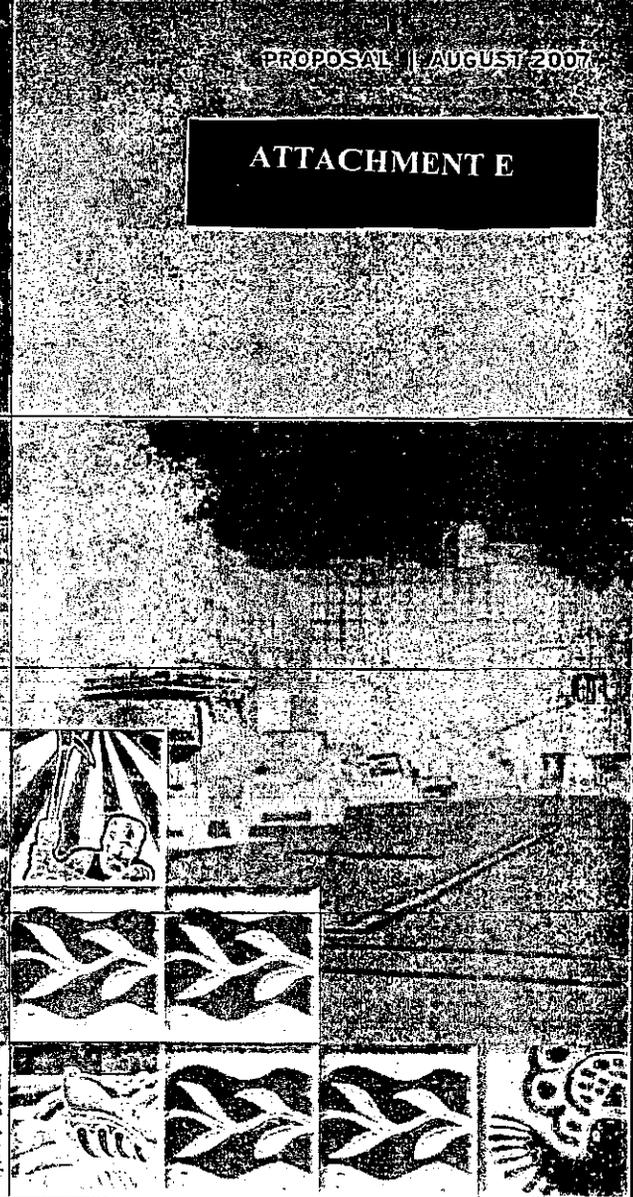
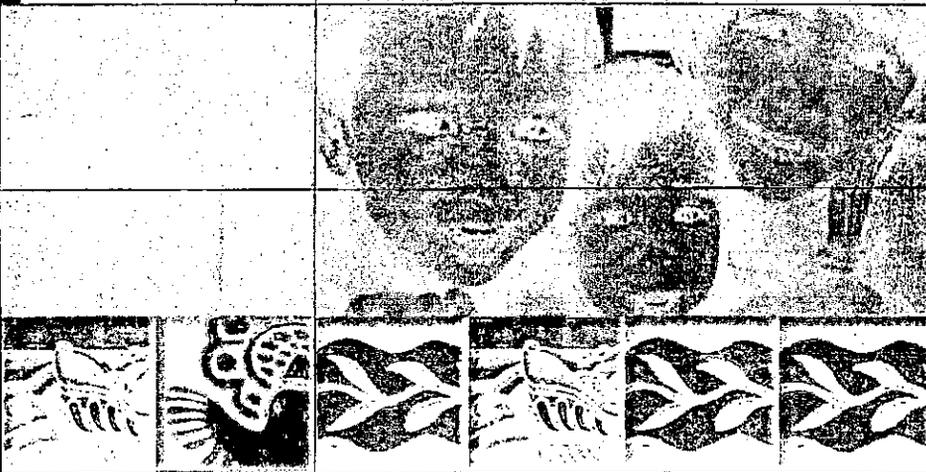


ATTACHMENT E



COMMUNITY PLAN UPDATE

barrio logan

CITY OF SAN DIEGO

SUBMITTED BY

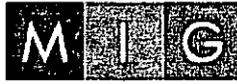


159 N. Marengo Avenue  
Pasadena, California 91101

IN ASSOCIATION WITH

Estrada Land Planning  
Dodge Governmental  
Kinley-Barn S. Associates  
Brian E. Smith & Associates

VOLUME 1 | TECHNICAL PROPOSAL



M O O R E I A C O F A N O G O L T S M A N , I N C .

August 20, 2007

Michael Winterberg/b19, Procurement Specialist  
 City of San Diego  
 Purchasing & Contracting Department  
 1200 Third Avenue, Suite 200  
 San Diego, CA 92101-4195

*Re: Proposal No. 8964-08-Z - Barrio Logan Community Plan Update*

Dear Mr. Winterberg and Selection Committee Members:

**Moore Iacofano Goltsman (MIG), Inc.** in association with **Estrada Land Planning, Dudek Environmental, Kimley-Horn and Associates** and **Brian F. Smith and Associates**, (The MIG Team) is pleased to submit this proposal to assist the City of San Diego in preparing a Community Plan for the Barrio Logan community. Our Team's approach will focus on developing an inclusive community participation program that results in a clear community-wide vision, strategic priorities and a set of land use and urban design policies and guidelines. These tools will set the course for future community investment and greatly enhance the community's livability, character and health.

For over 25 years, MIG has led neighborhood-based planning efforts for a wide range of communities, each possessing a different set of goals, opportunities, constraints, and influences that required a carefully tailored process of involvement and planning. MIG has provided these services for successful projects for cities throughout California, including Richmond, San Clemente, Oakland, Berkeley, Sacramento, Chula Vista, Long Beach and Ventura. Recently MIG was awarded a contract to assist the Boyle Heights neighborhood in Los Angeles in developing a Land Use/TOD Plan and Market Study that will result in a set of strategic directions for the area Community Plan.

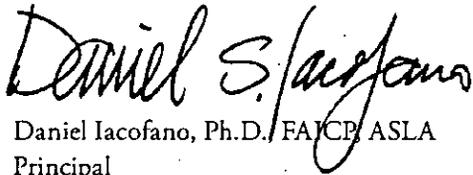
The MIG Team includes experienced professionals with in-depth knowledge of cutting edge approaches to land use planning, urban design, transportation planning, and integrated community participation. The MIG Team offers:

- **Extensive Experience.** MIG has worked on numerous projects similar in scope and has a proven track record of blending strong technical planning expertise with robust community involvement processes. Specifically, MIG has worked with communities such as Barrio Logan that have been long affected by major infrastructure impacts such as port-related activity, rail and major freeways.
- **Effective Project Management.** MIG offers a team-oriented, collaborative and management approach that responds efficiently to project needs and focuses resources on producing quality processes and deliverables.
- **Culturally-Sensitive Community Planning.** We offer unparalleled in-house bilingual capabilities, including Spanish-language expertise in culturally-sensitive community planning, urban design, facilitation, and consensus building.

- **A Nationally-Recognized Community-Based Approach.** Nationally recognized for its community-based and context sensitive approach, MIG specializes in integrated public involvement and outreach programs in diverse communities.

We are excited by the opportunity to work with the City of San Diego and the Barrio Logan community on this important project. Should you have any questions on the attached proposal or need additional information, please do not hesitate to contact me at (510) 845-7549 or [danieli@migcom.com](mailto:danieli@migcom.com).

Sincerely,



Daniel Iacofano, Ph.D. FAJCP, ASLA  
Principal



## table of contents

---

rfp cover page

---

**SECTION ONE** executive summary 1.1

---

**SECTION TWO** implementation plan

Approach 2.1  
 Project Schedule 2.2  
 Scope of Work 2.3

---

**SECTION THREE** team qualifications

Roles and Responsibilities 3.1  
 Team Organization 3.2  
 About MIG 3.3  
 About Estrada Land Planning 3.5  
 About Dudek 3.6  
 About Kimley-Horn & Associates 3.7  
 About Brian F. Smith & Associates 3.8

---

**SECTION FOUR** team introduction

MIG Resumes 4.1  
 Estrada Land Planning Resumes 4.9  
 Dudek Resumes 4.10  
 Kimley-Horn & Associates Resumes 4.12  
 Brian F. Smith & Associates Resumes 4.14

---

**SECTION FIVE** team experience

MIG 5.1  
 Estrada Land Planning 5.7  
 Dudek 5.10  
 Kimley-Horn & Associates 5.14  
 Brian F. Smith & Associates Resumes 5.17

---

**SECTION SIX** additional information

Team References  
 Proposer's Statement of Subcontractors  
 Writing Sample #1  
 Writing Sample #2

---

000456



rfp cover page

000457



CITY OF SAN DIEGO  
PURCHASING & CONTRACTING DEPT.  
1200 Third Avenue, Suite 200  
San Diego, CA 92101-4195

Proposal No. 8964-08-Z

REQUEST FOR PROPOSAL  
ADDENDUM C

Closing Date: August 28, 2007  
@ 4:00 pm P.S.T.

Subject: Furnish the City of San Diego with Professional Planning Services for the City of San Diego Barrio Logan Community Plan Update

Timeline: As may be required for a period of two (2) years from date of award, with options to renew for three (3) additional one (1) year periods, in accordance with the attached specifications.

Company Moore Iacofano Goltsman (MIG), Inc.  
Federal Tax I.D. No. 94-3116998  
Street Address 169 N. Marengo Avenue  
City Pasadena  
State California Zip Code 91101  
Tel. No. (626) 744-9872 Fax No. (626) 744-9873  
E-Mail danieli@migcom.com

Name Daniel S. Iacofano, Ph.D., FAICP, ASLA  
Signature\* *Daniel S. Iacofano* (PRINT OR TYPE)  
Title Principal  
Date August 27, 2007

*\*Authorized Signature: The signer declares under penalty of perjury that she/he is authorized to sign this document and bind the company or organization to the terms of this agreement.*

If your firm is not located in California, are you authorized to collect California sales tax?  Yes  No  
If Yes, under what Permit # \_\_\_\_\_  
City of San Diego Business Tax License #: \_\_\_\_\_

**SUBMITTED PROPOSALS MUST HAVE AN ORIGINAL SIGNATURE.**

Cash discount terms \_\_\_\_\_% \_\_\_\_\_days. [Terms of less than 20 days will be considered as Net 30 for bid evaluation purposes.]

**FOR CONSIDERATION AS A RESPONSIVE PROPOSAL, THE FOLLOWING IS REQUIRED:**

- 1) Proposal must be submitted on official City proposal forms.
- 2) All information on this Request for Proposal cover page must be completed.
- 3) This cover page must be signed with an original signature.
- 4) Proposal must be submitted on or before the exact closing date and time. Proposal received after the exact closing date and time will NOT be considered. If hand delivering, please allow enough time for travel and parking to submit by the closing date and time.

FOR FURTHER INFORMATION CONCERNING THIS PROPOSAL, PLEASE CONTACT:

MICHAEL WINTERBERG/bl9, Procurement Specialist

Phone: (619) 533-6441

Fax: (619) 533-3230

E-mail: MWinterberg@sandiego.gov

000458

SECTION ONE executive summary

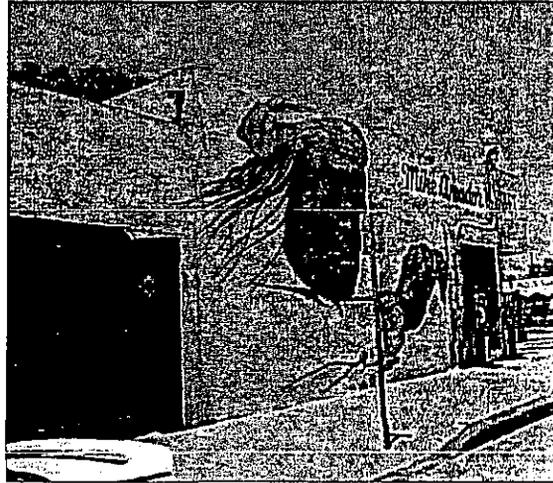
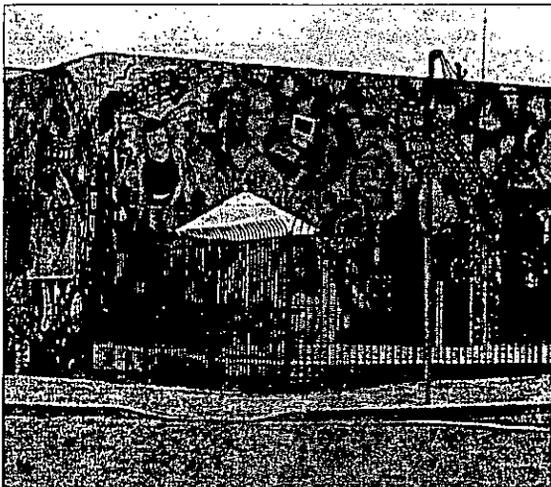


## executive summary

### INTRODUCTION

Barrio Logan has a long history as one of the oldest, most distinct neighborhoods in the City of San Diego. What has made the area distinct is how it has evolved over time—from being one of the first and largest Latino neighborhoods in the country through the 1950s, to becoming an important industrial and military zone with the highest concentration of jobs in San Diego over recent decades. However, this evolution did not wholly sacrifice one set of circumstances for the other. While community members are much smaller in numbers now, their voices are still strong and their passions run deep for protecting their homes and neighborhood as a unique, important community.

Since the community uprising in the late 1960s that led to the creation of Chicano Park, many currents of change in the neighborhood have been led by community members challenging impacts from the Port, the City, the Navy, or other industrial users.



Today, there exists a more positive sentiment about the possibilities for collaborative planning. This planning must protect stakeholder interests while creating a vibrant, healthy, safe and livable community whose character reflects the neighborhood's cultural history and cultural present. This array of issues, challenges and opportunities will form the planning context for updating the Barrio Logan Community Plan. Below are some preliminary issues, challenges and opportunities, which will be refined as the planning process moves forward.

## executive summary

### ISSUES AND CHALLENGES

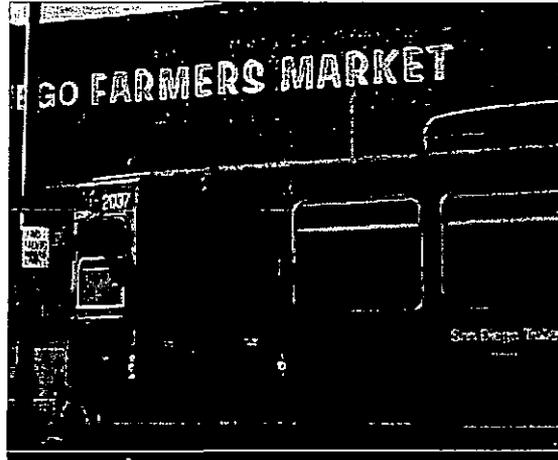
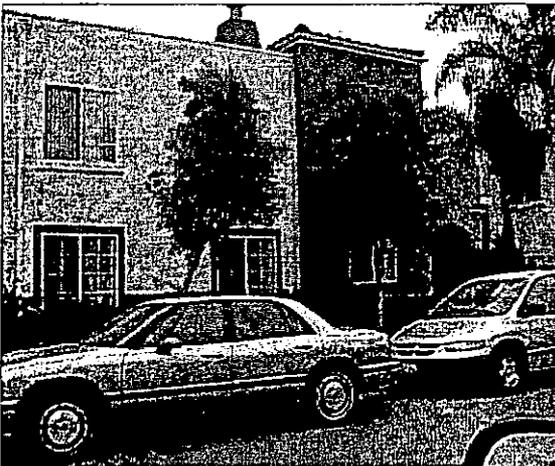


#### Creating Buffers Between Industrial and Residential Uses

Community activists have documented the above-average health impacts to residents from co-locating industrial and residential uses, as well as the heavy emissions from proximity to highways and railroads. Both residential and industrial users want separation from each other, but the Community Plan must do so while protecting the integrity of primarily residential streets and minimizing the impact to industry to the greatest extent possible.

#### Providing the Appropriate Amount and Density of Housing

Affordable and workforce-oriented housing is lacking in the community and something that everyone agrees is sorely needed. However, as articulated during the visioning process conducted in 2002, many in the community have stated that certain higher densities of housing (proposed for up to eight stories during earlier planning efforts) are excessive and not conducive to maintaining a family-oriented community. If similar densities are proposed as part of this process, the planning team must clearly respond with creative solutions and urban design principles that address community members' concerns.



#### Enhancing Mobility for Everyone

Recent improvements to 28th and 32nd streets now divert truck traffic to Port and Navy sites away from Cesar Chavez Parkway, yet the Port still plans for expansion of the Tenth Avenue Marine Terminal in the coming years. Accommodating current and expanded truck traffic must be balanced with creating a more pedestrian-friendly and residential-friendly environment. These are important planning objectives given the urban nature of the neighborhood and many community members' dependence on walking as a primary mode of transportation.

#### Addressing Gentrification and Downtown Redevelopment Pressures

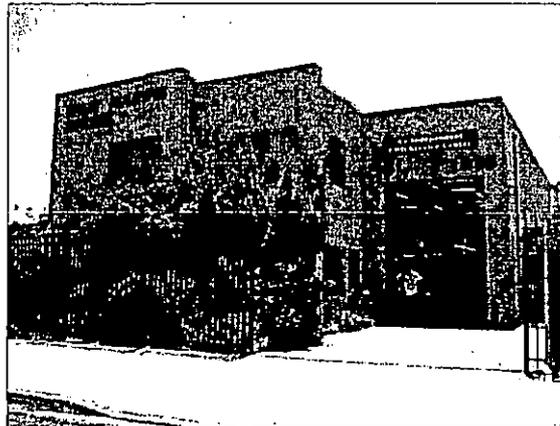
In looking north to redevelopment activities occurring Downtown, there is significant pressure on the Barrio Logan community – whether real or perceived – to become enveloped by the Downtown community. Community members will demand that adequate measures be established to draw a line between the communities and not allow Downtown development and its character to infiltrate or overwhelm Barrio Logan.



## executive summary ISSUES AND CHALLENGES

**Communicating about Proposed Changes**  
During the 2008 planning process some community members became concerned about the implementation of proposed land use changes, particularly as they related to potentially losing their homes. The team must be diligent and clear in communicating with the community about how proposed changes could occur over time. The team must integrate process ideas from community members to build their trust in and support for the plan.

**Recognizing Grassroots Planning Efforts**  
Some community members have worked hard to jump-start the planning process in recent years with development of a "Vision Plan" for Barrio Logan through concerted community involvement efforts. The new planning process must acknowledge and integrate those outcomes while not pre-supposing that the "Vision Plan" speaks for all stakeholders. A collaborative process is needed that supports the development of an updated and relevant plan for the community.



### Hazardous Materials

Through years of hosting industrial uses, some sites within the community are tainted with underlying toxic materials. The planning process must address how and when these sites will be treated to return them once again to community use. Cleanup, phasing, and buffering will be critical components of the resultant land use mix and geometry.

### Health

The health benefits of a good land plan are incalculable. By locating uses in optimal locations and by providing appropriate and convenient pedestrian linkages between them, the overall health of the community will improve.

## executive summary

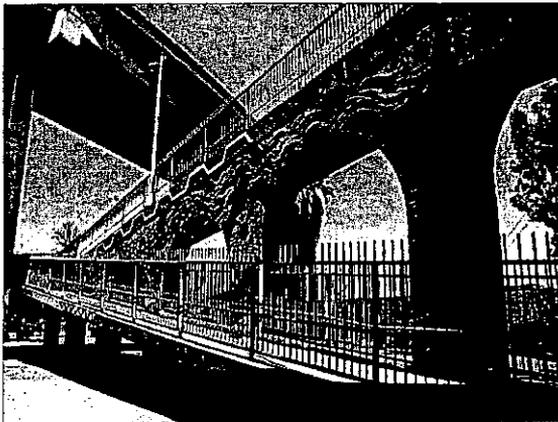
### OPPORTUNITIES

#### Re-building Trust Among All Stakeholders

Despite a perceived desire among all stakeholders to work together during this planning process, there are still a variety of needs and interests to address and balance that require deft facilitation and close coordination. In particular, residents do not always feel that their needs are closely considered by the City, the Port and the Navy in their planning efforts. Conducting a collaborative and transparent process with a clear planning framework – where all voices are heard, documented and integrated into the planning process and outcomes – will build new levels of trust and partnerships among all stakeholders.

#### Creating a More Self-sufficient Neighborhood

Barrio Logan is currently incomplete in terms of the necessary features that make the neighborhood livable for residents. Providing more neighborhood-serving amenities such as recreation, locally-serving retail, and education opportunities through land use refinements and expansion of the redevelopment area will provide a more positive environment for families and children to prosper.



#### Capitalizing on the Mobility Infrastructure

The grid pattern of neighborhood streets and access to the Trolley station provide an excellent starting point for enhancing the multi-modal transportation network. Specifically, emphasizing strong pedestrian-oriented design will be particularly valuable in a neighborhood where many community members have limited or no access to personal vehicles and rely on alternative modes for daily transportation.

#### Making Redevelopment Work for the Community

As the City pursues expansion of the redevelopment area in Barrio Logan, now is the perfect time to engage the community at a deeper level. This plan and process should help people understand how redevelopment can and should be a tool to shape its future in a fair and consensus-based manner that addresses a broad range of needs and interests. The City's recent reclamation of vacant property between Cesar Chavez Parkway and the Coronado Bridge could be one of many opportunities to showcase such an approach.

#### Enhancing Barrio Logan's Unique Character

The scope of elements to be updated in the community planning process will impact the defining character of the neighborhood. Clearly, there is a historic character that should be preserved and enhanced, celebrating Barrio Logan's past and bolstering its future as a thriving, unique community of the City of San Diego.

#### Developing a Model for Other Community Plan Updates

With a truly community-based planning process and scope that will be enhanced and refined through work in Barrio Logan, San Diego will have a model framework for community-building and neighborhood improvement for use in all such efforts throughout the City.

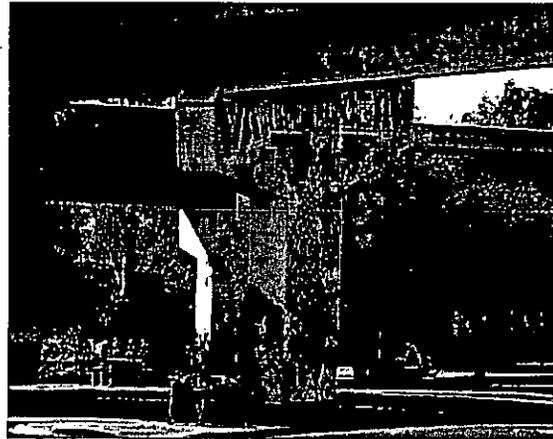
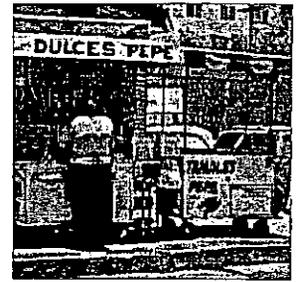
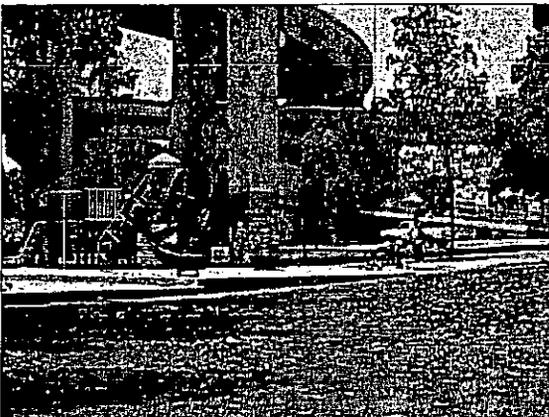
## executive summary

### APPROACH

MIG has a 25-year track record of successfully managing projects that deal with multiparty involvement and complex community issues. We offer the City of San Diego the combined expertise and resources to ensure that this is an efficient, productive and successful project.

