functional multi-modal solutions. Local agencies are including complete street policies in their general plan revisions. If passed, the California Complete Streets Act of 2007 would mandate California local jurisdictions to modify the circulation element of their general plan to accommodate the safe and convenient travel of all users of streets, roads and highways and would require the state to set guidelines for cities and counties to follow. In April 2008, Representative Doris Matsui introduced the Safe and Complete Streets Act of 2008 into the U.S. House. The bill would require states that receive federal funding for transportation projects to implement complete streets policies.

How is it better than what I already have?

Outdated roadway infrastructure typically lacks adequate facilities for pedestrians, bicycles, and transit modes. Opportunities exist through redevelopment, smart corridor planning, and context sensitive design to enhance mobility options for all modes. Complete streets benefit adjacent properties through streetscape, access control and mobility options. Complete streets offer healthy and sustainable travel choices. Complete streets encourage walking, biking and therefore improve air quality and help mitigate climate change.

The complete street mindset instills greater collaboration by bringing more stakeholders, interests, and perspectives into the decision making process. Compete streets tend to employ context sensitive solutions by balancing traditional transportation concerns with community values to produce a final product which is safe, effective and an asset to the surrounding community.

Who else is using it?

State and local agencies are jumping on the complete streets bandwagon. Many of our clients, like the Cities of Portland, Seattle, Colorado Springs and Sacramento have included complete streets in their policy documents and city ordinances. Bicycle, pedestrian and transit advocates have embraced the complete street concept.

Accurate Trip Generation Estimates for Mixed-Use Projects: An innovative land use and transportation planning service

Mixed-use development is widely considered an effective means of reducing traffic impacts. Ranking in the EPA top ten Smart Growth planning principles, and achieving higher levels of support from planners, policy makers and elected officials and developers, mixing uses is generally considered a strategy that optimizes use of transportation infrastructure, improves community quality-of-life, and reduces vehicle travel and related concerns over global warming.

Mixed-use developments come in a wide range of sizes, mixes and configurations. One common characteristic is that such development can reduce off-site traffic impacts by satisfying travel needs within the development site and reducing external travel. However, traffic engineers are ill equipped to quantify these benefits in traffic planning and impact analysis. Techniques available from ITE and standard travel modeling do not accurately measure the potential trip reduction the full range of development concepts. Fehr & Peers has developed a more accurate and robust method of estimating the external traffic generation for mixed use development projects. The approach combines 5D techniques for measuring the degree of interactivity within the site with the conventional ITE and modeling methods.

The 5D's predict the degree to which the trip generation of a mixed-use project will increase or decline with changes to the project's:

Diversity: Mix of residential, retail and employment land uses on the site

Density: Residential and non-residential development per acre

Design: Connectivity and walkability of the site's transportation networks

Destination accessibility: Context, or adjacency to compatible land uses

Distance to Transit: Opportunities for residents, shoppers and employees to use transit

Who needs this?

Land Use Planners and Developers — Planners and developers attempting to create integrated, sustainable projects benefit from feedback we can provide on the optimal mixes of use from the perspective of trip reduction and accurate assessment of project impacts in the community and environmental review process.

Environmental Consultants and Reviewing Agencies — Our methods are new and have not yet been widely used or accepted in environmental documents. They have not yet established name recognition of the ITE Trip Generation manual or handbook. Even though the ITE openly allows use of methods that are more locally relevant or accurate when available, some clients may be reluctant to allow our methods to stand alone in an environmental document. We do, however, suggest they be used in EIR's and EIS's in addition to conventional methods as comparative assessments to provide a counterpoint to the ITE-based analysis.

The discussion of the comparative results should state the reasons our results should be more reasonable than the results from the standard ITE methods to demonstrate the degree to which the ITE methods produce a conservative worst-case estimation of impacts. Also, be aware that it is possible to perform case study validation of our methods (as we have already done on three sample sites) to demonstrate the validity of the method when applied to existing sites considered comparable to your subject project. In addition, we are presently working with EPA and ITE to develop our methods to a level suitable for inclusion in the 2008 update to the ITE Trip Generation Handbook.

How is it better than what I already have?

Evaluating mixed-use projects places transportation professionals in a difficult position, regardless of their specialty:

Traffic engineers often find the mixed use projects they're asked to assess are too varied in scale and mix to be handled confidently with the limited data and approaches provided in ITE Trip Generation Manual and Handbook.