Our experience in land use and environmental planning, urban design, community planning, transportation planning, historical resources, and other technical analyses – combined with our inclusive community involvement process – will be invaluable for this project and will further enhance the planning work that has been undertaken by the City and its partners.

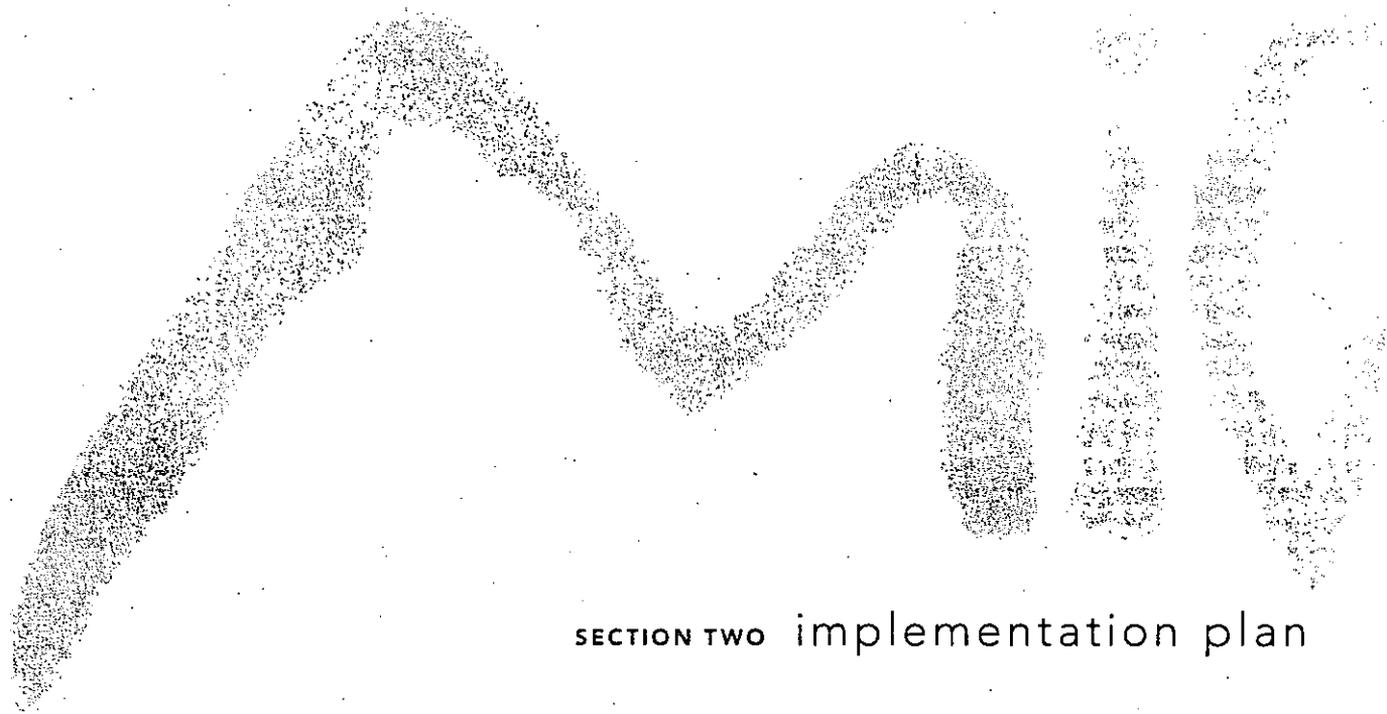
In addition, our strong project management skills will be extremely important. The effective management of communications and coordination with the client, subconsultants, and other partners, as well as tight control of the budget, flow of work, and quality of products, will be crucial.



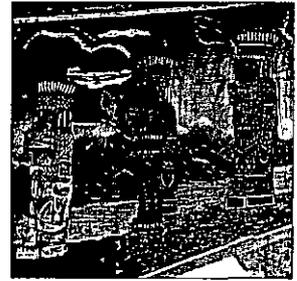
Finally, our in-house bilingual capabilities, including Spanish-language and Latino-culture expertise in culturally-sensitive community planning, urban design, facilitation, consensus building – are unparalleled. Our project manager Esmeralda Garcia, as a bi-lingual urban and community planner, will be squarely at the helm of our Spanish-fluent project team.

Our team approach will help the Barrio Logan community and policy makers identify a community-wide vision, strategic priorities and a set of land use alternatives. These initiatives will greatly enhance the community's livability, character and health, and the tasks in the following section are oriented to this end. They are incorporated into three major phases, including: Phase I. Existing Conditions and Vision; Phase II. Development of Alternatives and Strategies; and Phase III: Draft and Final Community Plan. (See page 2.2)

000464



SECTION TWO implementation plan



## implementation plan APPROACH

The Barrio Logan Community Plan Update will provide a comprehensive roadmap to help invigorate and revitalize the community. To ensure the planning effort is successful, MIG believes that a balanced approach is the most effective. Our experience has proven that incorporating technical rigor, social understanding and economic realities from the beginning ensure a plan can be supported by the community and readily implemented.

To achieve this goal, the plan should incorporate the following principles:

- **Inclusivity** – involving the community in all levels of planning; reflecting the history of the community and the character and values of the citizens who live there; and developing economic opportunities without displacement;
- **Sustainability** – economically strong, environmentally sensitive; and equitably accessible for all;
- **Healthy** – providing alternatives to auto transportation such as transit-oriented development and pedestrian-friendly environments; offering a safe environment so people can enjoy public spaces; promoting clean air and water; and encouraging active, healthy habits with access to farmer's markets, grocery stores, and a vibrant green infrastructure.

The MIG Team has deep and broad experience working with diverse communities that have complex planning, design and social issues. Our Team includes a group of seasoned professionals with expertise in urban design, land use, environmental and transportation planning, as well as public involvement techniques to engage a wide range of community stakeholders.

Our proposed approach to developing the Barrio Logan Community Plan Update is illustrated on the following process graphic/schedule. MIG anticipates completing the project in 24 months instead of the 28 months indicated in the RFP. This will be accomplished through an efficient process that includes the following three phases:

### **Phase I: Existing Conditions Analysis and Vision**

This phase focuses on developing a deep understanding of the physical environment as well as the social and political framework from which the plan will be developed. A clear vision will be established in this phase as well as strategies to engage the community in the process from beginning to completion.

### **Phase II: Development of Alternatives & Strategies**

In Phase II, the Team will begin to shape the vision into physical alternatives that will be considered and revised with the City staff as well as the community. Each alternative will be informed by technical studies such as hazardous materials; historical and cultural resources and urban design to name a few.

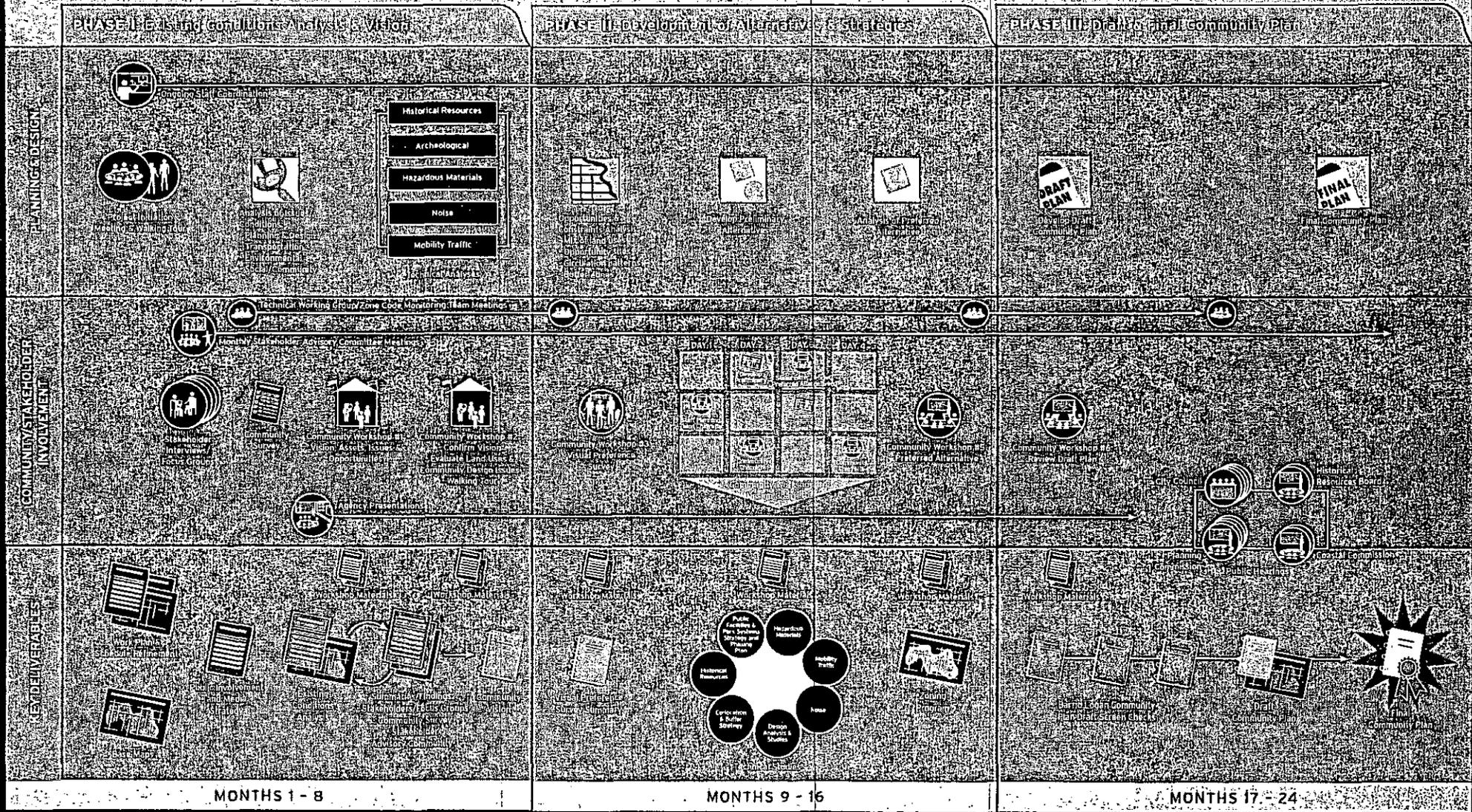
### **Phase III: Draft and Final Community Plan**

This final phase will be the culmination of all the work to date and result in the development of the final plan. The Team will work with staff as well as key regulatory agencies to ensure that the final plan encompasses the needs of the community, as well as, the goals of the City.

The detailed description of MIG's proposed scope of work as outlined in the RFP begins on page 2.3. These tasks take place within the three phases described above and are conceptually illustrated on the process graphic.

# barrio logan COMMUNITY PLAN UPDATE

0004166





# implementation plan

## SCOPE OF WORK

### Task 1 Administration

#### 1.1 Administration and Project Management

This task ensures effective methods for consistent communication between the MIG Team and city staff. MIG Project Manager Esmeralda Garcia will communicate with the designated City project lead, monitoring the project's progress, schedule and budget through a variety of tools, including weekly conference calls, monthly project progress reports, and in-person team meetings. Ms. Garcia, supported by Deputy Project Manager Andy Pendoley, will manage subconsultant relationships, scheduling and deliverables. Team member Vicki Estrada, with her extensive knowledge of the history and context of the area, will also play a key role in this "core" management team function. The MIG Team will work closely with the City project manager to coordinate relevant work products between the MIG Team and the economic and environmental consultants selected to work on other components of the Barrio Logan Community Plan Update.

Ms. Garcia will work with the City project manager to identify goals and objectives for future team coordination meetings and conference calls. MIG will coordinate with members of the consultant team on any deliverables, data or analysis that will be presented during project team meetings.

#### Deliverables:

- Monthly Progress Memos
- Weekly Conference Calls

#### 1.2 Project Initiation Meeting and Walking Tour

The MIG Team will meet with City Staff to refine the project schedule and scope, confirm project team roles, and review composition of the Stakeholder Advisory Committee and discuss its charge. A clear and cogent public involvement program and a media strategy are paramount to the success of the process. MIG will lead a discussion to refine the public involvement program and walk through the objectives for the media strategy. The MIG Team will develop a media strategy with recommendations on timing for releasing project updates to the community via communication outlets, collateral materials and media channels such as project website, newsletters, fact sheets, PSAs and other media presentations. The media strategy will be revised as needed throughout the project.

After the project is initiated, the MIG Team will participate in an initial project area tour with City staff. Utilizing the base mapping developed in Task 3, MIG will conduct on-site analysis, ground-truthing and photo-documentation during the walking tour. We will also obtain group comments and ideas on critical issues and opportunities. It is anticipated that the project initiation meeting and walking tour will take place on the same day.

#### Deliverables:

- Refined Workplan
- Draft Plan Update Schedule
- Public Involvement and Media Strategy



## implementation plan

### SCOPE OF WORK

#### Task 2 Public Outreach

Due to the range of issues and planning strategies to be addressed in this community plan update, experienced meeting management and facilitation and strong technical expertise are essential components to achieving successful results.

Building on the community's history of activism and extensive public involvement, the MIG Team's approach to community engagement responds to the City's request for a creative and inclusive community involvement campaign. The public involvement program must ensure maximum opportunities for people representing all interests in the community to interact with the process. This is especially critical for those who are often underrepresented because of language or culture, and those unfamiliar with formal public involvement. This requires multiple avenues for input as well as sensitivity to diversity.

The public involvement strategy includes the following components:

- All public involvement activities and materials will be conducted and produced in Spanish. The MIG Team includes bilingual professional staff to facilitate public workshops and meet with community stakeholders, which eliminates additional steps and delays that occur when working with translating services.
- The MIG Team will facilitate meetings with the Stakeholder Group Advisory Committee (see Task 2.1) to examine community issues opportunities, constraints and review land use alternatives.
- A community survey will be used to solicit feedback from residents, property owners, youth in the neighborhood, and community organization representatives. Community leaders will be trained to engage family, friends and neighbors in the survey intake process.

- MIG will also vary the range of involvement activities because some people are comfortable in community-wide workshop settings, while others are more likely to participate in less formal settings like open houses, community events, or small neighborhood meetings. For those who do not participate in traditional ways, we will train community leaders to solicit feedback during family and neighborhood gatherings or one-on one meetings.
- Also important to the community feedback is communicating the project goals, objectives and progress to public agencies and elected officials. The MIG Team will maintain regular communication with agency representatives, policy makers and elected officials through presentations and meetings.

#### 2.1 Stakeholder Advisory Committee

The Stakeholder Advisory Committee is a key partner in the Barrio Logan Community Plan Update process. It is anticipated that the composition of this group will include diverse backgrounds and viewpoints. Therefore, it requires experienced meeting management and facilitation.

The MIG Team will facilitate up to 16\* meetings with the Stakeholder Advisory Committee to identify land use, community and social issues; discuss community values and review the community wide vision; refine land use alternatives; and provide guidance with implementation of the community engagement strategy. MIG will work with City staff to develop the objectives for each meeting. This task includes time for preparation of all meeting materials including agenda and necessary handouts. One technique that MIG will utilize in this setting is called "facilitation graphics."

\* Based on our experience and scheduling for vacations and holidays, we recommend conducting 8 meetings per year.





## implementation plan

### SCOPE OF WORK

#### 2.4 Community Workshops (6)

The Barrio Logan community has a strong history of community involvement that focuses on preservation of its neighborhoods and advocacy for social and environmental justice. The Community Plan Update process builds on the collaboration between residents, business owners, community organizations, and City leadership for continued improvement of the community by including a series of community workshops that provide ample opportunity for community engagement.

The MIG Team will design and facilitate six community workshops that will take place during the three phases of the Community Plan Update process. All workshops will be conducted in Spanish and English, and workshop materials will be bilingual. The purpose and objectives for the community workshops are described below.

##### 2.4.1 Workshop #1

MIG will engage the community to create a community-wide vision for Barrio Logan. The vision will illustrate the community's desired direction for its future and will help to guide the City in implementing the strategies outlined in the Community Plan. The vision is informed by the existing conditions and the desires of the community. The vision of the future will be the overarching foundation of the strategic framework that MIG will develop for the Barrio Logan community.

During the first community workshop the MIG Team will introduce the Community Plan update process and schedule to the Barrio Logan community. This two-hour workshop will include interactive displays that provide the project background and Community Plan Update schedule. It will also be an opportunity to meet members of the project team.

##### Deliverables:

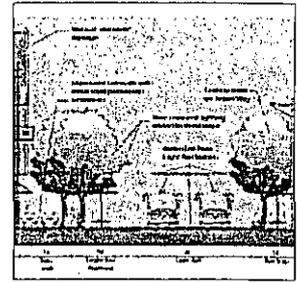
- Agenda
- Displays/posters
- Handouts
- PowerPoint Presentation
- Workshop Summary

##### 2.4.2 Workshop #2

The second community workshop will include a series of activities that will solicit feedback from members of the community on specific issues regarding land uses, accessibility and mobility; parks, open space and facilities needs; community values; and the preferred future vision. During the workshop project team members will lead a walking tour of the study area. Supplied with a graphic walking tour booklet, community members will be asked to provide feedback on specific opportunity sites and community assets and identify other areas for improvement.

##### Deliverables:

- Agenda
- Displays/posters
- Handouts
- Walking Tour Booklet
- Draft Community Vision
- PowerPoint Presentation



## implementation plan

### SCOPE OF WORK

#### 2.4.3. Workshop #3

During the third community workshop, participants will participate in a Visual Preference Survey (see Task 3.3) that will help them identify and articulate their desires with relation to land use, urban design, transportation, community character, architectural vernacular, and social/cultural aspects of Barrio Logan. The MIG Team will also provide a summary of the final Existing Conditions Analysis (see Task 3.1) during this session.

##### Deliverables:

- Agenda
- Displays/posters
- Handouts
- Visual Preference Survey (see Task 3.3)
- PowerPoint Presentation

#### 2.4.4 Workshop #4

The fourth community workshop session will be an interactive design charrette entailing four days of interactive meetings with City Staff, the community and the Stakeholder Advisory Committee to develop the preliminary and preferred alternatives.

Building on Existing Conditions Analysis and vision, MIG will lead hands-on land use planning and design exercises to begin formulating alternative design concepts with members of the Barrio Logan community. The four-day session will include technical consultant/Staff meetings, presentations of ideas and products to the community, refinement with the Stakeholder Advisory Group, and then final presentation and discussion of a preferred alternative to the public. MIG will work with City Staff to ensure the most efficient and productive process for this exciting event.

##### Deliverables:

- Agendas
- Displays/posters
- Maps
- Land Use "Game"/Activity Materials
- PowerPoint Presentation as Necessary

#### 2.4.5. Workshop #5

The objective for this Community Workshop is to elicit focused community input on the preferred alternative concept and its components. The MIG Team will design an informative and interactive format for the workshop.

##### Deliverables:

- Agenda and Handouts
- Displays/posters
- PowerPoint Presentation

#### 2.4.6. Workshop #6

The MIG Team will facilitate a final Community Workshop to present a summary of the Final Draft Community Plan. The MIG Team will design this workshop as an open house and present the information from the draft plan in interactive displays.

##### Deliverables:

- Agenda
- Displays/posters

#### 2.5 Barrio Logan Community Plan Update Technical Working Group and Zoning Code Monitoring Team Meetings (4)

Members of the MIG Team will attend four meetings of the Barrio Logan Community Plan Update Technical Working Group and Zoning Code Monitoring Team to discuss the land use alternatives, the implications to the Land Development Code, and potential revision to the Code as a result of the preferred alternative.

##### Deliverables:

- Handouts

#### 2.6 Agency Presentations/meetings

The MIG Team will coordinate with City staff to develop key speaking points to inform public agency representatives about the Community Plan Update process. The MIG Team will attend up to 10 agency meetings and present the key points.

##### Deliverables:

- Speaking Points
- Handouts



## implementation plan

### SCOPE OF WORK

#### Task 3 Community Plan Update

##### 3.1 Existing Conditions Analysis

A successful community plan is one that articulates the community vision and identifies clear strategies that build on the community's assets and unique character. The MIG team will work with the Barrio Logan community to develop an area plan that is sensitive to the unique history and culture of the community while ensuring economic health and fostering a vibrant quality of life.

MIG begins the process by assessing the existing conditions in three areas: the physical environment, social/cultural variables, and economic conditions.

The first area examines the physical site attributes and the environmental setting to identify potential constraints and opportunities. City staff will provide to MIG planning and policy documents relevant to the Barrio Logan area. Existing GIS information, as well as data gathered from site survey resources (visual surveys, topographic survey, field survey, environmental data, visual analysis, etc.) and site visits will be utilized to develop existing conditions base mapping. The mapping will include, but not be limited to, the following data layers:

- Political boundaries;
- Neighborhood boundaries;
- Parcels;
- Existing land uses;
- General Plan land use classifications and zoning designations;
- Water features;
- Parks and open spaces;
- Other public facilities;
- Building footprints;
- Building heights;
- Street centerlines; and
- Transit routes and stops.

The second area is an analysis of the social or cultural aspects of the site to identify and quantify community values and their potential impact on the project. The MIG Team will identify and gain input from major stakeholders in the project area (as part of Tasks 2.1 and 2.2). This input, combined with investigation of other historical and cultural resources, will form the basis of our social and cultural analysis.

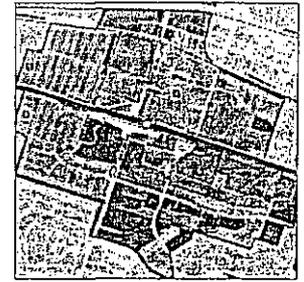
Third, our approach incorporates an understanding of the economic realities associated with the area in terms of market conditions and demand, City or community resources, and investment and development potential. This includes the identification of key catalyst sites, which may fuel redevelopment activities and encourage additional investment in the City.

Data from these three areas will be synthesized and presented in a comprehensive but concise and easily understandable Existing Conditions Analysis Memorandum. It will also be covered in PowerPoint slide shows and graphic representations that describe the specific character of the area and the opportunities and constraints for future improvement or development.

Finally, the synthesis of these materials, combined with the extensive community input, will lead to the drafting and refinement of a rich Community Vision document. These findings will also be codified into PowerPoint and other materials.

##### Deliverables:

- Base Mapping
- Existing Conditions Analysis Memorandum
- Community Vision



## implementation plan

### SCOPE OF WORK

#### 3.2 Urban Design Analysis and Massing Studies

MIG will conduct studies and develop guidelines that will build upon the historic built and open space elements and overall character of the neighborhood. This task will address issues of overall image and identity (including historic character); preferred land use and the public-private domain, traffic, and circulation. The architectural character of buildings including massing, height, character, siting (and preferred setbacks) and relationship to the street will also be studied. In addition, streetscape standards involving street furniture (such as street lights, garbage bins, benches, bollards, etc), nature of sidewalks, landscaping (such as planting, water features, etc) etc will also be identified. Sections, elevations, illustrations and sketches will be used to represent existing conditions and any proposed changes or improvements. These products will be used in the development of Task 3.10 Preliminary Alternative and Preferred Alternative, as well as Task 3.11 Develop Draft Barrio Logan Community Plan.

##### Deliverables:

- Design Analysis and Studies

#### 3.3 Visual Preference Survey (See 2.4.3 Community Workshop #3)

The MIG Team will develop, administer, evaluate and summarize a qualitative Visual Preference Survey – a set of photographs of desirable and undesirable physical characteristics of the Barrio Logan neighborhood. The survey will be developed to generate a response from participants in the form of a visual presentation. The purpose will be to understand participants' true underlying value preferences related to land use, urban design, transportation, and social and cultural aspects of the Barrio Logan neighborhood.

Respondents will be asked to respond to a series of visual images representing the physical components being considered in the Community Plan Update.

The responses shall be evaluated on a five-scale system, ranging from +2 to -2 (great to poor). The survey can be conducted silently with individuals marking their own survey form in private, or it can be conducted in a group setting, where individuals mark their grades on images on the wall so that all responses are viewable by all participants. In either case, the survey results will be summarized in a highly visual document.

The MIG Team proposes that the Visual Preference Survey take place during Community Workshop #3. MIG will work with the project team to identify images of relevant examples that can be used to articulate urban design principles that will be further examined during Community Workshop #4 (the four-day charrette). The MIG Team will work with City staff to further refine the approach and tools that will be used for the Visual Preference Survey.

##### Deliverables:

- Visual Preference Survey Materials
- Visual Preference Survey Summary

#### 3.4 Public Facilities and Parks System Strategy and Phasing Plan

MIG will review existing parklands, community facilities, and recreational opportunities currently available throughout the Barrio Logan community, including facilities and recreational opportunities provided by nonprofit and private service providers. The existing conditions will be analyzed and benchmarked against the current park and recreation guidelines for population based parks, resource based parks, and open space lands within the identified community network. Current conditions and notable gaps will be summarized and distributed to residents to inform community meetings and public discussion.

##### Deliverables:

- Public Facilities and Parks System Strategy and Phasing Plan



## implementation plan

### SCOPE OF WORK

#### **3.5 Historical Resources Reconnaissance and Archeological Study**

The Barrio Logan Community Plan Update will include a historical resources reconnaissance and archaeological study to identify cultural resources that may be affected by this project. The primary purpose of this historical resources study will be to review the existing “built” environment and extant cultural landscape features that fall within the historic period (or before 1965). These features shall be listed in the cultural resources inventory for this project.

The historical resources element of the project will record elements of the cultural landscape that may qualify as historic or cultural resources under CEQA, the City’s Historical Resources Guidelines, and National Park Service (NPS) Bulletins #18 and #24 regarding resource inventory and reporting protocols.

*Institutional Records Searches* - Consultant Team member BFS Associates will conduct archaeological site files record searches at the South Central Information Center (SCIC), the San Diego Museum of Man (SDMOM), and the Native American Heritage Commission (NAHC) to recognize historic and prehistoric resources with the project area. A list of previously conducted studies and all registered archaeological sites located within one mile of the subject property will be generated from the record search process. During the survey of the community, any previously recorded sites or structures will be closely reviewed to assess the condition and significance of the recorded resource.

*Historic Building Inventory and Archeological Survey* - In compliance with the City of San Diego Land Development Code and Historical Resources Guidelines, BFS Associates will conduct a pedestrian historical and archaeological survey of each parcel on streets within the project boundaries.

Results will be compiled in a table matrix that lists all addresses within the community and whether or not existing structures are considered to be potentially historic. The survey will also note architectural themes and landscape features that contribute to the historic character of the community. In addition, the historic study will include a search for those individuals or firms that provided the energy and direction to the development of the community. Should the City desire more thorough analysis of potentially historic structures, BSA can provide additional evaluation as part of an optional task.

From the information gathered from the records searches, field survey, and any structure evaluations, BFS Associates will prepare a technical report based on the guidelines of the City of San Diego for the preparation of historic resource reports.

The report will include: 1) a ranking of historic resources based on community and local significance; 2) preliminary structure evaluations for up to 20 structures; 3) potential impacts associated with the improvement of the community, redevelopment, and new construction; and 4) measures to mitigate the potential loss of historic resources.

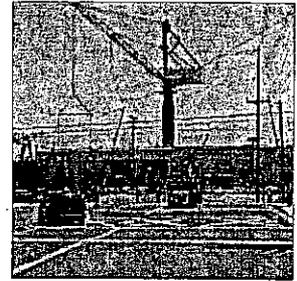
Any substantial individual structure evaluations involving extensive research of Assessor’s records, building records, title information, and ownership can also be included should the City desire them as part of an optional task or as an addition to the scope of work. Similarly, detailed historic and architectural evaluations or National Register evaluations can be conducted as part of an optional task.

#### **Deliverables:**

- Historical Resources/Archeological Study Technical Report

## implementation plan

### SCOPE OF WORK



#### 3.6 Hazardous Materials Study

Consultant Team member Dudek will order an EDR area study in order to identify sites that are known to be chemical handlers, hazardous waste generators, or polluters. The EDR area study will identify sites in the study area and within the American Society for Testing and Materials (ASTM)-standard search radii of the study area boundary.

Members of the consultant team will prepare a report presenting the findings of the EDR report and discussing the potential environmental concerns posed by each of the sites. The report will contain information from: 1) the EDR report; 2) the previous evaluation (EDR) done by the City; and 3) additional research to be conducted by Dudek, assumed to consist of a file review at the County of San Diego Department of Environmental Health for up to five sites. The report will also identify sites within the study area that are included on a list of hazardous materials sites compiled pursuant to Government Code Section 65962.5, in order to assist in addressing the questions in the CEQA checklist relating to Hazardous Materials.

#### Deliverables:

- Hazardous Materials Study Technical Report

#### 3.7 Noise Study

Dudek proposes the following technical approach to satisfying the needs expressed by the City regarding the Noise component of the Barrio Logan Community Plan Update. This scope of work addresses evaluation and update of the noise data for the existing (baseline) and project-related (future) noise contour mapping.

- Review existing technical data, evaluation methodology, and noise contour mapping as provided by City Staff.

- In concert with City staff, determine required / desired noise measurement locations.
- Conduct 24-hour continuous noise measurements at up to four locations within the City limits.
- Conduct short-term (one hour or less) noise measurements at up to 15 locations within the City limits.
- Evaluate the currently mapped noise contours associated with roadway transportation facilities within the Barrio Logan Community Plan area based on current traffic volume data supplied by San Diego Transportation Division, using the Federal Highway Administration (FHWA) Transportation Noise Model (TNM).
- Produce noise contour mapping for project-related future conditions within the Barrio Logan Community Plan area, based on project-resultant traffic volume data supplied by the transportation consultant retained for the Community Plan Update, and using the Federal Highway Administration (FHWA) Transportation Noise Model (TNM)
- Produce a data table that provides the distance from the edge of transportation facility right-of-way to the contour boundary for each relevant noise contour (existing and future scenarios).
- Evaluate Noise Contour mapping associated with the Railway Transportation Corridor, using the Federal Transit Administration (FTA) methodology.
- Provide noise contour map revisions to Dudek GIS group to produce updated noise contour mapping for the Barrio Logan Community Plan area, including existing and future conditions for roadway and railway sources.



## implementation plan

### SCOPE OF WORK

- Compile field data, document methodology and calculations used (including input and output from TNM and FTA models) for submittal to City to accompany updated noise contour map.
- Evaluate existing guidelines for conducting acoustic analyses found in the General Plan Noise Element; recommend refinements to adopted guidelines, as necessary to establish consistency with current practices and regulations for noise assessment.
- Identify standard approaches and methods for attenuating excessive sound levels from transportation and stationary noise sources, to be applied for protection of noise sensitive land uses.
- Review existing Policies in the General Plan Noise Element and recommend, as necessary, any additional Policies to address intermittent and intrusive noise.

#### Deliverables:

- Data Table
- Contour Maps

#### 3.8 Mobility Analysis/Traffic Study

Kimley-Horn and Associates (KHA) will work with the MIG Team, City Staff and the Barrio Logan community to develop a mobility study to assess the concerns and interactions among vehicular traffic, transit, bicycles, and pedestrians. KHA will work with the community in identifying cost-effective measures and prioritizing these improvements so that they can be implemented throughout the community.

*Initial Research and Data Collection* - KHA will meet once with City staff to obtain traffic data and will review relevant City-provided background traffic data in both electronic and hard copy formats.

The KHA team will review and analyze the following data:

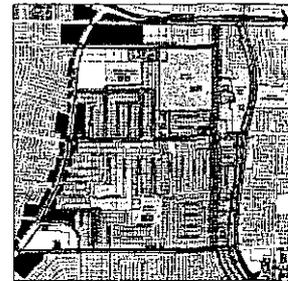
- Accident data – latest three years from City or Caltrans
- 24-hour ADT counts at up to 20 segments in the study area for one typical weekday
- Peak-hour counts (AM, Midday, PM) at up to 12 intersections in the study area for a typical weekday. Weekend counts will include pedestrians and bicycle traffic.
- Transit ridership data for routes serving Barrio Logan will be provided by MTS.

*Forecast Model* - In addition to the data described above, KHA will collect electronic files of transportation models in GIS format and calibrate the travel forecast model.

#### *Existing Conditions and Mobility Assessment*

- KHA will perform a range of assessments for various elements of the area's mobility. Pedestrian activity will be evaluated at only the study intersections (as determined in data collection). Using Synchro/SimTraffic for validation, travel time runs will be performed during a typical weekday during the peak periods (AM, Midday, PM) for the following corridors:

- Harbor Drive between Cesar Chavez Parkway and 32nd Street
- Cesar Chavez Parkway between Harbor Drive and I-5
- 32nd Street between Harbor Drive and I-15
- KHA will also conduct a parking demand survey for a typical weekday



## implementation plan

### SCOPE OF WORK

The team will also use the City's Series 11 travel forecast model for the build-out travel forecasts and assess future conditions. KHA will then begin to prepare the Draft Mobility Element. KHA will coordinate closely with City staff to revise the Element to reflect assumptions from the preferred alternatives and conceptual streetscape design developed by urban design team. The KHA team members will also prepare planning level cost estimates for up to 10 identified improvements.

KHA will meet with internal and/or City staff to go over the implementation plan and funding strategy and develop a working paper based on previous analyses.

**Deliverables:**

- Mobility Analysis/Traffic Study Technical Report
- Mobility Element

#### **3.9 Co-Location and Buffer Strategy**

The MIG Team will prepare a strategy to identify opportunities for employment uses and areas with Barrio Logan. This strategy will address the appropriate location for development of workforce housing without creating adverse impacts on job-generating uses in the area, and vice versa. Zones of potential "buffering" will be evaluated and mapped out between existing uses, Naval base property, Port property, and the greater Barrio Logan community. Minimizing noise and materials hazard conflicts, addressing transportation and truck traffic issues, and examining the relationship between jobs and potential housing product types will be a part of this task. In addition, any proposed strategies must adhere to the General Plan's Economic Prosperity Element goals and policies.

**Deliverables:**

- Co-Location and Buffer Strategy Mapping and Narrative

#### **3.10 Development of Land Use Plan, Preliminary Alternatives and Preferred Alternative**

The MIG Team will develop up to three preliminary land use and circulation alternatives for the Barrio Logan neighborhood. The Team will create conceptual land use and circulation maps for each concept to illustrate where improvements should take place, identify key nodes to be strengthened and activated, and locate where new development should occur. The alternatives will explore land use scenarios that integrate uses in a compact, complementary manner; foster land uses and patterns that promote community health and physical well-being; provide open space and pedestrian and bike connections; enhance the community character and environment; and include compatible uses and connections with surrounding neighborhoods and districts. The MIG will work with Staff, the community, and the Stakeholder Advisory Group to refine the preliminary alternatives. Through this process, a Preferred Alternative will be selected and prepped for inclusion in the Draft Barrio Logan Community Plan document.

**Deliverables:**

- Preliminary Alternatives (Up to Three)
- Preferred Alternative
- Land Use Plan and Element



## implementation plan

### SCOPE OF WORK

#### 3.11 Develop Draft Barriò Logan Community Plan

The Community Plan Update will set the framework for cultivating an inclusive, sustainable and health Barriò Logan. The plan and process must have political and community support that will carry through to implementation. To ensure acceptance and approval, MIG believes that the final plan documents must be clear, concise and complete. Our plan documents and accompanying graphics (maps, illustrations, etc.) are created to be accessible, readable, and attractive.

The plan will be highly-graphic, incorporating a range of media such as sections, illustrative graphics and diagrams, photosimulations, photo examples, and 3-D renderings. MIG has an in-house quality assurance program to review our document production and ensure a high level of document coordination. We perform a continuous quality review process to make certain that our plans are accurate, defensible, understandable, and internally consistent.

The MIG Team will compile the revised Community Plan materials and prepare the elements of the Community Plan draft. MIG will provide one CD with a digital version of the Draft Plan to City staff for review. Each section of the Draft Plan will include appropriate maps, diagrams, sketches, sections and photographs that explain the preferred alternatives. The Draft Community Plan will include the following elements:

- Land Use and Community Planning
- Mobility
- Urban Design
- Economic Prosperity
- Public Facilities, Services and Safety
- Recreation

- Historic Preservation
- Noise
- Housing
- Implementation

**Deliverables:**

- Draft Barriò Logan Community Plan

#### 3.10 Screenchecks

The MIG team will produce three screencheck drafts of the Community Plan Update for review by members of the community.

**Deliverables:**

- Three Screencheck Drafts of the Barriò Logan Community Plan

#### 3.11 Final Draft Plan

Following the public review period the MIG Team will prepare the final Draft Community Plan.

**Deliverables:**

- Final Draft Barriò Logan Community Plan

#### 3.12 Final Plan

The MIG Team will revise the final Draft Plan to incorporate amendments approved by the Planning Commission, City Council, Historical Resources Board, and Coastal Commission. MIG will produce the Barriò Logan Community Plan and provide one hard copy and one digital version of the Barriò Logan Community Plan, for reproduction and distribution by Staff as needed.

**Deliverables:**

- Final Barriò Logan Community Plan

# implementation plan

## SCOPE OF WORK



### Task 4 Zoning Program

The MIG Team will perform independent reviews of the Barrio Logan Planned District Ordinance and other relevant parts of the Land Development Code (LDC) and ensure that the regulations reflect the spirit and intent of the plan. The planning Team will review the revised or new zones prepared by the DSD staff and will prepare an independent analysis of specific code issues including:

- Sustainability principles
- Public safety through design
- Buffers between incompatible land uses
- Pedestrian-oriented design principles
- Affordable housing
- Integrating noise guidelines and standards into regulations
- Access to transit

MIG will work with DSD staff to coordinate the work on the LDC and prepare a detailed schedule of the code effort. Working with the DSD staff, the MIG Team will perform independent reviews of the Barrio Logan Planned District Ordinance and other relevant parts of the LDC as well as review the revised or new zones prepared by the DSD staff and will prepare an independent analysis.

### Task 5 Public Hearing Program

MIG will attend and present at official public hearings of the Planning Commission, City Council, Historical Resources Board and Coastal Commission (and potentially others, upon discussion with City Staff).

Working with Staff, the MIG Team will present on the proposed concepts and elements of the Barrio Logan Community Plan Update. The MIG Team will provide graphic materials, handouts, and PowerPoint presentations on the major components of the plan and technical background on impacts and the decisions made during the process.

#### 5.1 Planning Commission Meetings (4)

Members of the MIG Team will attend up to four meetings of the Planning Commission

#### 5.2 City Council Meetings (4)

Members of the MIG Team will attend up to four meetings of the Planning Commission.

#### 5.3 Historical Resources Board (2)

Members of the MIG Team will attend up to two meetings of the Planning Commission.

#### 5.4 Coastal Commission Workshops/Hearings (2)

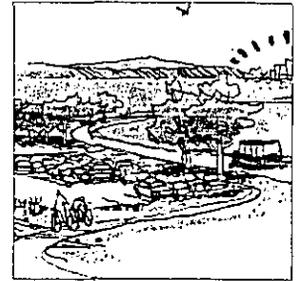
Members of the MIG Team will attend up to two meetings of the Planning Commission.

#### Deliverables:

- Handouts
- Power Point Presentation (modified as required to formats of the respective agencies)

000480

SECTION THREE team qualifications



## team qualifications

### ROLES AND RESPONSIBILITIES

MIG has the internal skills and service competencies to assist clients with managing projects with large scope and complexity. MIG designs a customized process that combines skilled project management, planning and urban design techniques, public communications and consensus building to develop implementable plans that assist policy makers and community leaders improve the quality of life in their communities.

#### Project Team

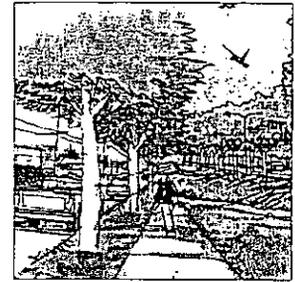
**Daniel Iacofano, Ph.D., FAICP, ASLA**, MIG founding principal, will be the Principal-in-Charge for the Barrio Logan Community Plan Update, overseeing every aspect of the work and leading major stakeholder meetings. **Esmeralda García** will serve as Project Manager. Ms. García will be the primary contact and manage all aspects of the project including budget, schedule and the coordination of work for the project team. Ms. García has over ten years leading community based planning efforts in diverse Southern California communities. She brings with her the combined skills of project management, knowledge of community planning and urban design techniques and the ability to communicate effectively with community members in Spanish. **Andy Pendoley** will be the Deputy Project Manager and will assist with the coordination of the public involvement program.

**Mukul Malhotra**, Senior Urban Designer, **Brian Wallace**, Land Use Planner will provide a combined 20 years additional experience to the project. MIG's team of urban designers, park and land use planners will also include **Chris Beynon**, AICP, Director of Planning and Community Development; **Maria Landoni de Rose**; **Nancy Kaiser**; and **Robert Odland**.

**Vicki Estrada of Estrada Land Planning (ELP)** will be a strategic partner and play an active role on the project management team. ELP brings to the team many years of experience working with San Diego communities to develop successful park, streetscape and development plans. Ms. Estrada has worked in the nearby communities of National City, Chula Vista, San Ysidro as well as the City of San Diego. ELP will provide support for all public involvement activities. ELP will also expand the Team's language capabilities assisting with Spanish language support for the public involvement program.

**Dudek** will conduct the environmental analysis for the project, including the Hazardous Materials and Noise Studies. **Derek Reed**, Environmental Engineer, will lead the Dudek team and offers over 14 years of experience throughout the City and County of San Diego. They have performed similar work for San Diego State University, San Diego Gas and Electric as well as for numerous Southern California cities.

**Kimley-Horn and Associates (KHA)** will lead the mobility analysis. KHA staff, led by **Dave Sorenson**, Traffic Engineer, is very familiar with the issues in the Barrio Logan community with the recent completion of the Barrio Logan Truck Study. They also bring knowledge from over 20 years of experience with working on projects of similar scope in nearby communities. KHA is currently working on the San Ysidro Mobility Strategy and understand that similar issues are in both communities such as lack of pedestrian connectivity, community divided by the Interstate 5 and trolley tracks, and access to major facilities. As with other members of the Team the KHA staff will provide Spanish language support during public workshops.



# team qualifications

## TEAM ORGANIZATION

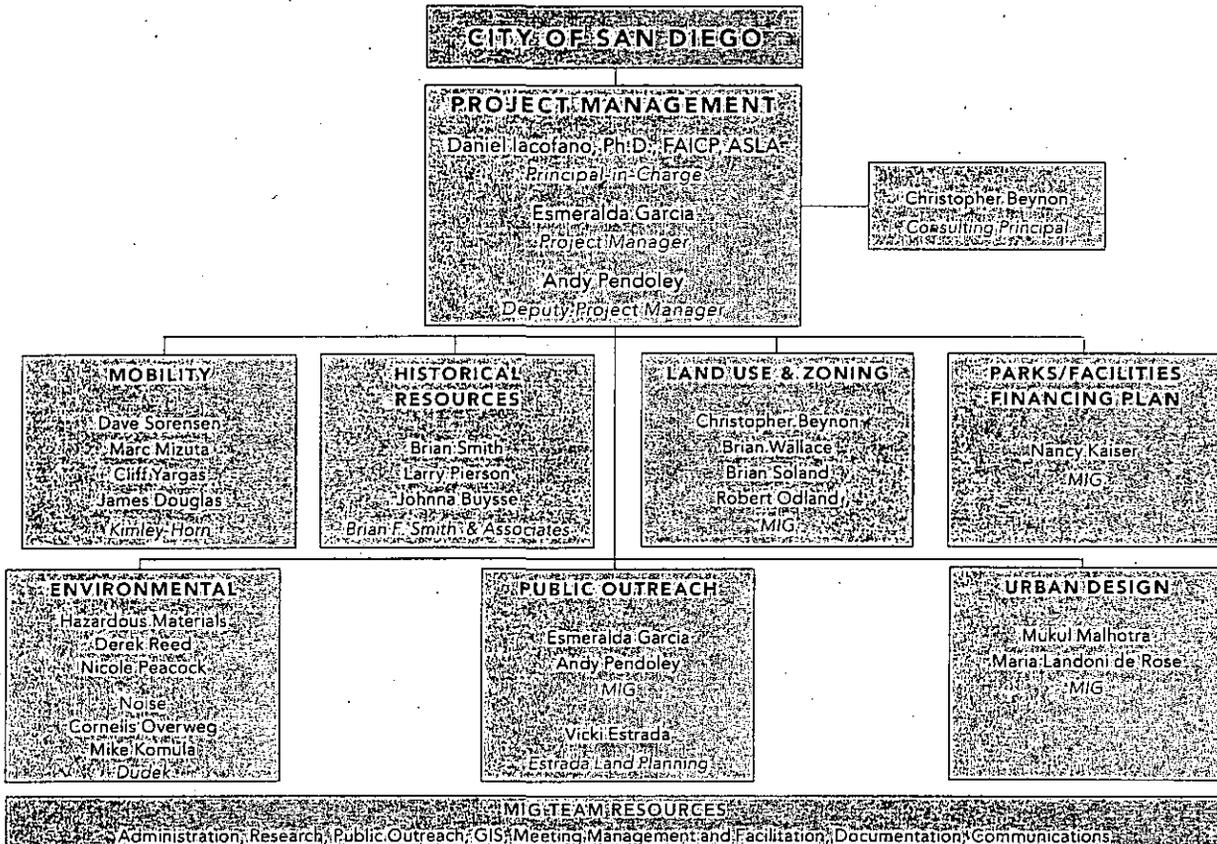
**Brian F. Smith and Associates (BFSA)** will lead the Historical Resources reconnaissance and Archaeological study. BFSA is known for conducting cultural resources investigations throughout southern California. For the Community Plan Update, BFSA will coordinate a records search and Background literature review.

The MIG Team offers the City of San Diego a group of highly qualified professionals with extensive experience in urban planning and design; community outreach and involvement; facilitation; land use planning and zoning;

parcs/facilities financing; mobility analysis; historical resources reconnaissance and archaeological studies; communications; and, mapping and graphic design.

This team is organized to provide the full range of expertise necessary to successfully assist the City of San Diego with the Barrio Logan Community Plan Update.

The organization chart below illustrates the structure and organization of the MIG Team. Resumes for key MIG Team members are provided on pages 4.1 to 4.15.





## team qualifications

### ABOUT MIG

#### Moore Iacofano Goltsman, Inc.

169 Marengo Avenue | Pasadena, CA 91101  
3321 Granada Avenue | San Diego, CA 92104

#### Contact Person

Esmeralda Garcia, Project Manager  
esmeraldag@migcom.com

ph: (626) 744-9872 | fx: (626) 744-9873

Andy Pendoley, Deputy Project Manager  
andyp@migcom.com

ph: (619) 677-2003 | fx: (619) 795-7606

**Moore Iacofano Goltsman (MIG), Inc.**, is a multidisciplinary firm that specializes in land use/urban planning and design, public involvement, consensus building and facilitation, website development and graphic design. MIG has a local San Diego office and over over 15 years community planning experience in Southern California. Since the firm's founding in 1981, we have worked extensively with public agencies and private clients nationally and internationally to involve communities in design and planning for future change.