Travel forecasters are handicapped by the macroscopic scale of their regional models when attempting to address the sub-TAZ and neighbor-TAZ small cluster accuracy and sensitivity of their models to handle complex, micro-scale interactions of individual projects.

Researchers and academics find that the growing body of learned investigations of the relationships between travel and the built environment are not fully informing the profession in a manner that would produce adoption into daily use on practical applications and problem solving.

Transportation planners would like to rely on the wisdom of the above groups to inform their project analysis and decisions and analysis, and are looking for reliable, understandable guidance and methods.

Fehr & Peers' 6D trip internalization estimation methods represents a key first step toward a methodology whereby transportation planners, researchers, modelers, and engineers can ground-truth and operationalize their knowledge on mixed use trip generation. Ultimately, the method could build toward a validated, universal, useful method for evaluating the traffic impacts of mixed-use projects.

Strategic Economics

Downtown Tracy Urban Design and Specific Plan

Tracy, CA

Reference

Andrew Malik, Economic Development Director

City of Tracy

209.831.4104

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

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

Webster District Strategic Plan

Alameda, CA

Reference

Bruce Knopf

Vice President of Development

Catellus Development Group

510.267.3404

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

King City Downtown Addition Market and Fiscal Analysis

King City, CA

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

Reference

David Sargent

Managing Principal

HDR Town Planning

805.652.1864

Menlo Park Smart Growth

Menlo Park, CA

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

Reference

Beverly Beasley

Administrative Assistant

Planning Division, City of Menlo Park

650.330.6717

Strategic Economics

SamTrans Study of Transit-Oriented Development Opportunities

San Mateo, CA

Reference

Corinne Goodrich, Manager, Special Projects

Sam Mateo County Transit District

650.508.6369

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

Colma BART Development Opportunities Analysis

Colma, CA

Strategic Economics worked with Daly City and the San Mateo County Transit District (SamTrans) to prepare a market analysis addressing development opportunities for the SamTrans Park and Ride lot on the west side of the Colma BART station. While the east side of this station has realized many of the development goals set forth in the 1993 BART Station Area Specific Plan, plans for higher-density Class A office development to the west of the station have not materialized since the 2000 collapse of the office market. As the national and regional economies recover, SamTrans and Daly City are reassessing the vision for this area and this site.

Strategic Economics worked with these stakeholders to take a fresh look at the site, given changing conditions in the local and regional economy. SE's analysis looked at the current commercial and residential development context, at projected growth trends, and at developer interest in alternative development programs for the site. The analysis also explored tradeoffs between supporting BART ridership and financial performance for SamTrans, and fiscal benefits for Daly City. Ultimately, the goal of this work was to enable SamTrans and Daly City to develop a vision and a strategy for development around the station that can effectively balance all of these goals.

Reference

Brian Fitzpatrick, Real Estate Department Manager

Sam Mateo County Transit District

650.508.6369

Environmental Science Associates

Reference
Leslie Gould, Principal
Dyett + Bhatia
415.956.4300
leslie@dyettandbhatia.com

Size
150 acres

Budget
$41,000

Completion Date
2007

Milpitas Transit Area Specific Plan EIR

Milpitas, CA

ESA provided constraints analysis and technical sections for the Milpitas Transit Area Specific Plan EIR that analyzed the area around an anticipated Milpitas BART station. This area, located west of I-880, includes sections of the Great Mall Parkway, Montague Expressway, McCandless Drive, and Piper Drive, as well as portions of Pentencia Creek and Berryessa Creek. Although mostly industrial, the area includes the Great Mall. The Specific Plan anticipates a new mix of land uses including high density residential uses, with some light industrial use, a potential hotel, a business park, and retail. ESA addressed biological resources (including the presence of burrowing owl adjacent to the specific plan area), air quality, noise, hazardous materials, and soils and seismicity.