MIG's unique combination of planning and design expertise allows us to conduct planning in a highly interactive process involving all constituent groups. This process often generates a clear and collective vision of development and growth in a dynamic, yet stable, environment. Through this process, client goals and community interests work together to frame key land use and community development issues. Plans created through this approach enjoy broad-based support and can be readily implemented.

MIG actively embraces and promotes inclusive planning and design for communities. We believe that the best plans are developed with the understanding of what the existing community desires and create vibrant environments which enhance and leverage unique cultural, historic and social characteristics.

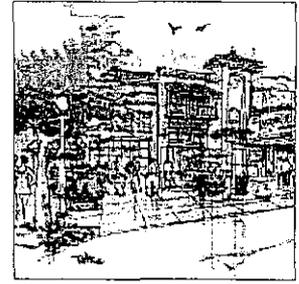
MIG is a woman-owned corporation in the State of California. Our main office is located in Berkeley, California with branch offices in San Diego, Pasadena, Fullerton, and Davis, California; Eugene and Portland, Oregon; and Raleigh, North Carolina.

At MIG, the diversity of our staff of 115 provides a base of knowledge that bridges technical expertise and values, and facilitates the exchange of information and input between all parties engaged in the planning process. Staff backgrounds include urban and regional planning, strategic planning, public participation, environmental design and research, landscape architecture, communications, journalism, graphic design, and public policy.

#### Community Planning and Urban Design

MIG offers a unique combination of community planning and urban design expertise that brings visioning and community interests together to frame land use, transportation and urban design issues. From concept development to final planning documents, MIG has a successful track record in the planning and design of environments that contribute to community livability and neighborhood vitality.

MIG's urban design studio works on a wide range of projects ranging from neighborhood design and downtown revitalization to city-wide visioning and regional strategic planning projects. Utilizing a variety of tools including land use exercises, GIS mapping and analysis, computer simulations and slide shows, MIG engages stakeholders and builds consensus to ensure that the end result is a successfully implemented project.



## team qualifications

MIG

### Public Involvement

MIG has extensive experience designing public visioning and involvement programs that educate the community, encourage participation, engage stakeholders in evaluating alternatives, and provide agency staff with meaningful community input. MIG provides a multileveled, well-documented involvement process aimed at increasing public confidence in decision-making. Our public outreach process focuses on developing common objectives and providing a full range of successful implementation strategies for achieving those objectives.

### Communications and Graphic Design

MIG's in-house graphics studio and editorial staff uses its full media production capabilities to develop effective educational and information products to support planning and design processes.

### Language Capabilities

MIG has in-house oral and written capability in Spanish, Mandarin, Hindi, and Bengali. We also have oral capability in Korean, Punjabi, German, and French. In addition, we have access through previous project contacts to numerous other languages including Russian, Armenian, Tagalog, Cantonese, Japanese, and Vietnamese.

### Townsquare™

Townsquare™ (<http://www.MIGtownsquare.com>) is a cost-effective, easy-to-use, web-based application suite designed by MIG specifically for planners, organizations and individuals involved in the planning process.

### Software Capabilities

MIG is equipped with the appropriate hardware and software to produce high-quality materials in-house and to facilitate timely communication with clients. We run on a high-speed Microsoft NT and AppleShare LAN with outside communications via a dedicated DSL line, enabling us to handle electronic files of virtually any size. Color laser printers, a color plotter, scanners, and digital cameras enable us to design and develop information in a wide range of formats and sizes.

We support a wide range of software programs including: QuarkXPress; Adobe's Creative Suite: Photoshop, Illustrator, GoLive, Acrobat Reader and Distiller, and InDesign; SketchUp; Dreamweaver; Flash; ImageReady; Microsoft Word, Excel, PowerPoint, and Access; AutoDesk AutoCAD r14 and 2000, and ESRI ArcView. We also utilize a variety of network and database tools such as Linux, Apache, PostgreSQL, PHP, and Perl.

## team qualifications

### ESTRADA LAND PLANNING



#### Estrada Land Planning

755 Broadway Circle, Ste 300 | San Diego, CA 92101

ph: (619) 236-0143 | fx: (619) 236-0578

www.estradalandplan.com.com

Estrada Land Planning (ELP) is a certified DBE/SMBE/ SWBE/SBE landscape architecture, planning and urban design consulting firm with expertise in:

- Urban Design
- Land Planning
- Landscape Architecture
- Community Facilitation
- Mobility Studies
- Construction Document Preparation
- Construction Administration.
- Site Analysis
- Report Preparation
- Visual Impact Analysis
- Plan Processing and Bidding Services

The firm is located in Horton Plaza in downtown San Diego, one block from the City of San Diego Planning Dept. We are fluent in speaking and writing in Spanish.

#### Our Mission

Our mission is to create places in a creative and ecologically sound manner. We believe that landscape architects are uniquely qualified, among design professionals, to create design solutions that consider sociological, environmental, engineering, art, spatial and architectural factors. Our designs are creative, cost effective and responsive to the needs of our clients.

#### Projects

Our projects are diverse in both scale and scope. They include:

- Master Planned Communities
- Specific and Precise Plan Preparation

- Parks and Recreation Facilities and Planning
- Erosion Control
- Native Plant Revegetation
- Graphics and Signage
- Waterscapes
- Streetscapes
- Light Rail Stations & Multimodal Transfer Facilities
- Commercial and Industrial Developments
- Multifamily Residential Developments
- GIS
- Visual Computer Simulations

Some of our relevant projects include the Highland Avenue Corridor Study in National City, El Cajon Boulevard Corridor Study in San Diego and La Mesa, the Barrio Logan Community Vision and Land Use Studies, Westside Land Use Plan in National City, the San Ysidro Pilot Village Site Plan, Balboa Park Master Plan, the Balboa Park Central Mesa Precise Plan, and the San Ysidro Mobility Study.

#### Technology, Software and Equipment

ELP's computer aided drafting, design and GIS capabilities include AutoCAD, Microstation and ArcView. Our modeling, simulation, image manipulation and desktop publishing software includes Sketch-up, Photoshop, and InDesign. These programs help create video and computer simulations that allow one to review key views, analyze visual resources, simulate a project's appearance, assess project impacts and evaluate mitigation of significant visual impacts.

We have several laser and inkjet printers and a plotter. We feature full capabilities in desktop publishing, computer graphics and word processing. We also utilize our website and FTP site to facilitate coordination between consultants.

## team qualifications

DUDEK

**DUDEK****Dudek**

605 Third Street | Encinitas, CA 92024

ph: (760) 942-5147 | fx: (760) 632-0164

www.dudek.com

Founded in 1980, Dudek has over 220 employees located at its Encinitas headquarters in San Diego County and offices in Orange, Riverside, Los Angeles, Santa Barbara, and Placer Counties. We are an employee-owned company and one of the region's leading locally-based firms specializing in environmental and engineering services for both private and public clients.

Dudek's environmental analysts and engineers assist our public and private clients, as-needed, so that their projects are cost-effective, efficient, technically sound, and compliant with California's myriad of environmental laws and regulations. Specifically in San Diego County, Dudek has provided a multitude of environmental services to the City of San Diego, Port of San Diego, San Diego Unified Port District, San Diego Water Authority, San Diego State University, SANDAG, San Diego County Regional Airport Authority, San Diego Gas & Electric, the City of Chula Vista, the City of National City and the City of Imperial Beach.

We implement successful projects due to our extensive California and local regulatory knowledge, broad project experience and proven project management. Our in-house technical services such as GIS/GPS, database development, and visual simulations help clients manage, analyze and present data to enhance the approval and permit decision-making process. This is why our clients perennially retain and rely on our expertise for their environmental projects.

Dudek understands that the Barrio Logan Community has a long history of industrial contamination and clean-up. Environmental and public health interest groups (such as the Environmental Health Coalition) will be actively involved with the review of the City's Community Plan effort. Dudek understands these interest groups' concern with future development in the area given past hazardous waste issues and can appropriately analyze and document hazardous materials issues to assist with a proactive, yet realistic planning effort.

*Dudek has worked with MIG in the past and most recently on the Riverside County Integrated Project where MIG provided public scoping, General Plan visioning and meeting support and Dudek assisted in this effort by providing technical support staff for MIG to utilize during public meetings and assistance with preparation of written public scoping materials.*

**Areas of Expertise**

- Noise Measuring, Modeling and Analysis
- Environmental Noise Assessment & Mitigation
- Community Noise
- Vibration & Industrial Noise Control
- Architectural Acoustics
- Hydrology/Hazardous Waste

team qualifications  
 KIMLEY-HORN & ASSOCIATES



**Kimley-Horn & Associates**  
 517 Fourth Street, Suite 301 | San Diego, CA 92101  
 ph: (619) 234-9411 | fx: (619) 234-9433  
 www.kimley-horn.com

Kimley-Horn and Associates (KHA), Inc., is a full-service consulting firm offering complete civil engineering, traffic engineering and transportation planning, and comprehensive planning and environmental services, including: traffic signal design, coordination, and implementation; corridor and location studies; intersection design; Intelligent Transportation Systems (ITS); specialized planning studies; roadway and bridge design; PD&E studies; structural engineering; electrical engineering; survey; and public involvement services.

Since 1967, the firm has provided engineering services throughout the United States. KHA offers a staff of over 2,550 permanent professional, technical, and support personnel, serving a wide range of public and private clients in many disciplines. We have 61 offices nationwide, including 10 California offices in San Diego, Orange; Los Angeles, Santa Clarita, Riverside, Oakland, San Ramon, Stockton, Rancho Cordova, and Roseville.

KHA is a nationally ranked organization comprised of creative and results-oriented engineers, planners, environmental scientists, and technicians. Our professional staff brings a multifaceted perspective to a broad range of engineering and planning projects, applying effective and creative methods for ensuring technical excellence and public support.

**Traffic Engineering**

KHA offers complete in-house traffic engineering services in the areas of signal system design; intersection design; signing and marking studies and plans; speed zoning studies; safety and operations studies and plans; accident analysis and testimony; pedestrian safety programs; innovative parking, access, and circulation studies; and general consultation in traffic engineering.

Our experience also includes numerous roadway design projects for which we have been responsible for traffic operations improvements such as signalization, signing and marking, and intersection design; highway safety studies; and the full range of related traffic engineering services that enable us to address a myriad of traffic operations matters.

**Transportation Planning**

KHA is a leading consultant in the planning of regional and statewide transportation systems, corridor studies, freeway operational studies, transportation demand management programs, and transportation impact assessments. We have assisted numerous local and state agencies in developing transportation plans and programs for both short-term and long-range improvements. These and other assignments in transportation planning and network analysis, economics, urban planning, and engineering design have positioned KHA as a national and international leader in the constantly evolving transportation field. KHA has the experience to carry a project from the inception of a concept through the development of a plan, examination of alternatives, presentation of alternatives to the public, consensus building, preparation of preliminary and right-of-way plans, and final engineering and design.



## team qualifications

BRIAN F. SMITH & ASSOCIATES

### Brian F. Smith & Associates

14010 Poway Road, Suite A | Poway, CA 92064

ph: (858) 679-8218 | fx: (858) 679-9896

www.bfsa-ca.com

Brian F. Smith and Associates (BFSA) offers consulting services pertaining to all aspects of cultural, historical, and paleontological resource investigations as well as environmental review documents throughout the southwest, primarily in California. Since 1977, BFSA staff archaeologists have produced over 1200 technical studies, none of which have ever been rejected for inadequacy. This consistency in conducting and reporting upon these projects demonstrates the company's competency for the proposed project.

BFSA has extensive experience in assessing the significance of archaeological sites, paleontological finds, historic properties, historic structures, or districts for purposes of preservation, impact analysis, and mitigation programs. The firm's experience throughout California and the Southwest is invaluable in the recognition of patterns of archaeological sites and current trends in resource evaluation. The combined experience of the principal consultants and associates represents over 100 years of involvement in the study of the history and prehistory of this region.

The professional excellence of the firm is demonstrated not only by the consistent acceptance of technical reports by responsible agencies, but also by a recent project with the City of San Diego. The City provided BFSA with an unsolicited request for a National Register evaluation of a historic structure on a City redevelopment project, citing the company's ability to conduct the work and record of timely completion. The work was completed ahead of schedule and submitted to SHPO for review.

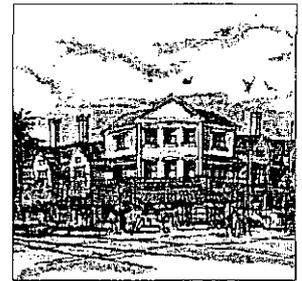
### Summary of Consulting Services

BFSA can provide the entire range of services necessary to accomplish the goals of this project. We have completed numerous similar projects in the past and we have a good understanding of the requirements for such projects. The highlights of our experience include:

- BFSA has conducted similar cultural resource projects within San Diego
- We have conducted conformance studies for NHPA Sections 106 and 110, and evaluations for National Register eligibility for prehistoric sites, historic sites, and historic structures
- National Register evaluation reports reviewed by the SHPO have never been rejected
- Our company has the necessary qualified personnel to conduct this project
- Field teams consisting of supervisors and trained crews, equipped with all appropriate field tools and instruments, including two- and four-wheel drive vehicles, surveying equipment, GPS equipment, excavation screens, and radio communications can be mobilized and working in a matter of a few days. Our field crews are highly competent professionals, meet the Secretary of the Interior's standards, and are prepared for work in the conditions anticipated for this job
- BFSA has laboratory facilities that permit the recording and analysis of recovered artifacts and ecofacts, and the ability to curate all recovered samples. Laboratory equipment includes electronic scales, microscopes, computers, light tables, and measuring and recording equipment

000489

SECTION FOUR team introduction



## team introduction

MIG

### **Daniel S. Iacofano, Ph.D., FAICP, ASLA**

Principal-in-Charge

#### **Education**

Ph.D., Environmental Planning, University of California at Berkeley, 1986

Masters of Science, Environmental Psychology, University of Surrey, England, 1980

Bachelor of Urban Planning, Summa Cum Laude, University of Cincinnati, 1976

#### **Contact Information**

800 Hearst Avenue  
Berkeley, CA 94710

ph: (510) 845-7549 | danieli@migcom.com

#### **Qualifications**

Daniel Iacofano is a founding principal of MIG with over 25 years of experience in urban design and community planning, facilitation, public and stakeholder outreach and information. He has managed and facilitated a wide range of planning studies, addressing issues related to land use, growth strategies, and urban development and revitalization.

Mr. Iacofano uses a strategic approach, in combination with his urban planning expertise to integrate sustainability, economics, transportation, environmental, and engineering considerations into implementable plans. Equally he has woven social elements of place and inclusivity to ensure that the resulting environment reflects community needs and character.

Mr. Iacofano's work has been recognized by the National League of Cities, the International Downtown Association, the American Planning Association, and the American Society of Landscape Architects. He has been a visiting lecturer at several universities and has written and lectured extensively in the United States and abroad.

#### **Highlighted Projects**

- Los Angeles Downtown Development Strategy, *Los Angeles, California*
- Richmond General Plan Update, *Richmond, California*
- UC Davis Long Range Development Plan and Neighborhood Master Plan, *Davis, California*
- Greenfair Village Development Plan, *Sacramento, California*
- Livermore Trails Specific Plan, *Livermore, California*
- Santa Barbara General Plan Update 2030, *Santa Barbara, California*
- San Jose Strong Neighborhoods Initiative, *San Jose, California*
- Long Beach Strategic Action Plan, *Long Beach, California*
- West Long Beach Industrial Redevelopment Strategy and Action Plan, *Long Beach, California*
- Downtown Denver Area Plan, *Denver, Colorado*
- Central Anchorage Comprehensive Development Plan, *Anchorage, Alaska*
- Downtown Phoenix Strategic Visioning Program, *Phoenix, Arizona*
- Swanston Station Transit Village Plan, *Sacramento, California*
- San Clemente Downtown Visioning, *San Clemente, California*
- Downtown Sacramento Strategic Action Plan, *Sacramento, California*
- Spokane Downtown Development Plan Update, *Spokane, Washington*



## team introduction

MIG

### Esmeralda García

Project Manager

#### Education

Bachelor of Arts, Art, California State University at Los Angeles, 1993

#### Contact Information

169 N Marengo Avenue  
Pasadena, CA 91101

ph: (626) 744-9872 | esmeraldag@migcom.com

#### Qualifications

Esmeralda García is an experienced project manager with a broad background that combines community planning, urban design and process development. Since joining MIG, Ms. García has lead numerous neighborhood based and regional planning efforts for both public and private sector clients, working closely with community stakeholders and city leaders to develop neighborhood-based improvement plans, downtown strategic plans and mobility plans.

Ms. García directed a community based planning process for the community of Chualar that included a community engagement strategy to encourage participation from a, primarily Spanish speaking, community. She lead a series of community workshops and steering committee (Comite) meetings in Spanish to build consensus and develop a shared community vision, planning principles and design concepts to direct future development in the study area. She also coordinated writing and production of the bilingual neighborhood plans.

#### Highlighted Projects

- Chualar Community Development Plan, *Chualar, California*
- Rialto Downtown Vision and Strategic Plan, *Rialto, California*
- County of San Bernardino General Plan, *County of San Bernardino, California*
- West Hollywood Vision and Strategic Plan, *West Hollywood, California*
- City of Riverside Vision and General Plan Update, *Riverside, California*
- Ventura Creative Cities Charrette, *Ventura, California*
- City of Westlake Village Visioning, *Westlake Village, California*
- Pasadena General Plan, Design Guidelines and Zoning Code Updates Public Outreach and Community Participation Program, *Pasadena, California*
- City of Upland Vision and Development Plan, *Upland, California*
- Azusa General Plan Update Visioning and Public Outreach Program, *Azusa, California*



## team introduction

MIG

### Andy Pendoley

Deputy Project Manager

#### Education

Master of Arts, Communication, San Diego State University

Bachelor of Arts, Sociology/Organizational Studies, University of California at Davis

#### Contact Information

3321 Granada Avenue  
San Diego, CA 92104

ph: (619) 677-2003 | andyp@migcom.com

#### Qualifications

Andy Pendoley has over nine years working in the areas of neighborhood planning, public outreach and involvement, and process design, at both the local and regional level, on projects in the San Diego region and throughout California. Mr. Pendoley has served as a meeting facilitator and graphic recorder for several community participation programs, working with a wide range of public sector clients and community-based and non-profit organizations.

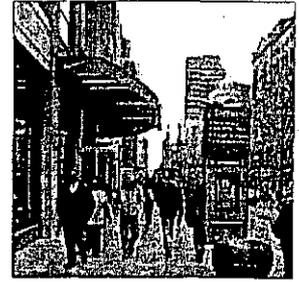
During his time with MIG and his broader career, Mr. Pendoley has managed and supported a variety of public participation processes including facilitation, arranging meeting logistics, writing workshop summary reports and minutes, and preparing final reports and plan documents. Recently, Mr. Pendoley contributed to the *Traffic Reduction Strategies Study for the City of Pasadena*, which involved designing and conducting a community workshop to review a range of new strategies for reducing traffic throughout the city.

Currently, Mr. Pendoley is designing and managing public participation activities for the Kern Regional Blueprint Program for the Kern Council of Governments, which is engaging community members, policymakers and interest groups throughout the region in developing a regional vision and a preferred scenario for growth over the next 50 years.

Mr. Pendoley has also provided community and stakeholder facilitation services to the County of San Diego Health and Human Services Agency, San Diego State University, and Envision San Diego. Furthermore, he has applied his expertise through his role as Board Chair of WalkSanDiego, a grassroots nonprofit organization dedicated to enhancing the livability of communities by making walking a safe and viable choice for all people.

#### Highlighted Projects

- Kern County Regional Blueprint Project, *Kern County, California*
- Temecula Youth Master Plan, *Temecula, California*
- San Diego State University ADA Transition Plan Update, *San Diego, California*
- Envision San Diego, *San Diego, California*
- Traffic Reduction Strategies Study, *Pasadena, California*
- Los Angeles County Probation Department Strategic Plan, *Los Angeles, California*
- Orange County Harbors, Beaches and Parks Strategic Plan, *Orange County, California*



## team introduction

MIG

### Christopher Beynon, AICP

Consulting Principal

#### Education

Masters of Geography, Urban Planning Program,  
Department of Geography, University of Utah, Salt  
Lake City

Bachelor of Science, Journalism, University of  
Colorado, Boulder

#### Contact Information

800 Hearst Avenue  
Berkeley, CA 94710

ph: (510) 845-7549 | chrisb@migcom.com

#### Qualifications

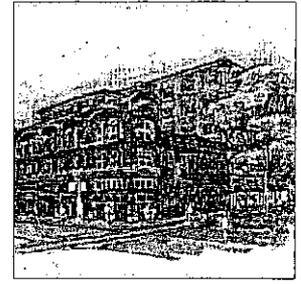
Christopher Beynon has over 12 years of experience in regional and urban planning, downtown planning, land use planning, community relations, public policy, group facilitation, and consensus building. As MIG's Director of Planning and Community Development Services, he manages and coordinates the marketing, staff workload, resource allocation, and budgeting for the Department's wide range of projects, from streetscape designs to large-scale master plans.

Mr. Beynon has developed particular expertise in Transit-Oriented Development and community development planning and design. In addition to project management responsibilities, he provides land use and transit planning analysis; public meeting facilitation; developer and consultant partnering; writing and mapping expertise; and process strategy and management.

Mr. Beynon has also utilized his skills and knowledge to manage a variety of other community and land use planning projects, including higher education campus master plans, city General Plans, new community development plans, and park master plans.

#### Highlighted Projects

- Rialto Downtown Vision and Strategic Plan,  
*Rialto, California*
- Chualar Community Development Plan,  
*Chualar, California*
- Los Angeles Downtown Development Strategy,  
*Los Angeles, California*
- Downtown Denver Area Plan, *Denver, Colorado*
- Boston Crossing Urban Design Plan, *Boston, Massachusetts*
- San Clemente Downtown Master Plan, *San Clemente, California*
- Downtown Sacramento Strategic Action Plan,  
*Sacramento, California*
- Anchorage Downtown Comprehensive Plan,  
*Anchorage, Alaska*
- Ocala Downtown Master Plan, *Ocala, Florida*
- UC Davis Long Range Development Plan and  
Neighborhood Master Plan, *Davis, California*
- Greenfair Village Development Plan,  
*Sacramento, California*
- Downtown Pittsburgh Strategic Action Plan,  
*Pittsburgh, Pennsylvania*
- Downtown Spokane Strategic Action Plan,  
*Spokane, Washington*
- Spokane Riverfront Park and North Bank  
Master Plan, *Spokane, Washington*



## team introduction

MIG

### Mukul Malhotra

Senior Consultant/Urban Designer

#### Education

Master of Urban Design,  
University of California, Berkeley, 2000

Diploma in Architecture,  
Sushant School of Art and Architecture, Gurgaon,  
India, 1995

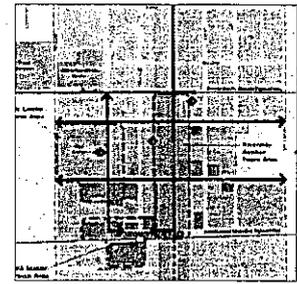
#### Qualifications

Mukul Malhotra has over 10 years of experience in architecture and urban design. Since joining MIG in 2000, he has managed and contributed to a wide range of planning and design projects, addressing issues related to urban development and revitalization, pedestrian- and transit-oriented design, community connectivity, and preservation of neighborhood and city character.

Mr. Malhotra has worked with an array of cities, agencies, and community groups in efforts to redevelop urban and neighborhood corridors and streetscapes in California, Oregon and Washington. His projects have ranged from industrial blocks to historic districts to new communities to university campuses. All of his projects have involved extensive community outreach programs to ensure that final plans reflect the ideas and needs of stakeholders and community members.

#### Highlighted Projects

- Greenfair Village Development Plan,  
*Sacramento, California*
- Downtown Long Beach Strategic Plan,  
*Long Beach, California*
- Glendale East Garfield Neighborhood Design,  
*Glendale, California*
- Boston Crossing Urban Design Plan,  
*Boston, Massachusetts*
- Downtown Marysville Economic Development  
Strategic Plan, *Marysville, California*
- Los Angeles Downtown Strategic Action Plan,  
*Los Angeles, California*
- Swanston Station Transit Village Specific Plan,  
*Sacramento, California*
- Ankeny/Burnside Urban Design Plan,  
*Portland, Oregon*
- Jack London TOD District Zoning Ordinance  
and Design Guidelines, *Oakland, California*
- R Street Urban Design and Development Plan,  
*Sacramento, California*
- West End R Street Corridor Urban Design and  
Streetscape Plan, *Sacramento, California*
- West Sacramento West Capitol Avenue  
Streetscape Master Plan, *Sacramento, California*
- Downtown Sacramento Strategic Action Plan,  
*Sacramento, California*



## team introduction

MIG

### Brian Wallace

Land Use Planner

#### Education

Bachelor of Urban Planning, Univ. of Cincinnati, 1998

#### Qualifications

Brian Wallace has considerable experience in planning, architecture and urban revitalization. As Associate Regional Planner for the Southern California Association of Governments (SCAG), Mr. Wallace managed the agency's demonstration projects and suite of services programs to assist local governments. He was responsible for SCAG's application to Caltrans for California Regional Blueprint Planning Grant funds, successfully securing \$1.25 million for local implementation of the agency's Compass Growth Vision.

As a Planner for the Metropolitan Planning Department in Nashville, Tennessee, Mr. Wallace coordinated, conducted and managed land use planning and public meeting processes for community planning and neighborhood design projects. He prepared community visual enhancement and redevelopment simulations for various urban design and development proposals.

Most recently, Mr. Wallace has helped strategize appropriate revitalization techniques and tools with the city of Lomita as part of a process to re-examine and validate parts of the existing General Plan. He has also assisted the cities of Cerritos and Palm Springs with their efforts to prepare Specific and General Plans.

#### Highlighted Projects

- Rialto Downtown Vision and Strategic Plan, *Rialto, California*
- City of Palm Springs General Plan, *Palm Springs, California*
- City of Lomita General Plan Advisory Committee, *Lomita, California*

### Maria Landoni de Rose

Urban Designer

#### Education

B.S. Landscape Architecture, California Polytechnic University, Pomona, 2006

Técnica en Jardinería y Floricultura (Horticulture), Universidad de Buenos Aires, Argentina, 2000

#### Qualifications

Maria Landoni de Rose serves as a project associate for diverse projects in the areas of urban design, transit oriented and streetscape design, and general plans. Maria has facilitated several bilingual community outreach efforts, bridging language and cultural barriers in order to promote active feedback from the public on proposed projects. In addition, Maria uses her strong graphic and design skills in her day to day work, including photo simulations, 3D modeling, computer and hand-renderings and illustrations.

Maria recently graduated with a Bachelor's in Landscape Architecture from Cal-Poly Pomona, where she was awarded Outstanding Graduating Landscape Architecture Student for 2006. She was also recognized in 2006 with the first annual American Society of Landscape Architects Council of Fellows Scholarship, a national recognition, and has been awarded an ASLA Honor Award for design, a Landscape Architecture Foundation-CLASS Fund Scholarship, the 2005 Edward D. Stone Associates Minority Scholarship, and a Chapman Scholarship.

#### Highlighted Projects

- Boston Downtown Crossing, *Boston, Massachusetts*
- Richmond General Plan, *Richmond, California*
- Ukiah Valley Area Plan Reassessment, *Ukiah, California*

## team introduction

MIG

### Robert Odland, AICP, JD

Senior Consultant, Zoning

#### Education

Master of City Planning, University of California at Berkeley

Juris Doctor, University of California at Berkeley

Bachelor of Science, Engineering, U.S. Military Academy, West Point, New York

#### Qualifications

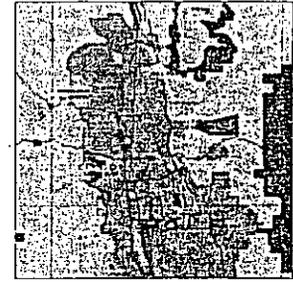
Bob Odland, an attorney and planner, has worked for more than 25 years on integrating legal, land use, environmental, energy, natural resource, taxation, economic, and social issues into policies, laws, and regulations. He has been project manager for more than 50 planning and implementation projects. Mr. Odland has made presentations at more than 100 conferences and has published numerous papers and reports on land-use, environmental, energy, and associated legal issues.

#### Professional Experience

- President, Robert Odland Consulting, Berkeley, California and Santa Fe, New Mexico
- Senior Urban Development Attorney, the Urban Institute, Washington, D.C.
- Real Estate Attorney, PADCO, Washington, D.C.
- Senior Project Manager, Sedway Cooke Associates, San Francisco, California
- Branch Chief - National Renewable Energy Laboratory, Golden, Colorado
- Legislative Staff, California Legislature, Sacramento, California
- Regional Planner, Association of Bay Area Governments, Berkeley, California

#### Other Activities

- Appointed Member of New Mexico Governor Richardson's Task Force on Our Communities, Our Future
- Served as Chairman of the APA Environment, Natural Resources and Energy Division
- Served on Executive Committee of the APA Planning and Law Division
- Served for many years on the Board of Urban Ecology, a not-for-profit organization that promotes sustainable development within cities and towns
- Taught urban planning law at San Francisco State University
- Taught professional seminars on plan implementation and on crime prevention through environmental design for the University of California Extension at Davis and Irvine
- Coauthored "Addressing Sustainable Development in Environmental Impact Assessments," *Industry and Environment, U.N. Environmental Programme*, Vol. 23, No. 3, 2000
- Contributor to *SafeScape: Creating Safer, More Livable Communities Through Planning and Design*, Al Zelinka and Dean Brennan, APA Planners Press, 2001



## team introduction

MIG

### Nancy Kaiser,

Parks and Recreation Planner

#### Education

B.S., Recreation and Park Administration,  
California State University, Sacramento

#### Qualifications

Nancy Kaiser is a parks and recreation planner with over 23 years of experience in the field, working in a diverse range of communities in California and Arizona. Most recently Ms. Kaiser served as Parks and Recreation Director for the City of Oakley, where she created a parks and recreation department for a newly incorporated city to build community and strengthen neighborhood involvement. Ms. Kaiser also developed the comprehensive parks, recreation and trails master plan and created a Resource Management Plan to implement quality park maintenance practices.

In Flagstaff, Arizona, Ms. Kaiser administered a department with more than 600 acres of open space, trails and active park land. She developed the City's Long Range Parks Master Plan to identify a \$30 million dollar park development program and bond proposal, which was strongly supported and passed by the voters.

Ms. Kaiser has been responsible for developing parks and recreation master plans, community strategic plans and park and streetscape maintenance management plans.

#### Highlighted Projects

- Santa Rosa Business and Strategic Action Plan, *Santa Rosa, California*
- Davis Parks & Recreation Facilities Master Plan Update, *Davis, California*
- Stockton Parks and Recreation Needs Assessment, *Stockton, California*

### Brian Soland

GIS Analyst

#### Education

Masters of City and Regional Planning,  
California Polytechnic University, San Luis Obispo

Bachelor of Arts, Geography,  
California State University, Sacramento

#### Qualifications

Brian Soland serves as a project associate for various projects focused on transit-oriented development, urban design, and physical planning. Within these projects, Mr. Soland serves as a contact for clients and subconsultants, creates written documents and supporting graphics, and facilitates public meetings for various outreach efforts.

With experience in both the public and private sides of planning, Mr. Soland brings a well-rounded set of qualifications that range from crafting context-sensitive urban design and zoning standards to conducting technical analysis for complex planning issues. Additionally, Mr. Soland has extensive technical knowledge and experience in performing spatial analysis through Geographic Information Systems, as well as creating 3D computer models and photo simulations.

#### Highlighted Projects

- Richmond General Plan Update, *Richmond, California*
- Railroad Avenue eBART Station Area Specific Plan, *Pittsburg, California*
- San Pablo Avenue Specific Plan, *Contra Costa County, California*



## team introduction

### ESTRADA LAND PLANNING

#### **Vicki Estrada, RLA, FASLA, APA**

Landscape Architect/Land Planner/Urban Designer

#### **Education**

Bachelor of Science in Landscape Architecture,  
California Polytechnic State University,  
San Luis Obispo, 1975

#### **Professional Registration**

Landscape Architect - California #1685

Landscape Architect - Arizona #24329

#### **Affiliations, Boards and Committees**

Fellow, American Society of Landscape Architects

Member, American Planning Association

County of San Diego Historic Site Board

City of San Diego Commission of Arts and Culture

Chair, City of San Diego General Plan Pilot  
Village Subcommittee

Chair, Community Forest Advisory Board,  
San Diego

#### **Contact Information**

755 Broadway Circle, Ste. 300

San Diego, CA 92101

ph: (619) 236-0143

VEstrada@EstradaLandPlan.com

#### **Qualifications**

Vicki Estrada founded Estrada Land Planning (ELP) in early 1985 and is responsible for all aspects of land planning, landscape architecture, and urban design projects for a wide variety of interests, including residential, commercial, park and recreation, urban design, and streetscape projects. Ms. Estrada has 32 years of private practice experience, working for both public and private interests. Ms. Estrada is fluent in Spanish.

#### **Project Experience**

- Barrio Logan Community Vision and Barrio Logan Phase II Land Use Study, *San Diego, California*
- Balboa Park Master Plan & Balboa Park Central Mesa Precise Plan, *San Diego, California*
- National City's Old Town Community Vision, *National City, California*
- Carmel Valley Linear Park, *San Diego, California*
- North Chollas Community Park (Amendment #4), *San Diego, California*
- Wightman Street Neighborhood Park, *San Diego, California*
- San Ysidro Mobility Study, *San Diego, California*
- Otay Ranch New Town Plan, *Chula Vista, California*
- Rancho San Diego, *El Cajon, California*



## team introduction

DUDEK

### Derek M. Reed, PE

Environmental Engineer

#### Education

Bachelor of Science, Civil Engineering, University of California, Los Angeles, 1992

#### Professional Licences/Registrations

Civil Engineer - California #56042, 1996

#### Contact Information

605 Third Street  
Encinitas, CA 92024

ph: (760) 942-5147 | dreed@dudek.com

#### Qualifications

Mr. Reed has over 14 years of environmental and civil engineering experience. His responsibilities include the engineering design and oversight of hazardous waste remediation projects, regulatory compliance audits, remedial investigations and feasibility studies, and environmental assessments/investigations.

#### Areas of Expertise

- Environmental Investigations
- Remedial Design and Implementation
- Solid Waste
- Permitting and Regulatory Compliance
- Remedial Investigation, Feasibility Studies, & Cost Estimates

#### Highlighted Projects

- SDG&E Silvergate Transmission Substation Project EIR, CPUC, *San Diego, California*
- SDG&E Otay Mesa Power Purchase Agreement Transmission Line Project EIR, CPUC, *San Diego County*
- Sweetwater Union High School District Phase I ESAs & PEAs, *Chula Vista and National City, California*

### Nicole Peacock, PE

Environmental Engineer/Geologist

#### Education

Bachelor of Science, Civil & Environmental Engineering, and Bachelor of Science, Geology, University of California, Los Angeles, 1999

#### Professional Licences/Registrations

Civil Engineer - California # 68775

#### Contact Information

605 Third Street  
Encinitas, CA 92024

ph: (760) 942-5147 | npeacock@dudek.com

#### Qualifications

Nicole Peacock, with 8 years of environmental engineering and geology experience, has performed numerous tasks dealing with hazardous waste investigation and remediation projects. Responsibilities include soil, soil vapor, and groundwater investigation and remediation projects, Phase I and II environmental site assessments, preparing groundwater monitoring reports and CERCLA and RCRA documents, and community relations.

#### Areas of Expertise

- Environmental Site Assessments
- Site Investigation and Remediation
- Community Relations

#### Highlighted Projects

- Sweetwater Union High School District Phase I ESAs & PEAs, *Chula Vista and National City, California*
- St. Jerome's Church Phase I ESA, *Otay Mesa*
- Irvine Ranch Water District HATS EIR, *Irvine, California*
- Former Agricultural Land Phase I ESA, *San Diego, California*



## team introduction

DUDEK

### Cornelis W. Overweg, PE, INCE

Senior Acoustician

#### Education

MS, Mechanical Engineering, HTS Amsterdam

BS, Mechanical Engineering, UTS Hendrick de Keyser, Amsterdam

#### Professional Licences/Registrations

Mechanical Engineering, California # M 31967

Certified in Noise Control Engineering, Institute of Noise Control Engineering, Certificate No. 89003

Orange-County-Certified Acoustical Consultant, County of Orange, CA - Certificate No. 200042

#### Contact Information

605 Third Street | Encinitas, CA 92024

ph: (760) 942-5147 | coverweg@dudek.com

#### Qualifications

Cornelis Overweg brings over 30 years as a consultant. Mr. Overweg has extensive experience in acoustical consulting, mechanical engineering, and project management. This background, combined with his unique blend of professional qualifications, allows him to provide professional services within a diverse field of expertise.

#### Areas of Expertise

- Environmental Noise Impact Analysis
- Industrial Noise and Vibration Control
- Architectural Acoustics/MEP Systems Noise and Vibration Control
- Transportation Noise Analysis, Related Sound Wall Design

#### Highlighted Projects

- Freeway Noise Measurement & Analysis, *Westlake Village, California*
- Exterior and interior aircraft noise levels monitoring and façade noise reduction evaluation, *Inglewood, California*
- Freeway Noise Monitoring & Analysis, *Calabasas, California*

### Mike Komula

Acoustician

#### Education

MS, Acoustics, Vibration, Noise Control, Heriot-Watt University, 1996

BS, Geography, San Diego State University, 1984

#### Contact Information

605 Third Street | Encinitas, CA 92024

ph: (760) 942-5147 | mkomula@dudek.com

#### Qualifications

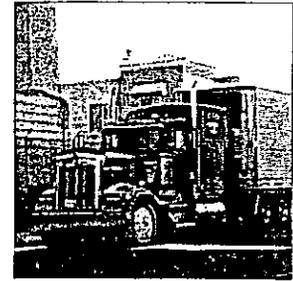
Michael Komula has over 22 years' professional experience in environmental and industrial noise as well as architectural acoustics. Mr. Komula also presents workshops on worker noise exposure and implementation of noise monitoring programs.

#### Areas of Expertise

- Acoustical technical studies
- Design of control measures for noise sources
- Assessment of environmental noise impacts associated with roadways, railroads, helipads, and airports
- Preparation of noise elements and ordinances
- Community noise studies
- Evaluation of interior noise levels associated with the architectural design of buildings

#### Highlighted Projects

- SDSU 2007 Campus Master Plan Update EIR
- SDSU Aztec Walk Campus Master Plan EIR
- City of Encinitas Noise Element
- Pacific Bell University Town Center Facility, *San Diego, California*
- 4S Ranch Treatment Plant, *San Diego, California*
- 15/Rancho Bernardo Interchange Widening, *San Diego, California*



## team introduction

KIMLEY-HORN & ASSOCIATES

### Dave Sorenson, T.E.

Traffic Engineer

#### Education

MS, Transportation Planning,  
Iowa State University, 1985

BS, Civil Engineering,  
North Dakota State University, 1983

#### Professional Licences/Registrations

Professional Traffic Engineer in California

#### Contact Information

517 Fourth Street, Suite 301  
San Diego, CA 92101

ph: (619) 234-9411 | dave.sorenson@kimley-horn.com

#### Qualifications

Dave Sorenson has over 21 years of traffic engineering and transportation planning including traffic operations, conceptual roadway design, traffic modeling, transportation phasing, traffic flow simulation, and traffic impact analysis. Mr. Sorenson has conducted traffic evaluations for numerous interchanges and roadway capacity-increasing projects. He is well experienced in developing traffic calming programs and applying traffic calming tools to particular neighborhood streets. He is also skilled in building consensus on controversial transportation projects, including extensive interaction with neighborhood groups.

#### Highlighted Projects

- Monte Verde Community,  
*San Diego, California*
- Chula Vista Bayfront Master Plan,  
*Chula Vista, California*
- Urban Core Specific Plan,  
*Chula Vista, California*

### Marc T. Mizuta, P.E., PTOE

Traffic Operations Engineer

#### Education

Bachelor of Science, Civil Engineering,  
University of Washington (1998)

#### Professional Licences/Registrations

Professional Engineer in California and Washington

Professional Traffic Operations Engineer

#### Contact Information

517 Fourth Street, Suite 301  
San Diego, CA 92101

ph: (619) 234-9411

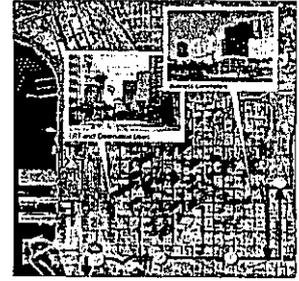
marc.mizuta@kimley-horn.com

#### Qualifications

Marc Mizuta has experience in traffic operations analysis using current transportation planning and traffic operations software. Some of his project experience includes determining impacts to new development projects, trip generation studies, travel time studies, parking utilization and demand studies, accident analyses, and arterial and freeway mainline analysis. He has served as project manager for various site development and interchange projects and has prepared technical memorandums and reports for clients.

#### Highlighted Projects

- Barrio Logan Truck Study,  
*San Diego, California*
- Uniti on the Hill Traffic Impact Analysis,  
*San Diego, California*
- Plaza Bonita Shopping Center Traffic Impact  
Analysis, *National City, California*



## team introduction

KIMLEY-HORN & ASSOCIATES

### Cliff Yarges

Traffic Engineer/Transportation Planner

#### Education

Master of Science, Urban Planning/Transportation,  
Pepperdine University (1973)

Bachelor of Science, Criminology,  
University of Nebraska (1970)

#### Contact Information

1770 Iowa Avenue, Suite 200  
Riverside, CA 92507

ph: (951) 782-0941  
cliff.yarges@kimley-horn.com

#### Qualifications

Cliff Yarges has over 17 years of experience in traffic engineering and transportation planning, including traffic operations, traffic impact analysis, litigation, traffic safety, and neighborhood traffic calming. Mr. Yarges was also a former Associate Engineer – Traffic for the City of San Diego where he received the Award of Excellence for Outstanding Customer Service from the City Manager, for providing excellent customer service to all clients with superior technical expertise and willingness to explore all available avenues to achieve optimum results in his projects. He has been involved in many neighborhood traffic issues including extensive interaction with neighborhood groups.

#### Highlighted Projects

- Traffic Investigations and Operations,  
*San Diego County, California*
- Barrio Logan Truck Calming,  
*San Diego, California*
- Neighborhood Traffic Management,  
*Murrieta, California*

### James (J.D.) Douglas, AICP

Transportation Planner

#### Education

Master of Arts, Urban and Regional Planning,  
University of California, Los Angeles (1981)

Bachelor of Arts, Geography and Political Science,  
University of California, Los Angeles (1978)

#### Contact Information

765 The City Drive, Suite 400  
Orange, CA 92868

ph: (714) 939-1030  
J.D.Douglas@kimley-horn.com

#### Qualifications

J.D. Douglas specializes in urban and regional transportation planning and local circulation system analysis. He has over 24 years of experience and has managed or served as task leader for assignments involving transportation planning, traffic engineering, transit, parking, traffic management, and traffic design projects, combining aspects of alternatives analysis and long-range planning with practical traffic operation and engineering considerations.

#### Highlighted Projects

- Rail Crossing Grade Separation Prioritization Study, Riverside County Transportation Commission, *Riverside County, California*
- NCHRP Synthesis 314, Strategies for Managing Increasing Truck Traffic, *Transportation Research Board*
- Inland Goods Movement Corridor Study, *San Bernardino County, California*



## team introduction

BRIAN F. SMITH & ASSOCIATES

### Brian Frederick Smith, MA

Historical and Archeological Consultant

#### Education

Master of Arts, History, University of San Diego, 1982.

Bachelor of Arts, History and Anthropology,  
University of San Diego, 1975.

Completed the U. S. General Services Administration  
Training Center Course entitled "Introduction to  
Federal Project and Historic Preservation Law."

#### Contact Information

14010 Poway Road, Suite A  
Poway, CA 92064

(858) 679-8218

bsmith@bfsa-ca.com

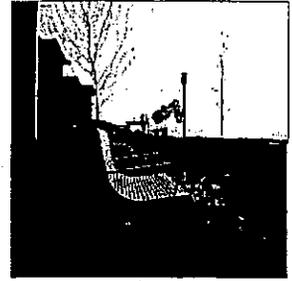
#### Qualifications

As an archaeological consultant and principal investigator registered with various governmental agencies within the State of California since 1977, Brian F. Smith has successfully completed over 500 archaeological and historical studies at properties within this region, accumulating over 40,000 hours of experience in dealing with sensitive cultural resources and governmental policies. Past projects conducted by Mr. Smith have included survey, test, and salvage programs conducted at sites of historic and/or prehistoric significance.

Mr. Smith's experience in southern California has included the investigation of prehistoric sites of all major cultural complexes which have existed in the region over the past 12,000 years, and historic sites of the Spanish, Mexican and early American periods. He has completed historic and historical architectural evaluations of structures for Federal and State review. Mr. Smith's expertise includes the composition of cultural resource documents for California (CEQA) and federal (NEPA and NHPA) projects, and the design and implementation of mitigation programs.

#### Highlighted Projects

- 44S Ranch Cultural Resource Study,  
*San Diego County*
- Del Mar Man Site, San Diego Science  
Foundation and the San Diego Museum of  
Man, *Del Mar, California*
- Old Town State Park Projects,  
*San Diego, California*
  - Archaeological and Historical Site Assessment  
for the Great Wall Cafe (1992)
  - Archaeological Study for the Old Town  
Commercial Project (1991)
  - Cultural Resources Site Survey at the  
Old San Diego Inn (1988)
- Site W-20, Del Mar, California,  
*San Diego, California*
- City of San Diego Reclaimed Water  
Distribution System, *City and County  
of San Diego, California*
- Navy Broadway Complex, *San Diego, California*
- Master Environmental Assessment Project,  
*Poway, California*
- City of Carlsbad Archaeological and  
Historical Guidelines, *Carlsbad, California*
- City of Chula Vista Mid-Bay Front  
Development, *Chula Vista, California*



## team introduction

BRIAN F. SMITH & ASSOCIATES

### Larry Jack Pierson, MA, RPA

Senior Archaeologist and Historian

#### Education

Master of Arts, Historic Sites Interpretation/ Archaeology, University of San Diego, 1986.

Bachelor of Arts, Double Major: History and Anthropology, University of San Diego, 1979.

Los Angeles Valley College 1975-1977: History and Anthropology Majors, Art History and Earth Sciences Minors

#### Qualifications

Larry Pierson has conducted numerous historical structure and site studies throughout the City and County of San Diego. Mr. Pierson has expertise in architectural evaluations and historic artifact analysis. He has a thorough knowledge of the historic archives through the region and is highly qualified to conduct historic research. Mr. Pierson has served as the principal monitoring archaeologist for the firm when historic cultural deposits are anticipated. He has conducted historic bridge evaluations as part of this firm's work on the I-805/Nobel Drive Expansion and Interchange project. He has also performed numerous geo-archaeological investigations. Mr. Pierson is currently serving as the principal archaeologist in the Department of Homeland Security's U.S./ Mexico Border Road and Fence Project in San Diego and Imperial Counties.