Reference
Joan Kugler, Planner IV
San Francisco Planning Department
415.558.5983
joan.kugler@sfgov.org

Size
55 acres

Budget
$200,000

Completion Date
2005

Rincon Hill Mixed-Use District Rezoning EIR

San Francisco, CA

ESA prepared an EIR for the City of San Francisco's rezoning of the Rincon Hill area, situated in southeast San Francisco. Because Rincon Hill is within walking distance of downtown and is near local and regional transit and the San Francisco–Oakland Bay Bridge, the rezoning is expected to encourage high-density residential development and greater building heights in this area. The EIR analyzes the potential effects of development under the rezoning plan to the year 2020, including population increases, traffic, transit, parking, air quality, archaeological resources, and historic architecture. Because the rezoning changes bulk requirements and height limits on Rincon Hill, the EIR carefully considered the effects on views of San Francisco Bay, the Bay Bridge, and downtown San Francisco.

Crow Canyon Specific Plan EIR

San Ramon, CA

ESA prepared an EIR for a proposed Specific Plan that would guide development in the 130-acre Crow Canyon Area of San Ramon, where a number of underutilized development sites exist. Guided by the General Plan's Smart Growth mandate, the Specific Plan is intended to facilitate the development of a mixed-use neighborhood, integrating multi-family housing (including a substantial workforce housing component) with office, retail, and service uses at a pedestrian scale. The issues analyzed in the EIR included land use plans, and policies; traffic, transportation, circulation, and parking; air quality; noise; geology, soils, and seismic safety; hydrology and water quality; biological resources; cultural resources; utilities and service systems; public services; and population and housing.

Reference

Jim Adams

ROMA Design Group

415.616.9900

Size

130 acres

Budget

$112,000

Completion Date

2006

Transit Center Plan EIR

San Francisco, CA

ESA has been selected by the San Francisco Planning Department to prepare the EIR for the Transit Center District Plan, encompassing both private properties and properties owned or to be acquired by the Transbay Joint Powers Authority (TJPA) in an approximately 150-acre area around the adopted Transbay Redevelopment Project Area and the existing Transbay Terminal. Under the Plan, the Transit Tower, an office tower approximately 1,000 feet in height, would be located adjacent to a new Transbay Transit Center, which would replace the existing Transbay Terminal as a regional transit hub and potential future terminal for planned Caltrain Downtown Extension and California High-Speed Rail service. The proposed project would result in new policies and controls for land use, urban form, and building design, as well as impact fees and other funding mechanisms to direct funding to the Transit Center and Caltrain extension projects and other public infrastructure. The project also includes changes to streets, circulation, and open space in the area to support the existing, planned, and proposed uses and activity.

Reference

Sarah B. Jones, Planner IV

San Francisco Planning Department

415.575.9034

Sarah.B.Jones@sfgov.org

Size

150 acres

Budget

$803,500

Completion Date

Ongoing

Environmental Science Associates

Reference
Ron Bendorff, Rohnert Park Planning Department

707.588.2231

Size
272 acres

Budget
$208,000

Completion Date
2008

Northeast Rohnert Park Specific Plan EIR

Rohnert Park, CA

ESA is preparing an EIR for the City of Rohnert Park for its proposed Northeast Area Specific Plan. The specific plan calls for development of a residential community of approximately 1,060 dwelling units in a variety of housing densities and types, 18 acres of parks and bikeways, and nearly 57 acres of other open space on an approximately 272-acre site adjacent to the northeastern edge of the city. The property consists primarily of former agricultural land, and contains a number of old buildings as well as two riparian corridors. Critical environmental issues include traffic and circulation and biological resources, including wetlands, utilities and water supply. ESA is coordinating this EIR with the EIRs for a number of other current specific plan projects proposed within or adjacent to the City of Rohnert Park.

Size
15 acres

Budget
$50,000

Completion Date
2001

San Bruno Specific Plan EIR

San Bruno, CA

ESA prepared an EIR for the City of San Bruno's specific plan for surplus U.S. Navy property as part of a master agreement to provide three interrelated EIRs for the City. The U.S. Navy acreage made available to the City represents an unusual development opportunity, because the 15-acre parcel is in an established urban community with superior access to transportation. The specific plan EIR addressed noise from roadways and nearby San Francisco International Airport, as well as changes in traffic, transit usage, parking, and circulation.

Following certification of the specific plan EIR, the new site owner requested changes to the residential density in the specific plan and consideration of new EIR alternatives. ESA prepared initial study checklists to document the potential impacts of the density changes and the alternatives, and to provide the necessary documentation for an EIR addendum.