#### Highlighted Projects

- Historic Evaluation of Big Stone Lodge, Poway, California
- Archaeological/Historical Survey of the Ferry Ranch Project, Lakeside, California
- Cultural Resources Study for Navy Broadway Complex, San Diego, California

### Johnna L. Buysse, MS, RPA

Senior Project Archaeologist

#### Education

Master of Science, Environmental Archaeology and Paleoeconomy, with Distinction, University of Sheffield, England, 1991

Bachelor of Arts, Anthropology, with Distinction, University of Michigan, Ann Arbor, 1989

Visiting Student, Department of Archaeology, University of York, England, 1987-1988

#### Qualifications

Johnna Buysse is a professional archaeologist with 10 years experience in cultural resource management in California. Her experience includes conducting cultural resource surveys; archaeological site testing and evaluation of National Register eligibility and California Environmental Quality Act criteria; mitigation of resources through data recovery for historic and prehistoric archaeological sites; budget and report preparation; and direction of crews of all sizes for projects ranging in duration from two days to one year. In addition, Ms. Buysse has contributed to cultural resource management plans, historic architecture assessment including the completion of HABS/HAER documentation, and the development of historic contexts for Federal military installations.

#### Highlighted Projects

- Scripps Poway Parkway Project, Poway, California
- Sycamore Canyon Project, San Diego County, California
- Spring Canyon Project, San Diego County, California

000505

SECTION FIVE team experience

## team experience

MIG

### Rialto Downtown Vision & Strategic Plan Rialto, California

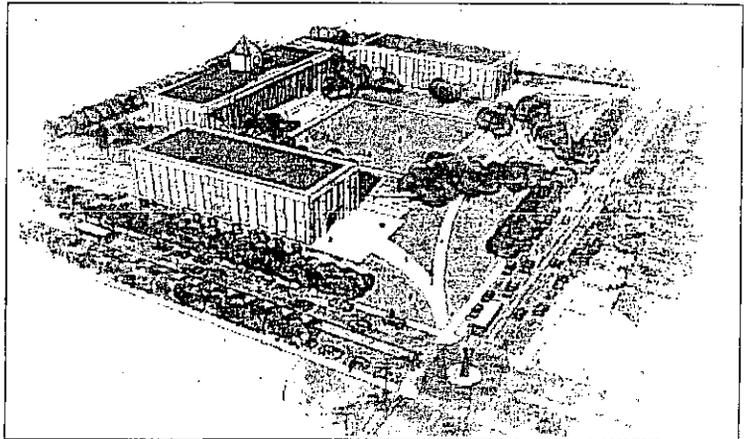
The City of Rialto, located 55 miles east of Los Angeles in San Bernardino County, is a city that has transitioned from a citrus-based agricultural economy to a bedroom suburb in the rapidly-growing Inland Empire of Southern California. As Rialto has grown, its Downtown has retained the visual character and economic base of a small town and offers few of the qualities found in nearby shopping areas and other downtowns. Rialto's history, diversity, and connectivity with two freeways and a Metrolink commuter rail station make this project an exciting opportunity.

MIG is working with the Redevelopment Agency, City Council, and residents and stakeholders to develop Vision and Strategic Plan to help rebuild the identity and importance of Downtown Rialto. Building on the City's existing streetscape enhancements and façade improvement program, the Vision and Strategic Plan will balance a multi-month community involvement process with market-based realities to create a set of design improvement concepts and short-and long-term strategic actions.

MIG is committed to ensuring that the Rialto Downtown Vision and Strategic Plan is both inspiring and rooted in economic reality. Concepts, designs, and land use programs created for key sites such as the Civic Center, Metrolink Station, and city-owned development parcels will be prioritized to generate enthusiasm while awaiting community approval, appropriate funding, or developer interest.

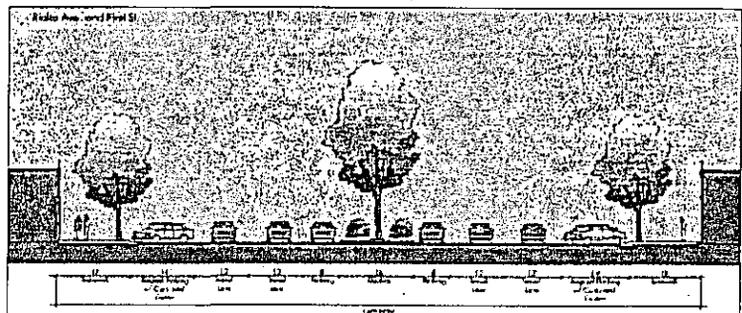
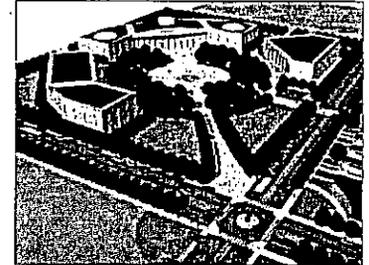
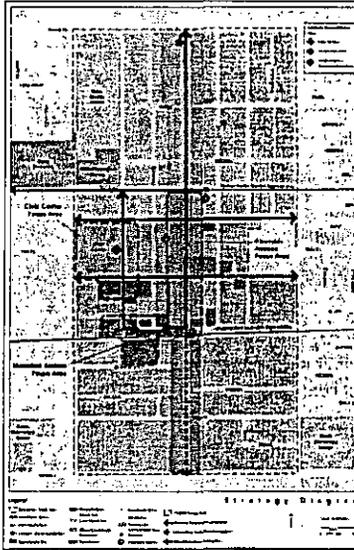
#### Project Information

Award & Completion Dates: January 2007 - Current  
 MIG Staff: Chris Beynon, PIC | Esmeralda Garcia, PM  
 Client: Rialto Redevelopment Agency  
 131 South Riverside Avenue, Rialto 92376  
 Client Project Manager: John Dutrey | (909) 879-1151  
 Contract Value: \$186,884



Top: Zacolo Plaza Design Concept

Below: Alternative Sketchup Concept



# team experience

MIG

## Downtown Long Beach Strategic Action Plan

Downtown Long Beach Development Task Force

The Downtown Long Beach Associates, in partnership with the City of Long Beach, formed the Downtown Development Task Force. MIG led the Task Force in an intensive strategic planning process to identify key actions to implement the City's recently adopted Downtown Plan.

The Downtown Strategic Action Plan provided a strategic blueprint and development framework for jump-starting revitalization in the immediate future. The action plan and development concept outlined the key projects and programs that would create the initial catalyst for redevelopment. Key projects included: completion of the new Downtown Long Beach Plaza renovation into a new pedestrian-oriented, mixed-use center; the completion of the new Queensway Bay retail center; and creation of a strong visual and physical link through the Downtown along the Park Avenue corridor capitalizing on the success of the street as a pedestrian-oriented restaurant and commercial district. The plan also provided over 4,000 new housing units in the Downtown area.

Adopted by the City Council, the Strategic Action Plan identified the key initial steps to initiate redevelopment in the Downtown. The strategy also outlined the process for establishing a partnership between local community organizations, developers and the City Redevelopment Agency.

### Project Information

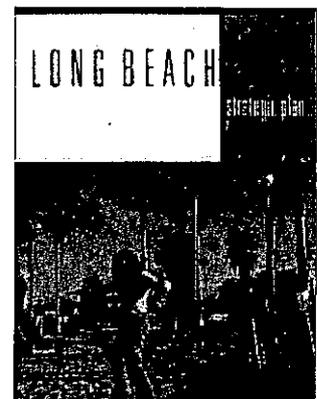
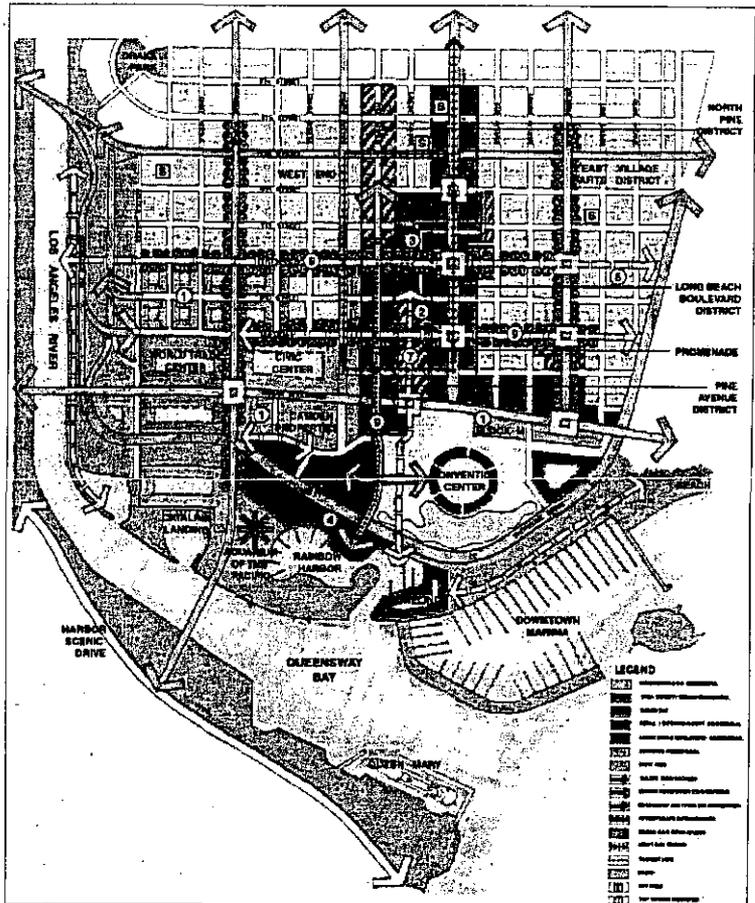
Award & Completion Dates: 2000

MIG Staff: Daniel Iacofano, PIC | Chris Beynon, PM

Client: Long Beach Downtown Associates  
100 W. Broadway, Ste 120, Long Beach 90802

Client Project Manager: Kraig Kojian | (562) 436-4259

Contract Value: \$65,000



team experience  
MIG

**San Jose Strong Neighborhoods Initiative**  
San Jose, California

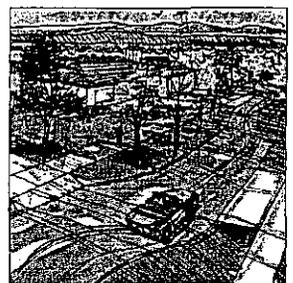
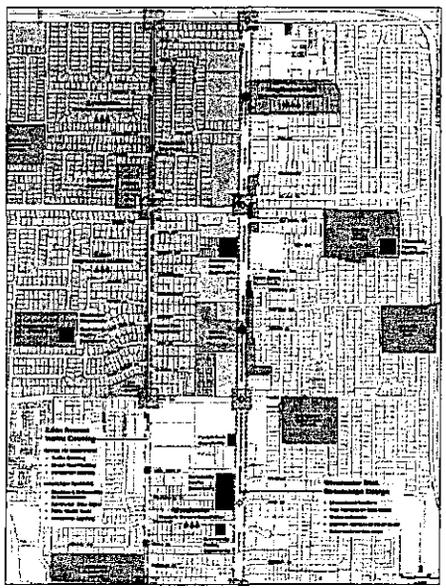
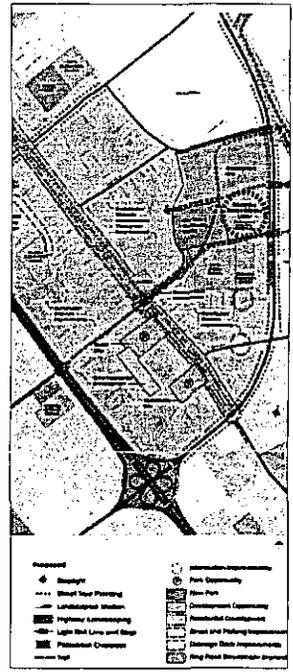
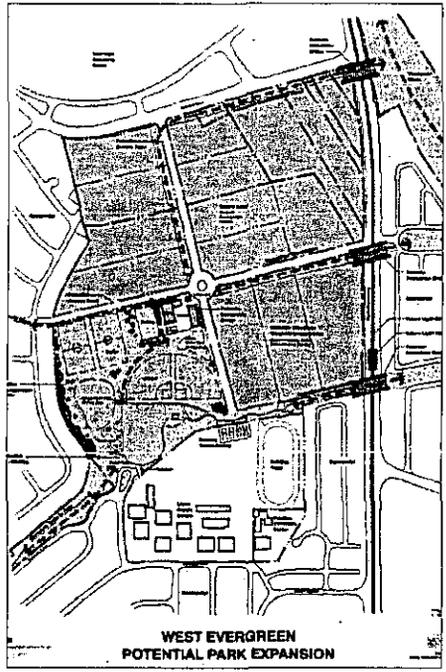
MIG led six San Jose Strong Neighborhoods Initiative (SNI) projects. The neighborhoods are ethnically diverse and each are a mix of residential and commercial uses. The goal of the SNI was to involve neighborhoods and their diverse interest groups in the development of community-driven plans to improve neighborhood conditions, enhance community safety, coordinate community services, and strengthen neighborhood associations.

To achieve this goal, MIG worked with the SNI Technical Advisory Committee, which included representatives from key agencies in San Jose. A strategic action plan and design improvements for each area were developed with Neighborhood Advisory Committees composed of neighborhood residents and business and property owners. MIG's community involvement process was used as a model for other SNI projects.

For each neighborhood MIG tailored innovative planning and design solutions for these projects that address traffic calming measures; safety and security; parks, recreation and community facilities; and commercial revitalization. MIG also reviewed city lot configurations and developed land use alternatives to help meet economic development and revitalization goals.

**Project Information**

Award & Completion Dates: 2001 to 2004  
 MIG Staff: Daniel Iacofano, PIC | Mukul Malhotra, PM  
 Client: San Jose Redevelopment Agency  
 200 E. Santa Clara, 14th Fl., San Jose. 95113  
 Client Project Manager: Kip Harkness | (408) 794-1142  
 Contract Value: \$750,000



## team experience

MIG

### West Long Beach Industrial Redevelopment Strategy and Action Plan Long Beach, California

MIG worked closely with Agency staff and Task Force comprised of key stakeholders, business leaders, and decision-makers to develop a comprehensive Industrial Strategy Action Plan for the Westside Redevelopment Project Area. The Westside is an old, industrial community located just above the Port of Long Beach. It has been challenged by numerous physical and economic blighting conditions, including “temporary” residential land uses constructed during World War II that are incompatible with the industrial nature of the study area. The goal of the Plan was to identify a path for revitalization based on an understanding of community goals, current conditions and opportunities, and anticipated future developments.

MIG staff conducted a field reconnaissance and analysis of the project area to identify major opportunities and constraints. Through stakeholder and community meetings MIG helped develop a consensus on the community’s vision and goals, and then prioritize actions (projects and programs). As a result, an overall positioning strategy for the Westside was developed. Eleven key strategies were identified to guide future development decisions, over 50 possible projects proposed, and eight priority projects were selected for immediate implementation.

#### Project Information

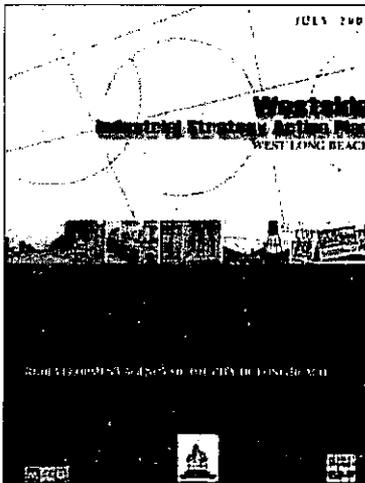
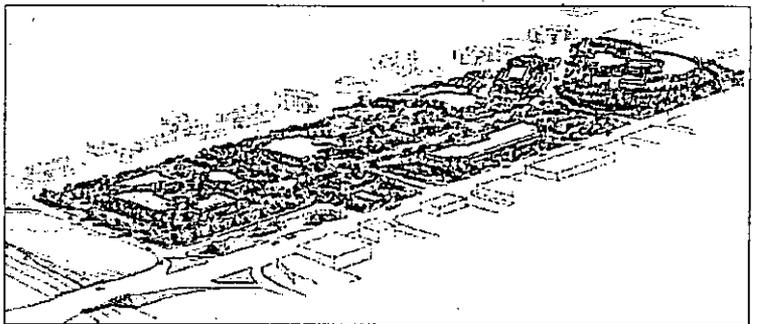
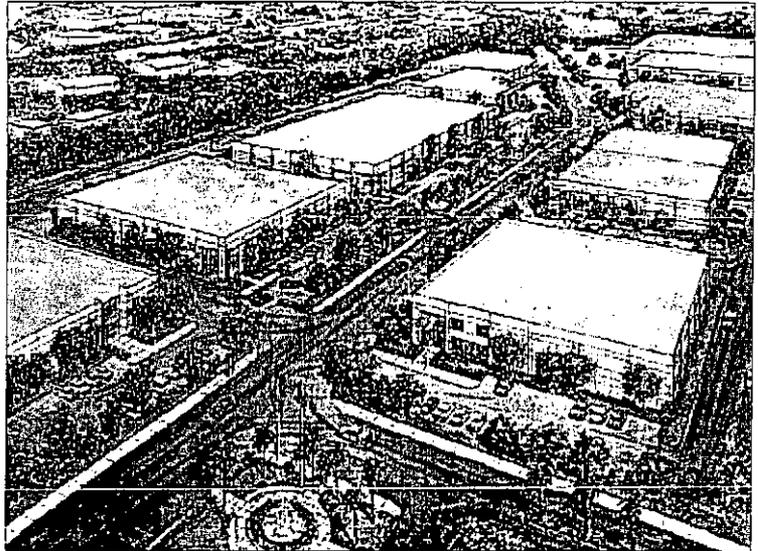
Award & Completion Dates: 2002 to 2003

MIG Staff: Daniel Iacofano, PIC

Client: Long Beach Dept. of Community Development  
333 W. Ocean Blvd, Long Beach, CA 90802

Client Project Manager: Lee Mayfield | (562) 570-6172

Contract Value: \$50,000



## team experience

MIG

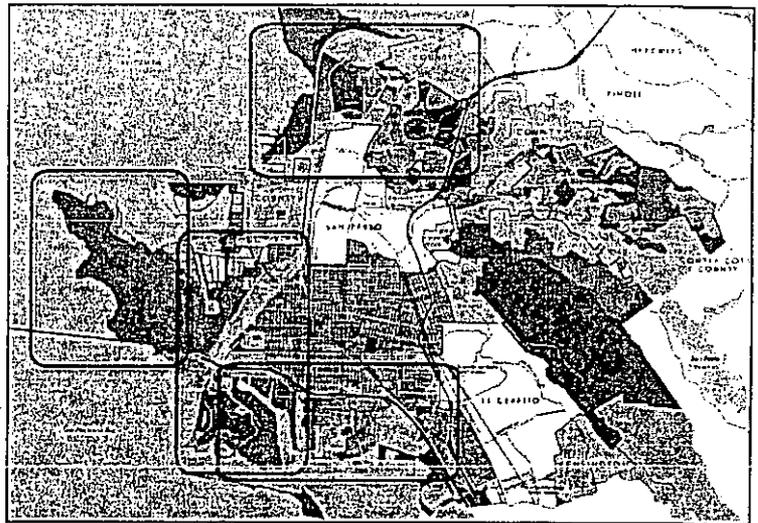
### Richmond General Plan Update

Richmond, California

The City of Richmond, located in the prosperous San Francisco Bay Area, has long struggled with high crime rates, high unemployment rates, financial instability and a lack of accessible neighborhood services. Despite these challenges, Richmond is home to a diverse artist community, active neighborhood groups, several regional parks, a rich local history, an extensive shoreline and regional transportation infrastructure – all great opportunities.

MIG is leading the City's two-year General Plan Update process. The planning program is designed to achieve the City's goal of using the General Plan Update as a catalyst for citywide revitalization and to instill citizen pride in the community by promoting inclusivity, sustainability, and economic development.

MIG is leading all project planning and is directing the extensive 6- to 8-month community outreach and participation process. The process uses traditional public engagement methods and employs creative outreach techniques such as the Richmond "Plan Van," which travels weekly throughout the city to conduct mobile workshops. The process also includes computerized land use simulations and a youth engagement program with a school curriculum to engage young people.



Cutting Boulevard Visual-Simulations: before (top) and after (bottom)

#### Project Information

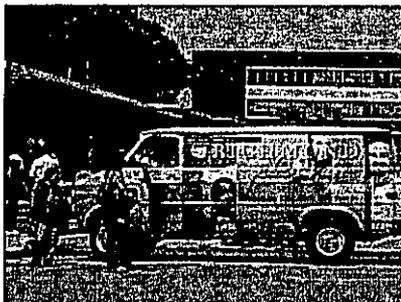
Award & Completion Dates: January 2006 to Current

MIG Staff: Daniel Iacofano, PIC

Client: City of Richmond  
1401 Marina Way South, Richmond, CA 94804

Client Project Manager: Richard Mitchell | (510) 620-6706

Contract Value: \$1,558,000



team experience

MIG

**Chualar Community Development Plan**

Monterey County, California

Chualar, which is situated on a scenic stretch of Highway 101 just south of Salinas, is a dynamic community with strong ties to the land from which residents draw economic strength, a distinct sense of community, and spiritual comfort. MIG worked with Northpoint Development to lead workshop participants, stakeholders and a local neighborhood organization in developing the Chualar Community Development Plan.

By conducting outreach sessions in English and Spanish, MIG engaged scores of local residents and area stakeholders. Following the development of a shared vision, the planning process focused on developing planning principles to guide growth, designing land use options, and creating consensus on a final development concept.

Built on a foundation of trust and cooperation, the new Community Development Plan will enhance Chualar's vitality and aesthetic appeal. Cooperation among residents, land developers, local officials and other stakeholders has resulted in a balanced outcome that reflects Chualar's shared community values and represents its *roadmap for future growth*.

**Project Information**

Award & Completion Dates: April 2005 to January 2006

**MIG Staff**

Chris Beynon, PIC

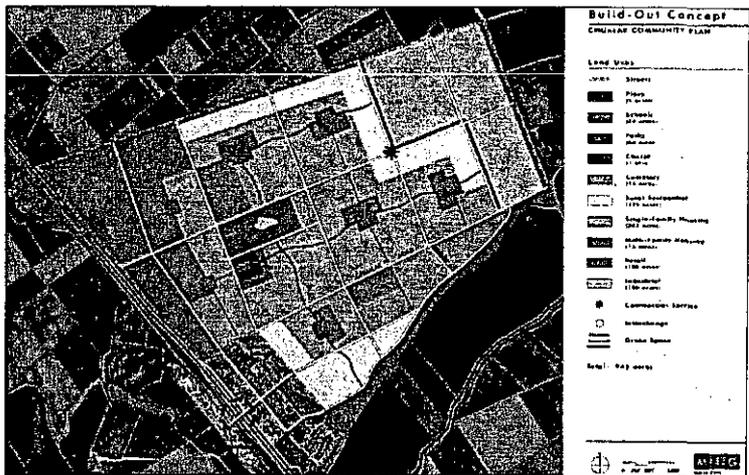
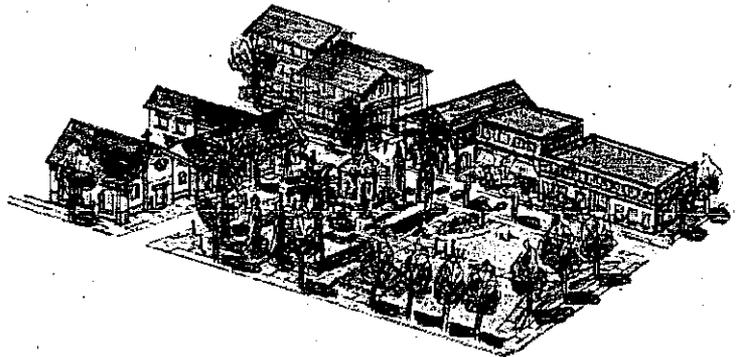
Esmeralda Garcia, Outreach Specialist

**Client**

Northpoint Development,  
14471 Big Basin Way, Suite D  
Saratoga, CA 95070

Client Project Manager: Bobby Reman | (408) 741-5190

Contract Value: \$50,810



# team experience

ESTRADA LAND PLANNING

## Barrio Logan Community Vision

San Diego, California

The neighborhood of Barrio Logan has one of the most diverse mixes of land use in the region. Over the years, Barrio Logan has been looked upon as a logical expansion of downtown San Diego. Numerous single family residential and apartment buildings are presently situated next to inappropriate land uses such as boiler plants, lead plating plants and paint shops.

Estrada Land Planning was a key member of the team that prepared a new land use vision for the Barrio. Utilizing the interactive computer program "PLACE3S" (a GIS based interactive community vision program), the community participated in the future form of their neighborhood. The vision that was developed has become the basis for continuing refinement for the land use plan for Barrio Logan.

## Project Information

Award & Completion Dates: Phase 1 12/03-6/04  
Phase 2 10/04-6/05

ELP Project Manager: Vicki Estrada

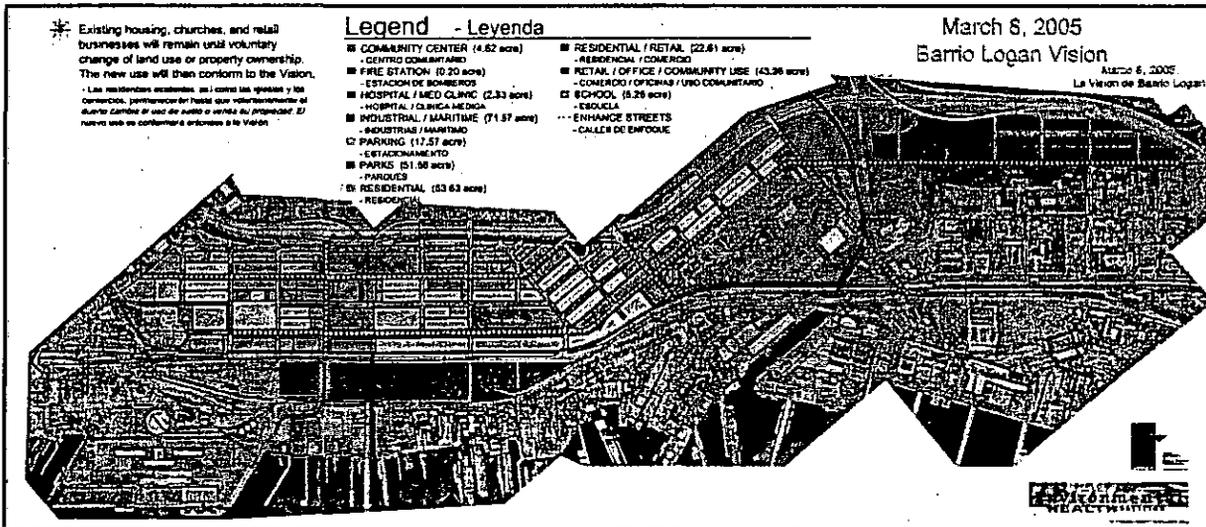
Client: City of San Diego, Planning Dept.  
202 C St., MS4A, San Diego, CA 92101

Client Project Manager:

Phase 1: Mary Wright, City of San Diego  
Planning Dept., 619-533-4528

Phase 2: Tony LoPresti, Environmental  
Health Coalition, 619-474-0220

Contract Value: Phase 1: \$50,000 | Phase 2: \$38,000



## team experience

ESTRADA LAND PLANNING

### Balboa Park Master Plan & Central Mesa Precise Plan

San Diego, California

The 1,500-acre park is the central focus of the City of San Diego and considered one of the U.S. premier urban parks. As project manager, ELP's responsibilities included management of a large consultant team, leadership of the citizens' ad hoc committee, design decisions, graphics, and public presentations to citizens' groups and news media. The planning effort required consideration of the cultural (museum, zoo, etc.), passive recreation, and active play centers of this urban park. Other urban design challenges included solution of parking and transportation problems, interface with surrounding residential and commercial areas, preparation of a management plan to ensure the economic viability of the park, and creation of functional linkages to San Diego's redeveloping downtown. The Master Plan received an Orchid Design Award from the San Diego county community. A subsequent Precise Plan for the Central Mesa area was prepared.

#### Project Information

**Award & Completion Dates:**

Master Plan: 2/89 - 6/89 | Precise Plan: 11/89 - 10/92

ELP Project Manager: Vicki Estrada

**Client:**

City of San Diego, Park & Rec. Dept.,  
202 C St., MS 35, San Diego, CA 92101

**Client Project Manager**

Debra Sharpe | 619-525-8261

**Contract Value:**

Master Plan: \$380,000 | Precise Plan: \$170,000



team experience  
 ESTRADA LAND PLANNING

**Old Town (Westside) National City**  
 National City, California

The old town area in National City is currently a mix of incompatible land use.

Estrada Land Planning was hired by the Environmental Health Coalition to work with the community in this underserved National City, California neighborhood to prepare a land use and circulation vision for the community that was environmentally justified. This plan was prepared as an alternative to the City-prepared plan and became the basis for the final land use plan.

**Project Information**

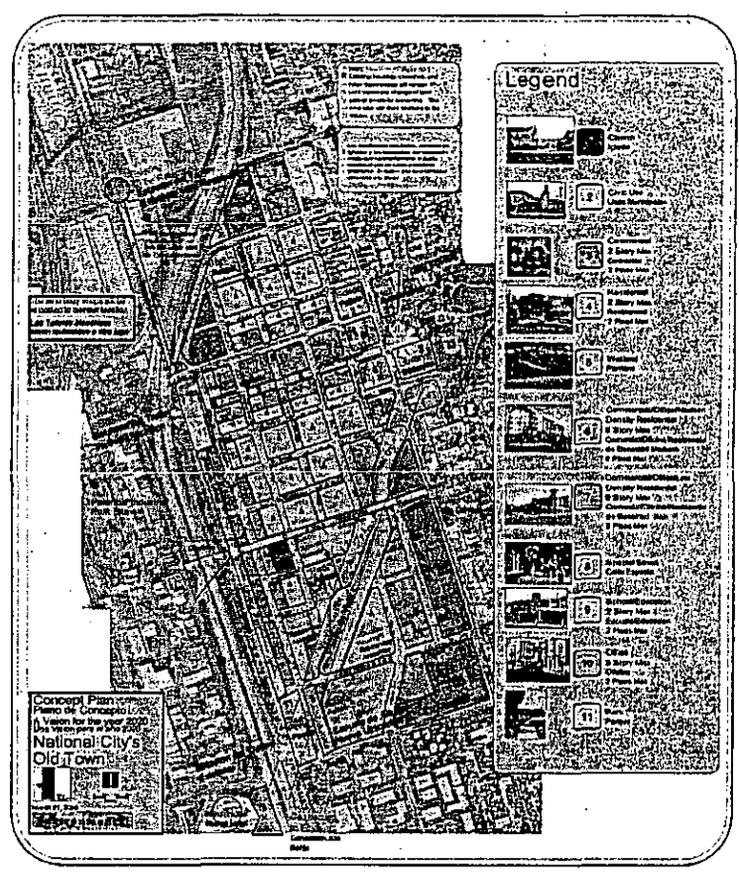
Award & Completion Dates: 11/05 - 7/06

ELP Project Manager: Vicki Estrada

Client:  
 Environmental Health Coalition  
 401 Mile of Cars Way, Ste 310, San Diego, CA 91950

Client Project Manager  
 Tony LoPresti | 619-474-0220

Contract Value  
 \$15,000





## team experience

### ESTRADA LAND PLANNING

---

#### San Diego Projects

Prime Contracts and Amendments awarded from the City of San Diego during the last 3 years.

##### Carmel Valley Linear Park

Landscape architectural design services to prepare a Concept Plan to address proposed park facilities and planting located in the SDG&E electric, natural gas and petroleum easement between the Lansdale Electric Substation and SR56.

Award Date: 12/13/04  
Completion Date: September, 2005  
ELP Project Manager: Scott Molentin  
City's Project Manager: Jihad Sleiman | 619-533-3108  
Contract Value: \$32,466 (project stopped before completion)

---

##### North Chollas Community Park (Amendment #4)

Amendment to revise existing Phase 1C construction drawings for the park.

Award Date: 1/9/07  
Completion Date: On-going  
ELP Project Manager: Scott Molentin  
City's Project Manager: Debbie Van Martin  
619-525-8284  
Contract Value: \$100,000  
(includes fees for subconsultants)

#### Wightman Street Neighborhood Park

Landscape architectural design and construction documents for park.

Award Date: 5/15/07  
Completion Date: On-going  
ELP Project Manager: Vicki Estrada  
City's Project Manager: Debbie Van Martin  
619-525-8284  
Contract Value: \$245,000  
(includes fees for subconsultants)

---

#### San Ysidro Mobility Study

Preparation of mobility study.

Award Date: 6/28/07  
Completion Date: On-going  
ELP Project Manager: Vicki Estrada  
City's Project Manager: Theresa Millette  
619-235-5206  
Contract Value: \$205,000  
(includes fees for subconsultants)



## team experience

DUDEK

### Silvergate EIR

California Public Utilities Commission

As proposed by SDG&E, the Silvergate Project primarily consists of replacement of the aging 138/69 kV Main Street Substation with a new 230/69 kV substation.

An EIR was prepared for Silvergate for this project. Two of the main concerns in this EIR were related to noise and Hazardous Materials. Dudek and the consulting team met with the Environmental Health Coalition to go over specific comments related to noise and hazardous materials within the Barrio Logan area. These issues were then addressed in the EIR.

Dudek prepared Hazardous Material, Water Quality and Geology portions of the EIR. The hazardous materials work included review of the existing investigation and remediation reports, power plant decommissioning reports, an environmental database search, and review of Phase I environmental investigation from neighboring properties. Dudek also assisted the PUC in public meetings and attended workshops with various community stakeholders.

#### Project Information

##### Award & Completion Dates

June 2005 to March 2006

##### Dudek Project Manager(s)

Mike Komula (Noise) | Derek Reed (Haz Waste)

##### Client

California Public Utilities Commission  
505 Van Ness Avenue, San Francisco, CA 94102

##### Client Project Manager

Jensen Uchida | 415.703.2782

##### Contract Value

\$597,600

### Otay Mesa Power Purchase Agreement Transmission Project EIR

SDG&E

Dudek was responsible for preparing the EIR in compliance with CEQA for SDG&E's application to build and operate the Otay Mesa Power Purchase Agreement (OMPPA) Transmission Project. Dudek and the consulting team met with the Environmental Health Coalition to go over specific comments related to noise and hazardous materials within the Barrio Logan area. These issues were then addressed in the EIR.

Dudek prepared Hazardous Material, Water Quality and Geology portions of the EIR. Dudek evaluated proponent's submittals regarding potential hazardous materials within the project site. Dudek evaluated opponent's concerns regarding potential impacts to human health and an on-going subsurface investigation. This evaluation included a review of groundwater models and agency files. Recommendations were provided to the PUC regarding the potential impacts to human health and appropriate mitigation. The EIR received the Association of Environmental Professionals (AEP) 2005 award for "Outstanding Environmental Analysis."

#### Project Information

##### Award & Completion Dates

March 2004 to March 2005

##### Dudek Project Manager(s)

Mike Komula (Noise) | Derek Reed (Haz Waste)

##### Client

California Public Utilities Commission  
505 Van Ness Avenue, San Francisco, CA 94102

##### Client Project Manager

Billie Blanchard | 415.703.2068

##### Contract Value

\$1,391,444



team experience

DUDEK

**San Diego State University 2007 Campus Master Plan Update EIR**

Dudek is in the process of preparing a project/program EIR for the 2007 SDSU Campus Master Plan Update. The project involves housing, academic, parking and student activity facilities necessary for an FTES increase of 10,000 by 2025. In order to increase the utility of the EIR, project elements that were planned for construction in the near term and which details were known are being analyzed at a project level. Project elements that are conceptual in nature were analyzed at a program level. The document was constructed so that future work efforts can be tiered off to serve as project-specific CEQA documents. This work effort was necessary due to recent CEQA case law and state legislative activity that has changed the method by which educational institutions integrate with local infrastructure planning and mitigation programs.

Issues that were analyzed include traffic and parking, population and housing, hazards, biological resources, cultural resources, air quality, noise, visual quality, water quality and hydrology. A stand-alone noise technical study was prepared to address all project elements being analyzed at both project and programmatic levels. Dudek assisted with development of noise mitigation measures to be applied immediately for project components and implemented over time for programmatic elements.

Dudek prepared a Phase I Environmental Site Assessment (ESA) for the SDSU 2007 Campus Master Plan Revision. The objective of the Phase I ESA was to identify recognized environmental conditions that reflect the presence or likely presence of hazardous materials under conditions that indicate an existing, past or present threat of release into the ground, groundwater, or surface water in the proposed project area. The scope of the Phase I ESA consisted of reconnaissance of the proposed project area, a computerized database search of regulatory agency records (performed by EDR), a review of available historical aerial photographs and topographic maps, a review of regulatory agency documents, an interview with SDSU representatives, an environmental lien search, and preparation of the Phase I ESA Report. The Phase I ESA Report identified issues that would potentially impact the proposed project and made recommendations as to how to mitigate for these issues.

**Project Information**

**Award & Completion Dates**  
January 2007 to Ongoing

**Dudek Project Manager(s)**  
Mike Komula (Noise) | Glenna McMahon (Haz Waste)

**Client**  
San Diego State University,  
Facilities Planning Design and Construction  
5500 Campanile Drive, San Diego, CA 92182-1624

**Client Project Manager**  
Tony Fulton | 619.594.5224

**Contract Value**  
Noise - \$11,100 | Haz Waste \$11,700



000518

team experience

DUDEK

AWARD DATE	PROJECT NAME	AGENCY & DEPARTMENT	CONTACT PERSON	PHONE	TOTAL PROJECT COST	DUDEK'S FEE
Feb-05	Emergency Storm Drain Channel Maintenance Program Project, Qualcomm Stad. Channel	City - Transportation	Walter Gefrom	(619) 527-5423	\$7,000	\$7,000
Feb-05	Emergency Storm Drain Channel Maintenance Program Project, Carrol Cyn. Rd.	City - Transportation	Walter Gefrom	(619) 527-5423	\$5,000	\$5,000
Mar-05	Emergency Storm Drain Channel Maintenance Program Project, Qualcomm Stad. Channel	City - Transportation	Walter Gefrom	(619) 527-5423	\$8,500	\$8,500
Mar-05	Emergency Storm Drain Channel Maintenance Program Project, Santa Maria Terrace	City - Transportation	Walter Gefrom	(619) 527-5423	\$4,000	\$4,000
Mar-05	Emergency Storm Drain Channel Maint. Program Project, 69th St. & Blvd.	City - Transportation	Walter Gefrom	(619) 527-5423	\$4,000	\$4,000
Apr-05	San Vicente / La Mesa Sweetwater	Water Authority	Tim Cass	(858) 522-6600	\$8,950	\$8,950
Apr-05	Emergency Storm Drain Channel Maint. Program Project, Qualcomm Stad. Channel	City - Transportation	Walter Gefrom	(619) 527-5423	\$14,059	\$14,059
May-05	Emergency Storm Drain Channel Maint. Program Project, Biological Assessment	City - Transportation	Walter Gefrom	(619) 527-5423	\$55,000	\$55,000
May-05	Emergency Storm Drain Channel Maintenance Program Project, Atkins Creek Channel Landscape	City - Transportation	Walter Gefrom	(619) 527-5423	\$600	\$600
May-05	Sunset Cliffs Natural Park Drainage Project	City - Parks & Recreation	Samir Mahamajji	(619) 236-7342	\$226,751	\$226,751
May-05	First San Diego River Improvement Project (FSDRIP)	City - Open Space Division	Tim Stanton	(760) 789-1330	\$22,000	\$10,000
Jun-05	SDCWA	Water Authority	Tim Cass	(858) 522-6600	\$1,000,000	\$169,134
Aug-05	Sorrento Creek Channel Maint. Project	City - Street Division	Mark Hosford	(619) 5277502	\$121,754	\$41,800
Aug-05	El Cuervo Biological Monitoring	City - Street Division	Mark Hosford	(619) 5277502	\$121,754	\$4,000
Aug-05	FSDRIP 2004 Maint. Assmnt Dist. Project	City - Parks & Recreation	Curt Ngai	(619) 685-1367	\$7,000	\$7,000
Aug-05	First San Diego River Improvement Project	City - Parks & Recreation	Curt Ngai	(619) 685-1367	\$24,000,000	\$9,000
Sep-05	Phase I ESA Twin Oaks Valley Road	Water Authority	Tim Cass	(858) 522-6600	\$3,965	\$3,965
Sep-05	First San Diego River Improvement Project	City - Parks & Recreation	Tim Stanton	(760) 789-1330	\$22,000	\$7,000
Nov-05	A/N Wastewater Design Services - Jamacha Sewage Pump	County - Public Works	Zinda Jimenez	(619) 874-4047	\$33,000	\$33,000
Nov-05	A/N Wastewater Design Services - Vista Del Lago Pump Station Rehab	County - Public Works	Zinda Jimenez	(619) 874-4047	\$10,000	\$10,000
Dec-05	Plan Review	Water Authority	Tim Cass	(858) 522-6600	\$1,000,000	\$15,234
Dec-05	Emergency Storm Drain Channel Maint. Program Project, As-Needed Env. Services	City - Transportation	Walter Gefrom	(619) 527-5423	\$105,300	\$105,300
Feb-06	Jamacha Siphon Sewer Bypass Project	County - Public Works	Em-Orn Wongvibosin	(858) 694-2212	Unknown	\$25,000
Mar-06	County Water Authority Wetlands Mitigation Site Planning	Water Authority	Sybil Wilson Ferrari	(858) 522-6600	\$984,000	\$984,000
Mar-06	First San Diego River Improvement Project	City - Parks & Recreation	Danny Schrotberger	(619) 533-3778	\$24,000,000	\$70,450
May-06	Sunset Cliffs Natural Park Drainage Project	City - Parks & Recreation	Paul Jacob	(619) 236-7342	\$102,306	\$102,306
Oct-06	SD County A/N Wastewater Design Svcs.	County - Public Works	Em-Orn Wongvibosin	(858) 694-2212	\$80,000	\$80,000
Nov-06	Materials Storage Facilities at Tenth Avenue Marine Terminal	San Diego Unified Port District	Ralph Hicks	(619) 686-6473	\$185,330	\$185,330
May-07	As-Needed Environmental Services	City - Water Department	Nicole McGinnis	(619) 533-4101	\$240,000	\$240,000
Jun-07	Emergency Storm Drain Channel Maintenance Program Project	City - General Services Department	Walter Gefrom	(619) 527-5423	\$6,000	\$6,000
<b>TOTAL</b>						<b>\$2,442,379</b>

## team experience

**KIMLEY-HORN & ASSOCIATES**

### **Bayfront Master Plan and EIR**

Chula Vista, CA

KHA has been retained by the City of Chula Vista and the Port of San Diego to perform traffic analyses, cost estimates and environmental support for the Chula Vista Bayfront project. Traffic analyses include the evaluation of intersections, roadway segments, and freeway segments. The study area for the project includes E Street to the north, the I-5 ramps just south of L Street to the south, Marina Parkway to the west, and 3rd Avenue to the east.

A trip generation and distribution model has been created for the project to quickly distribute and assign project traffic through the study area based on several alternative options. Creative mitigation solutions were provided and recommended at locations not meeting current standards.

KHA provided civil engineering design and technical studies, such as sewer, water, and drainage. In addition, we developed detailed project cost estimates for use in the project's financial analysis. KHA is performing the traffic analysis for the EIR document.

---

#### **Project Information**

##### **Award & Completion Dates**

2004 to 2006

##### **KHA Project Manager**

Dave Sorenson

##### **Client**

Port of San Diego  
3165 Pacific Highway, San Diego, CA 92101

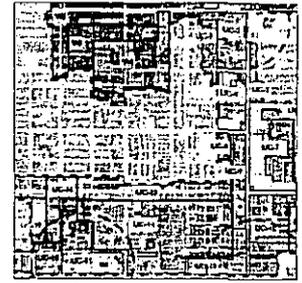
##### **Client Project Manager**

Willeen Manois | 619.686.6280

##### **Contract Value**

\$300,000





## team experience

KIMLEY-HORN & ASSOCIATES

### Transportation Study for a General Plan Update

Chula Vista, California

KHA is preparing the transportation element of the Chula Vista's General Plan Update. The update is a comprehensive review of the General Plan, with particular emphasis on transit and transportation/land use linkages.

The City of Chula Vista has two distinct areas, each with unique challenges. Eastern Chula Vista is newer and suburban in nature. Developers have and are building in master planned communities. In western Chula Vista, nearly all of the land has been developed and much of the area has a more urban development pattern. The area is well served by existing and planned transit.

One element of the plan being developed by KHA is the concept of Urban Level-of-Service (LOS). Urban LOS is being developed for portions of western Chula Vista to help accommodate development, particularly near transit service. This program will allow trip reductions based on the availability of transit service, the nature of the development, the provision of development amenities to improve transit and walkability. Urban LOS will also include the designation of Urban Arterial roadway classification. This classification recognizes the multimodal nature of urban streets and sets lower speed expectations.

#### Project Information

Award & Completion Dates: 2004 to 2006

KHA Project Manager: Dave Sorenson

#### Client

RRM Design Group,  
31831 Camino Capistrano Ste 200  
San Juan Capistrano 92675

Client Project Manager: Diane Bathgate | 949.608.4010

Contract Value: \$68,000

### Monte Verde Community

San Diego, California

KHA provided transportation engineering services in support of the Monte Verde development project. Monte Verde is a high density residential development located within the urban node of the University City Community Planning Area.

The project involved adding 1,084 residential dwelling units in four towers located at the southwest corner of La Jolla Village Drive/ Genesee Avenue. KHA evaluate the traffic impacts associated with the proposed project, evaluated the proposed parking structure, and identified improvements needed to mitigate the project's traffic impacts to the surrounding roadway system.