Docks Area Specific Plan

Provided a comprehensive multi-faceted public outreach program to ensure consistent public involvement in formulation of the Docks Area Specific Plan. Responsibilities included development and maintenance of a stakeholder database and mailing list, coordination of a series of community workshops, development of project masthead/newsletters/postcards, coordination of a developer forum, presentations to and coordination with various community groups, media coordination, Web page development and management, and strategic counsel.

Reference

Melissa Anguiano

City of Sacramento, Economic Development Department

1030 15th Street, 2nd Floor

Sacramento, CA 95814

916.808.2677

West End Master Plan

Provided outreach services during CEQA entitlement phase for new 1.4 million sq. ft. State office complex and parking structure. Project included rehabilitation/possible relocation of the historic Heilbron House. Responsibilities included development of outreach strategy, ensuring substantive public involvement during design development, coordination of a series of public workshops, project masthead/newsletters, coordination with elected officials, development of advertisements, and community and business outreach and coordination.

Reference

Anne Cavanagh

Supervising Project Director

Department of General Services

State of California

707 Third Street, Suite 3-305

West Sacramento, CA 95605

916.376.1626

Concord Community Reuse Plan

The Closure of the Inland Area of the Concord Naval Weapons Station created an opportunity for the City of Concord to embark on an extensive Master Plan project for the 8 acre site. The site has unique distinctive natural features which encouraged citizens to focus more than 50% on planning for parks, open space and recreational facilities. The plan also incorporates other mixed use commercial and residential development.

HDR|The Hoyt Company provided extensive public involvement workshops in partnership with local and regional stakeholders, as well as developed a project Web page, newsletters, fact sheets, media kits, key project messages, and provided database management and targeted outreach.

Reference

Mr. Mike Wright

Reuse Project Director

1950 Parkside Drive, MS/56

Concord, CA 94519

925.671.3019

HDR | The Hoyt Company

Reference

Mr. Zuhair Amawi
Associate Civil Engineer
City of Sacramento
Department of Transportation
Engineering Services
915-I Street, Room 2000
Sacramento, CA 95814
916.808.7620

R Street Historic Corridor

This project included streetscape improvements within Sacramento's R Street Historic District, between 10th and 13th streets. Improvements focused on developing a design that respects the corridor's historic character and utilitarian aesthetic while enhancing the mix of transportation modes and cultivating a shared sense of public realm. The City improved the pedestrian experience by creating a safe, pleasant, walkable streetscape environment.

Community outreach to local businesses, residents and property owners was a key component in this process. HDR|The Hoyt Company aided in the development of a land use plan as well as developed a project Web page, newsletters and fact sheets, media kits, key messages and managed a project database.

Reference

Ms. Michelle Nelson
City of Sacramento
915 I Street, 2nd Floor
Sacramento, CA 95814
916.808.7064

Bridging I-5

HDR|The Hoyt Company provided a comprehensive four-year community relations and outreach program during the planning, engineering, and environmental phases of the Bridging I-5 project. Responsibilities included strategic community outreach, public involvement for design development, coordination with elected officials, coordination and management of public meetings, project mailing list development and maintenance, newsletters, focus group meetings, stakeholder presentations, elderly and immigrant outreach, community and business outreach, public information, Web site development, and media relations.

Reference

Fran Halbakken
Interim Director of Transportation
City of Sacramento
915 I St. Room 2000
Sacramento, CA 95814
916.808.7194

Central City Parking Master Plan

HDR|The Hoyt Company provided outreach services for the City of Sacramento's downtown parking study. Work included establishing a working group of more than 50 stakeholders and interest groups, maintaining regular and consistent messaging, developing a Web page and newsletters, media relations, coordinating and facilitating meetings, and providing technical support regarding impacts of future development in the downtown area.

Broadway Bridge Feasibility Assessment

HDR|The Hoyt Company assisted a consulting team in conducting an early feasibility assessment for the possible future Broadway Bridge that would connect neighborhoods, retail and entertainment venues along the riverfronts of Sacramento and West Sacramento. HDR|The Hoyt Company explored compatibility with the Riverfront Master Plan and local land use plans, cost, and environmental and community impacts.

Reference

Stephen Patek

Community Development Director

City of West Sacramento

1110 West Capitol Avenue

West Sacramento, CA 95691

916).617.4645

Sutter Medical Center Outreach

Comprehensive community outreach and community relations program for Sutter Health's four block medical campus. Community involvement included pre-design and design phases, and will carry through to construction of the $200 million dollar remodeling of Sutter General Hospital in Midtown Sacramento and the construction of the new Women's and Children's Center. Responsible for development and implementation of community outreach strategy, mailing list, project newsletters, door hangers, organization of community meetings, facilitation of design charrettes, media relations and Web site content assistance, and production of informational materials.

Reference

Tom O'Leary

Project Manager

Sutter Health, Facilities Planning

2801 Capitol Avenue, Ste 110

Sacramento, CA 95816

916.454.6990

Raimi
+ Associates

City of Hercules Various Adjunct Planning Services

Hercules, CA

Raimi + Associates serves as the on-call Adjunct Planner for the City of Hercules. Hercules was the first city in California to develop a form-based code for the whole city. Raimi + Associates assists the city in administering that code, updating General Plan and development regulations, and sheparding new development projects through the entitlement process. Among the projects currently underway, Raimi + Associates is serving as the staff lead on developing a new town center for the city. The project will create a new, walkable, mixed use area on 35 acres of vacant and underutilized land in the heart of the city. Raimi + Associates is working closely with city staff, the developer and a team of consultants, to develop a site plan for the are and to amend the General Plan and Zoning Ordinance to meet the vision of the New Town Center. Raimi + Associates is also serving as staff lead to update the City's General Plan, Zoning and Historic Sub-Area Master Plan documents to enable new development on targeted properties.

Reference
Steve Lawton, Community Development Director
510.799.8322

Size
various

Budget
on-call, time and materials

Completion Date
ongoing

South Gate General Plan

South Gate, CA

Raimi + Associates is working with the City and a team of consultants to update the City of South Gate General Plan. Located 8 miles south of downtown Los Angeles, the City of South Gate is home to over 100,000 people and has a strong industrial tax base. However, the city has suffered in recent years from an overburdened public infrastructure, political corruption and the departure of numerous large employers including Firestone Tire and General Motors. As a result, the City and its citizens are looking to remake their image, expand the tax base and improve the quality of life in the community. Raimi + Associates designed and co-led an award winning public involvement process that resulted in a new vision for the community. Raimi + Associates is currently drafting the General Plan that includes cutting edge public health and sustainability principles to achieve the City's vision for the future. The resulting "form-based" General Plan incorporates the principles of New Urbanism and focuses on urban design solutions to achieve the City's goals.

Reference
Steve Lefever, Community Development Director
323.563.9566

Size
Citywide, (Approx. pop. 98,000)

Budget
$300,000

Completion Date
2008

Station Park Green LEED-ND Implementation

San Mateo, CA

Raimi + Associates was part of a team of consultants assisting EBL+S with their LEED for Neighborhood Development (LEED-ND) pilot project documentation. Due to our in-depth knowledge of the LEED-ND rating system, Raimi + Associates provided guidance on completing the application materials, completed many of the application templates and served as the final reviewer prior to the submission of materials for certification. The project was one of the first three LEED-ND projects certified by the US Green Building Council.

Reference

Heather Lowe

EBL+S Development LLC

650.759.6398

Size

12 acres

Budget

$16,000

Completion Date

2008

Redwood City General Plan

Redwood City, CA

Raimi + Associates, is part of a team of subconsultants led by Hogle-Ireland that is preparing a focused update of Redwood City's General Plan. In addition to assisting with project management and coordination, Raimi + Associates will help define the land use vision for the community and craft the public health and sustainability components of the General Plan. Working with City Staff, Raimi + Associates is evaluating the sustainability of the City's current land use and transportation patterns. With the results of this evaluation, Raimi + Associates will assist Hogle-Ireland to develop a vision for the city that will be sustainable over the long term and will develop policy language to enable the City to implement that vision.

Reference

Beth Ross, Environmental Initiatives Manager

650.780.5917

Size

Citywide, (Approx. pop. 75,000)

Budget

$35,000

Completion Date

2009

BKF Engineers

Millbrae BART Station

Millbrae, CA

Reference

Ralph Petty

City of Millbrae

650.259.2341

Budget

$27M

Completion Date

2002 (Phase 1)

BKF provided engineering and mapping support to the design team and the City of Millbrae Redevelopment Agency for the development of the southerly gateway entrance to the City. Specific tasks included aerial photography, base map preparation, parcel and ownership matrix, utility inventory, developing master plan alternatives for roadways and parcels, evaluation of existing utility infrastructure to accommodate the planned development, preliminary design of new utilities and preparation of detailed construction cost estimates.

The mixed-use specific plan area incorporates the new Millbrae BART multi-model transit station, including bus and railroad transportation facilities, hotels, office, mixed-use residential, and retail uses. BKF was responsible for preparing preliminary design documents for the construction of the future California Drive extension and for the coordination of the surface improvements and utility infrastructure with the BART Station, bus transit area and the railroad platforms. BKF assisted the City in reviewing the Transit Station design-build construction documents and plans, and also coordinated the current construction work with the future Specific Area Plan improvements.

West Dublin-Pleasanton BART Station

Dublin + Pleasanton, CA

BKF was responsible for the preliminary design and entitlement processing for the new BART Station sites in the Cities of Dublin and Pleasanton. Working with the design-build team, BKF prepared preliminary grading and utility plans for the proposed hotel, residential development and BART parking garage on the Dublin site, and the office building and BART parking garage on the Pleasanton site.

As part of the site planning effort, BKF was responsible for coordinating the bus transit facilities and drop-off areas with the parking garage design.

BKF was also responsible for preparing the tentative maps and parcel maps to create individual parcels for the different uses. The mapping was processed concurrently with the specific site plan approvals.

Reference

Robert Russell
Ampelon Development Group
2101 Webster St. Ste, 1605
Oakland, CA 94612
(510) 893-4600

Budget

$4.9M

Completion Date

2009

BKF Engineers

Reference

Richard Juarez

BRE Properties

415.445.6522

Budget

TBD

Completion Date

2010 (est.)

Walnut Creek BART – Transit Village

Walnut Creek, California

BKF was retained to provide a detailed boundary and topographic survey of the 16.3 +/- acre Walnut Creek BART Station site, including incorporating all underground utilities. BKF prepared exhibits and a Site Investigation Report itemizing all site related constraints and issues relative to the development of the proposed 578-unit mixed-use residential housing and commercial/retail development. Multi-level underground parking garages will provide parking for the proposed mixed-use development and they will also provide for the replacement parking for the BART Station use. BKF is preparing preliminary design drawings for construction estimating. BKF will be responsible for preparing the tentative subdivision map and the final Parcel Map for subdividing the project sites from the BART Station site. BKF will prepare construction and utility drawings for all site work for the multi-phased construction project. BKF's role will include complete engineering design services for all site work, as well as surveying and staking for construction for all site improvements and utility work.

References

SMWM — References

San Francisco Redevelopment Agency

Amy Neches

Senior Project Manager

1 South Van Ness Avenue, Fifth Floor

San Francisco, CA 94103

415.749.2450

amy.neches@sfgov.org

Amy was the Project Manager for Mission Bay North + South.

EBL & S Development, LLC

Alan Talansky, Vice President

1010 S. El Camino Real

San Mateo, CA 94401

650.796.1700

atalansky@EBL-S.com

We worked with Alan on the Specific Plan for Station Park Green in San Mateo.

Community Redevelopment Agency, Los Angeles

Steve Valenzuela, Regional Administrator for the Eastside Regional Area

354 S. Spring Street, Suite 700

Los Angeles, CA 90013

213.977.1791

svalenzuela@cra.lacity.org

We worked with Steve on the San Pedro Downtown to Harbor Revitalization Plan.

Earth-Friendly Printing

Designed by SMWM in San Francisco. The typography is Frutiger using various weights. All pages are laser printed by SMWM using water-based toner that is **100% recyclable**. Plastic covers are made from 100% recycled low VOC material. The paper is Mohawk, Color Copy 28#, **FSC-certified 100% recycled**, acid free.

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.28 trees

.17 pounds of waterborne waste

25 gallons wastewater flow

3 pounds of solid waste

5 pounds net greenhouse gases

41,650 BTUs of energy

3 pounds of air emission

8 cubic feet of natural gas

[1]Environmental benefits are calculated based on research done by Environmental Defense, the other members of the Paper Task Force, and the Conservatree, who studied the environmental impacts of the paper industry. Contact ED for a copy of their report and the latest updates on their data. Hazardous Air Pollutants (HAPs), Volatile Organic Compounds (VOCs), and Absorbable Organic Compounds (AOXs).

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