#### Project Information

Award & Completion Dates: 2004 to present

KHA Project Manager: Dave Sorenson

#### Client

Garden Communities,  
7689 Palmilla Dr., Ste 1102, San Diego, CA 92122

Client Project Manager: Carol Matson | 858.320.0018

Contract Value: \$4,000



000521

team experience  
KIMLEY-HORN & ASSOCIATES

PROJECT AWARDED	PROJECT NAME AND DESCRIPTION	KHA PROJECT MANAGER	AGENCY & DEPARTMENT	CONTACT PERSON	TOTAL PROJECT \$	KHA'S FEE	PROJECT COMPLETED
11/2006	<b>N. Torrey Pines Corridor Study</b> Kimley-Horn evaluated the existing roadway for possible corridor improvements along N. Torrey Pines Road. The project was located on N. Torrey Pines Road between Scripps Clinic South and the north leg of the Torrey Pines Science Park intersection. Each intersection and segment was evaluated within this study area. Based on our results, recommendations were made for improvements.	Scott Colvin	City of San Diego, Engineering & Capital Projects	Jerry McKeer 619-533-3744		\$14,000	
6/2006	<b>Mission Bay Drive Retiming</b> Kimley-Horn is providing traffic signal timing coordination plans for the Mission Bay Drive corridor in the Pacific Beach community within the City. Key project tasks include: evaluating existing conditions, determining optimum cycle length and best type of signal operation, traffic responsive coordination, isolated or arterial, based on travel times, delays and stops, proposing optimum timing plans for the AM, Midday, and PM peak periods, developing signal-timing plans with optimum splits and offsets, providing adjustment recommendations, evaluating after retiming conditions, providing a final report of collected data and timing recommendations; and coordinating with the City computer equipment and QuickNet supplier and review the signal timing to assure that the complete signal system functions appropriately in synchronizing traffic flows.	Jon Collins	City of San Diego	Ahmed Aburahmah 619-533-3141	\$25,000	\$24,000	
5/2006	<b>Santa Maria Creek Arroyo Toad Monitoring Project</b>	Scott Barker	City of San Diego Dept. of Public Works	Esther Daigneault 858-874-4107	\$14,689	\$14,699	
12/2005	<b>Reactivation of Signal Systems</b> Kimley-Horn provided traffic signal timing recommendations for four areas of San Diego County (a total of 29 intersections).	Jon Collins	County of San Diego Traffic Engineering Dept.	Carl Hickman 858-874-4155	\$68,000	\$72,000	4/2006
11/2005	<b>On-Call Traffic Engineering</b> Kimley-Horn was selected to provide on-call traffic services. Provided mapping of the Port's existing rail lines at the 10th Avenue Marine Terminal and the National City Marine Terminal. (4/20-5/10 \$8,000)	Jon Collins	Port of San Diego Engineering Dept.	Steve Austin 619-686-6251	\$20,000	\$20,000	
5/2005	<b>San Ysidro Pilot Village</b>	Sam McWhorter	City of San Diego, Planning Dept.	Sivash Pazargadi 619-236-6608	\$42,715	\$60,000	
3/2005	<b>Tijuana River Valley Park Trails and Habitat Enhancement Project EIR</b> This project involves the creation of a formal recreational trail network and habitat restoration area within a 1,800-acre regional park, located in the southwestern portion of San Diego County. Although the project is located within the borders of the City of San Diego, the lead agency for the EIR is the County of San Diego, the owner and operator of the regional park.	Scott Barker	County of San Diego Dept. of Public Works	Esther Daigneault 858-874-4107	\$250,000	\$200,000	
2/2005	<b>Environmental On-Call</b> Kimley-Horn is providing a full range of on-call environmental services to the County of San Diego. Services include a Preliminary Site Assessment, CEQA/NEPA compliance, hydrology, noise and vibrations analysis, traffic engineering, airport planning, biological investigations, and permitting services.		County of San Diego	Esther Daigneault 858-874-4107	\$250,000	\$175,000	On-going
12/2004	<b>South Bay Reclaimed Water Study</b>		City of San Diego, Water Department	Fabiola Amarillas 619-533-5437	\$67,149	\$67,149	
9/2004	<b>Environmental On-Call</b> Kimley-Horn provided a full range of on-call environmental services to the County of San Diego.		County of San Diego	Esther Daigneault 858-874-4107	\$250,000	\$150,000	



## team experience

BRIAN F. SMITH & ASSOCIATES

### Spring Canyon Project

San Diego County

Brian F. Smith and Associates was tasked to conducted the full range of investigations in this area—pedestrian survey, NRHP/CEQA significance evaluation, data recovery, and monitoring of cultural resources. The monitoring was related to a slope stabilization project that occurred adjacent to known resources. The survey, significance evaluation of three sites, and data recovery of one site were associated with the proposed biological mitigation of a section of the drainage in Spring Canyon.

All undertakings were associated with the San Diego Sector Border Barrier Infrastructure System Project. Agencies involved: US Border Patrol; US Army Corp of Engineers, Fort Worth District. Point of Contact at USACE was Patience E. Patterson.

#### Project Information

Award & Completion Dates: 2000 - 2004

BFSA Project Manager: Johnna Buysee

Client: Army Corps of Engineers

Client Project Manager

Patience Patterson | 817.886.1723

Contract Value: \$27,000

### Big Stone Lodge

Poway, California

#### Historic Preservation Program

Conduct historic research to characterize the historic significance of the structures and make recommendations for preservation.

#### *"Historic Evaluation of Big Stone Lodge."*

This project involved substantial historic research to identify the architect, builder, previous owners and operators, and function of the various elements of the Big Stone phenomena in Poway, California through time. This included recommendations for restoration and alternate use of the buildings recently purchased by the City of Poway, California.

The report recommended that a California Historic District be applied for that would include the lodge buildings and other associated features. A draft report for this project has been submitted to the City of Poway redevelopment Agency and a meeting is scheduled to identify our role in the restoration program.

#### Project Information

Award & Completion Dates: Current

BFSA Project Manager: Larry Pierson

Client

City of Poway, Redevelopment Agency  
13325 Civic Center Drive  
Poway, California 92064

Client Project Manager

David Narevsky | 817.668.4548

Contract Value: \$64,000



## team experience

BRIAN F. SMITH & ASSOCIATES

### Cultural Resource Study of the 4S Ranch

San Diego County

4S Ranch project is one of the largest land development ventures in the north county area. BFSA began work on the 4S Ranch in 1980, which included the intense archaeological survey of the 3,600-acre property. This survey identified 170 archaeological sites.

Since 1980, eight additional studies have been conducted on the 4S Ranch, including a testing program to determine the significance of the 170 archaeological sites and assess the potential impacts of the proposed development of the property. *The final survey and testing report for the 4S Ranch encompassed a ten volume, 5,000 page document that became a technical appendix for the 4S Ranch EIR which was accepted by the County in 1998.*

As part of the 4S Ranch archaeological program, a *master Cultural Resource Management Plan (CRMP)* was developed in concert with the County and in compliance with CEQA. The CRMP was designed for the management of all of the cultural resources within the ranch property. As part of the CRMP, over 80 sites of various levels of importance were preserved in open space.

For the sites of significance within the development envelope, a master research design was prepared to outline the relevant research objectives of future excavations, the range of special studies needed to complete the research, and the size of excavations for data recovery programs to achieve the mitigation of impacts. The data recovery program under way at the 4S Ranch is one of the largest such programs ever undertaken in San Diego County.

### Project Information

Award & Completion Dates: 2000 - 2004

#### BFSA Project Manager(s)

Brian F. Smith

Johnna Buysee

Larry Pierson

#### Client

4S Kelwood

10815 Rancho Bernardo Road, Suite 310

San Diego, California 92127

#### Client Project Manager

Mike Rust | 858.674.1300

Contract Value: \$1,200,000

team experience  
**BRIAN F. SMITH & ASSOCIATES**

DATE	PROJECT NAME	AGENCY & DEPARTMENT	CONTACT PERSON	PHONE	BFSA Project Manager	CONTRACT VALUE
Feb-07	Archaeological Monitoring Report, Construction of Vantage Pointe	Pointe of View Condominiums	E.G. (Ted) Wyatt, Sr. V.P.	619-237-2711	Johnna Buysee	\$120,000
Mar-07	Phase I Archaeological Assessment of the Wharf Project	Point Loma Marina, LLC	Tom Driscoll	619-226-2500	Larry Pierson	\$5,000
Nov-05	Historical Significance Evaluation of the Roseman-Delgado Residence	Design Associates	Anthony A. Ciani	858-454-7141	Larry Pierson	\$5,000
Jun-05	Archaeological Survey and Cultural Resources Evaluation for the Otay Hills Quarry Project	EnviroMINE		(619) 527-5423	Brian Smith	\$40,000
Dec-05	Historical Evaluation of the Workman Hotel	Workman Hotel, Ltd.	Mark Peterson	(619) 239-2488	Larry Pierson	\$18,000
Nov-05	Archaeological/Historical Survey & Evaluation of Resources at the Rio Walk Project	The Olson Company	Kristen Keipert	(858) 450-1961	Larry Pierson	\$20,000
Mar-06	Collections Management Plan for the Mark Project	Douglas Wilson Companies		(619) 641-1141	Johnna Buysee	\$189,000
May-06	Mitigation Monitoring Report for the Smart Corner Project	Lankford & Associates	Mary Pampuch, Ex. V.P.	(619) 702-5655	Johnna Buysee	\$85,000
Mar-07	Mitigation and Monitoring Report for the Aperture Project	CCDC			Brian Smith	
Jan-07	Archaeological Survey and Significance Evaluation for the Castle Creek Condominiums Project	San Diego County, Dept. of Planning & Land Use, Regulatory Planning			Brian Smith	
Mar-07	Phase I Archaeological Assessment of the Carlsbad Boat Club Project	City of Carlsbad			Richard Greene	
Mar-07	Phase I and II Archaeological Assessment for the Oak Tree Ranch Phase 3 Project	San Diego County, Dept. of Planning & Land Use			Brian Smith	
Apr-07	Archaeological Study for the Chula Vista International Raceway Project	Chula Vista Environmental Department			Brian Smith	
May-07	Kumeyazay Interpretive Center, Archaeological Monitoring Results	City of Poway			Larry Pierson	
Dec-05	Results of an Archaeological Survey for the Target EIR Project	City of Vista/San Diego County			Seth Rosenberg	
Apr-05	Archaeological Survey for the Pala Mesa Resort Project SPA 03-005	County of San Diego			Seth Rosenberg	
May-05	Cultural Resource Study for St. Vincent DePaul Children's Village Project	San Diego County			Larry Pierson	
Jun-05	Results of Archaeological Monitoring at Sewer Pump Station 19 Replacement	Orion Construction Corporation			Larry Pierson	
Jun-05	Archaeological Survey & Significance Evaluation of Site SD1-15; 889 for the Breanna Estates II Project	Cass Construction			Larry Pierson	
Jun-05	Archaeological Report for the Mitigation and Monitoring Program at the Siempre Viva Project	Murphy Development CO.			Brian Smith	
Nov-05	Mitigation Monitoring Report for the Alta Project	CCDC			Johnna Buysee	
Nov-07	Archaeological Resource Report Form Mitigation Monitoring of the Beth El Sanctuary Project	Congregation Beth El, City of San Diego Mitigation Monitoring Coord.			Brian Smith	
Apr-07	Archaeological Assessment for the High Tech High Shula Vista Project	San Diego County			Brian Smith	
Jan-07	Archaeological Resource Report Form: Mitigation Monitoring of the Bernardo Terrace Corporate Center Project	San Diego Development Services Dept. Mitigation Monitoring Coord.			Larry Pierson	
Jan-07	Mitigation Monitoring Report for the Metrowork Project	CCDC			Larry Pierson	
Jan-07	Mitigation Monitoring Report for the Aria Project	CCDC			Brian Smith	
Feb-07	Results of Archaeological Monitoring at the Adas Project	San Diego Development Services Dept. Mitigation Monitoring Coord.			Larry Pierson	

000525

SECTION SIX additional information

**PROPOSER'S REFERENCES**

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past three (3) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

**REFERENCES**

**Company Name:** Rialto Redevelopment Agency      **Contact Name:** John Dutrey

**Address:** 131 South Riverside Avenue,  
Rialto, CA 92376

**Phone Number:** (909) 879-1151

**Fax Number:** (909) 875-5467

**Dollar Value of Contract:** \$ 186,884      **Contract Dates:** January 2007 - Current

**Requirements of Contract:** MIG is working with the Redevelopment Agency, City Council,  
and Rialto residents and stakeholders to develop a Vision and Strategic Plan to help  
rebuild the identity and importance of Downtown Rialto

**Company Name:** City of Richmond      **Contact Name:** Richard Mitchell

**Address:** 1401 Marina Way South  
Richmond, CA 94804

**Phone Number:** (510) 620-6706

**Fax Number:** (510) 620-6858

**Dollar Value of Contract:** \$ 1,558,000      **Contract Dates:** January 2006 to Current

**Requirements of Contract:** MIG is leading the City's two-year General Plan Update which  
includes transportation, land use, and housing elements as well as education element,  
an industry element, and a health element.

**Company Name:** San Jose Redevelopment Agency      **Contact Name:** Kip Harkness

**Address:** 200 E. Santa Clara, 14th Floor  
San Jose, CA 95113

**Phone Number:** (408) 794-1142

**Fax Number:** (408) 292.6755

**Dollar Value of Contract:** \$ 750,000      **Contract Dates:** 2001 to 2004

**Requirements of Contract:** MIG led six San Jose Strong Neighborhoods Initiative (SNI) projects  
A strategic action plan and design improvements for each area were developed with  
Neighborhood Advisory Committees composed of neighborhood residents and business  
and property owners

### PROPOSER'S REFERENCES

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past three (3) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

#### REFERENCES

Company Name: Environmental Health Coalition Contact Name: Tony LoPresti

Address: 401 Mile of Cars Way, Suite 310 Phone Number: 619-474-0220  
National City, CA 91950 Fax Number: 619-474-1210

Dollar Value of Contract: \$ 15,000 Contract Dates: 11/05 to 07/06

Requirements of Contract: Work with community/neighborhood to prepare a land use and circulation vision for the community that was environmentally justified. Plan was prepared as an alternative to City-prepared plan and became basis for final land use plan.

Company Name: San Diego Planning Department Contact Name: Mary Wright

Address: 202 C St., MS 4A Phone Number: 619-533-4528  
San Diego, CA 92101 Fax Number: 619-236-6478

Dollar Value of Contract: \$ 50,000 Contract Dates: 12/03 to 06/04

Requirements of Contract: Barrio Logan. ELP was key member of a team that prepared a new land use vision for the Barrio. Vision has become the basis for continuing refinement for the land use plan for the neighborhood.

Company Name: San Diego Park & Rec. Dept. Contact Name: Sandra Teasley

Address: 1222 1st Ave., MS 301 Phone Number: 619-446-5271  
San Diego, CA 92101 Fax Number: 619-446-5050

Dollar Value of Contract: \$ 225,000 Contract Dates: 10/99 to 12/04

Requirements of Contract: Preparation of the Balboa Park Master Plan and Central Mesa Precise Plan amendments necessary to accommodate the proposed San Diego Zoo expansion.

### PROPOSER'S REFERENCES

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past three (3) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

#### REFERENCES

**Company Name:** San Diego Eng. & Capital Proj Dept **Contact Name:** Brad Johnson

**Address:** 1010 Second Street, 8th Floor **Phone Number:** (619) 533-3770  
San Diego, CA 92101

**Fax Number:** (619) 533-4736

**Dollar Value of Contract:** \$ 324,578 **Contract Dates:** 2003 to present

**Requirements of Contract:** Habitat mitigation for State Route 56.

Included noise monitoring for least Bell's vireo during project construction

**Company Name:** Unified Port of San Diego **Contact Name:** John Helmer

**Address:** 3165 Pacific Highway **Phone Number:** (619) 686-6468  
San Diego, CA 92101

**Fax Number:** (619) 686-6565

**Dollar Value of Contract:** \$ 212,000 **Contract Dates:** 2001

**Requirements of Contract:** Prepared large scale EIR for Port Master Plan

Amendment for a series of land use changes and infrastructure improvements.

The project required extensive community and inter-agency coordination.

**Company Name:** San Diego State University **Contact Name:** Tony Fulton

**Address:** 5500 Campanile Drive **Phone Number:** (619) 594-5224  
San Diego, CA 92182

**Fax Number:** (619) 594-4500

**Dollar Value of Contract:** \$ 628,474 **Contract Dates:** 1999/2000/2005/2007

**Requirements of Contract:** Preparation of noise impact analyses

### PROPOSER'S REFERENCES

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past three (3) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

#### REFERENCES

**Company Name:** RRM Design Group **Contact Name:** Diane Bathgate  
**Address:** 31831 Camino Capistrano, Suite 200 **Phone Number:** (949) 608-4010  
San Juan Capistrano, CA 92675 **Fax Number:** \_\_\_\_\_  
**Dollar Value of Contract:** \$ 68,000 **Contract Dates:** 2004-2006  
**Requirements of Contract:** Kimley-Horn is preparing the transportation element  
of the City of Chula Vista's General Plan Update

**Company Name:** Port of San Diego **Contact Name:** Willeen Manois  
**Address:** 3165 Pacific Highway **Phone Number:** (619) 686-6280  
San Diego, CA 92101 **Fax Number:** \_\_\_\_\_  
**Dollar Value of Contract:** \$ 300,000 **Contract Dates:** 2004-2006  
**Requirements of Contract:** traffic analyses, cost estimates and environmental  
support for the Chula Vista Bayfront project

**Company Name:** Garden Communities **Contact Name:** Carol Matson  
**Address:** 7689 Palmilla Drive, Suite 1102 **Phone Number:** (858) 320-0018  
San Diego, CA 92122 **Fax Number:** \_\_\_\_\_  
**Dollar Value of Contract:** \$ 4,000 **Contract Dates:** 2004-Present  
**Requirements of Contract:** transportation engineering services in support of the  
Monte Verde development project.

### PROPOSER'S REFERENCES

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past three (3) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

#### REFERENCES

Company Name: City of Poway Contact Name: David Narevsky  
 Address: 13325 Civic Center Drive, Building A Phone Number: 858-668-4548  
Poway, CA 92074 Fax Number: (858) 668-1207  
 Dollar Value of Contract: \$ 64,000 Contract Dates: Current  
 Requirements of Contract: Historical evaluation of Big Stone Lodge

Company Name: Kelwood Development Company Contact Name: Mike Rust  
 Address: 10815 Rancho Bernardo Rd, Suite 310 Phone Number: 619-674-1300  
San Diego, California 92127 Fax Number: \_\_\_\_\_  
 Dollar Value of Contract: \$ 1,200,000 Contract Dates: 2007  
 Requirements of Contract: Cultural Resource Study of the 4S Ranch

Company Name: US Army Corps of Engineers Contact Name: Patience Patterson  
 Address: US Army Corps of Engineers, Texas Phone Number: 817-886-1723  
 Fax Number: \_\_\_\_\_  
 Dollar Value of Contract: \$ 27,000 Contract Dates: 2000-2004  
 Requirements of Contract: survey, significance evaluation of three sites,  
and data recovery of one site in Spring Canyon

### PROPOSER'S STATEMENT OF SUBCONTRACTORS

The Proposer is **required** to state below all subcontractors to be used in the performance of the proposed contract, and what portion of work will be assigned to each Subcontractor. Failure to provide details of Subcontractors may be grounds for rejection of proposal. NOTE: Add additional pages if necessary.

Company Name: Estrada Land Planning Contact Name: Vicki Estrada

Address: 755 Broadway Circle, Suite 300 Phone Number: 619-236-0143

San Diego, CA 92101 Fax Number: 619-236-0578

Dollar amount of sub-contract: \$109,940 Contract Dates: Tentative: 11/07

Contractor's License #: n/a

Requirements of contract: Public participation support

What portion of work will be assigned to this subcontractor: 13.9%

Company Name: Dudek Environmental Contact Name: June Collins

Address: 605 Third Street Phone Number: 760-942-5147

Encinitas, CA 92024 Fax Number: 760-632-0164

Dollar amount of sub-contract: \$ 46,078 Contract Dates: Tentative: 11/07

Contractor's License #: n/a

Requirements of contract: Environmental analysis for hazardous materials and noise

What portion of work will be assigned to this subcontractor: 5.8%

Company Name: Kimley-Horn & Associates, Inc. Contact Name: Dave Sorenson

Address: 517 Fourth Avenue, Suite 301 Phone Number: 619-234-9411

San Diego, CA 92101 Fax Number: 619-234-9433

Dollar amount of sub-contract: \$ 151,000 Contract Dates: Tentative: 11/07 to 03/10

Contractor's License #: n/a

Requirements of contract: Mobility analysis and traffic study

What portion of work will be assigned to this subcontractor: 19.1%

PROPOSER'S STATEMENT OF SUBCONTRACTORS

The Proposer is required to state below all subcontractors to be used in the performance of the proposed contract, and what portion of work will be assigned to each Subcontractor. Failure to provide details of Subcontractors may be grounds for rejection of proposal. NOTE: Add additional pages if necessary.

Company Name: Brian F. Smith & Associates Contact Name: Brian Smith

Address: 14010 Poway Road, Suite A Phone Number: 858-679-8218

Poway, CA 92064 Fax Number: 858-679-9896

Dollar amount of sub-contract: \$ 35,300 Contract Dates: Tentative: 11/07 to 03/10

Contractor's License #: n/a

Requirements of contract: Cultural resources investigations. Historical resources & Arch. study

What portion of work will be assigned to this subcontractor: 4.5%

Company Name: Contact Name:

Address: Phone Number:

Fax Number:

Dollar amount of sub-contract: \$ Contract Dates:

Contractor's License #:

Requirements of contract:

What portion of work will be assigned to this subcontractor:

Company Name: Contact Name:

Address: Phone Number:

Fax Number:

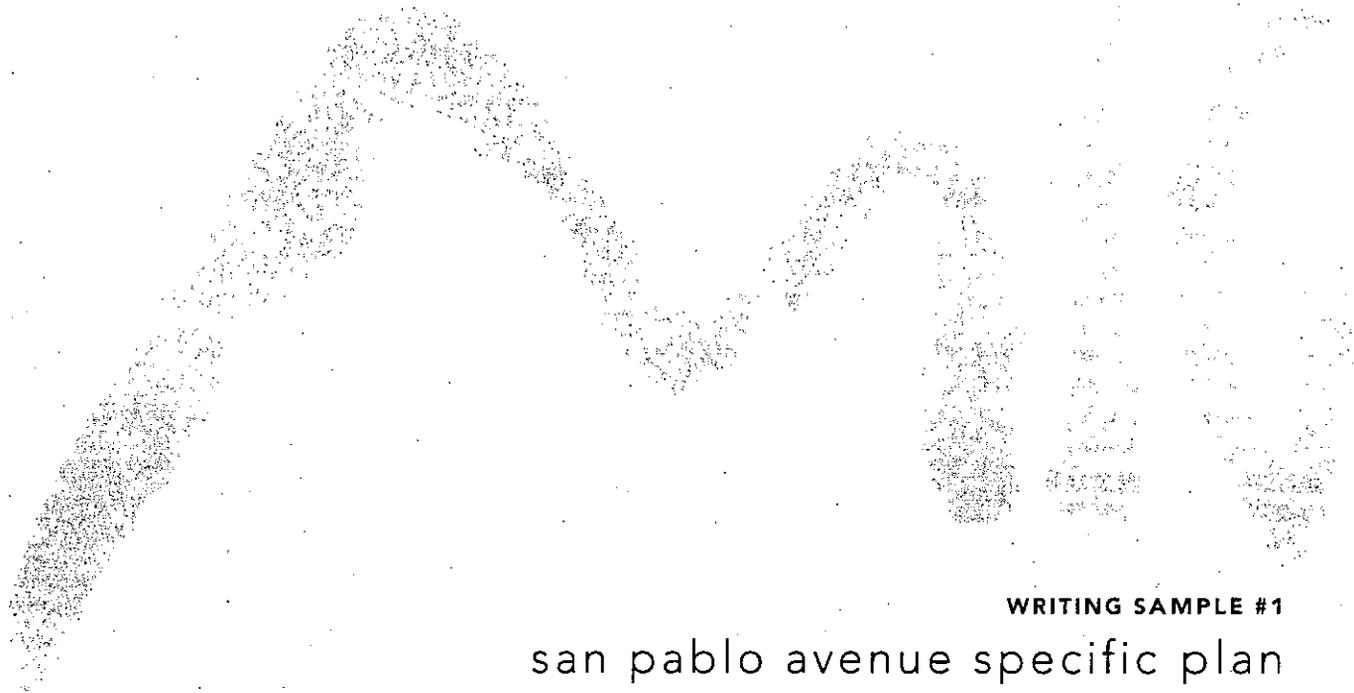
Dollar amount of sub-contract: \$ Contract Dates:

Contractor's License #:

Requirements of contract:

What portion of work will be assigned to this subcontractor:

000533



**WRITING SAMPLE #1**

san pablo avenue specific plan  
existing conditions report

### 3 COMMUNITY DESIGN AND CHARACTER

This chapter examines the physical, on-the-ground characteristics of the San Pablo Avenue Planning Area. Specifically, the chapter analyzes various components of the public and private realms, and identifies existing assets, character-defining elements and opportunities for design improvements. The information from the analysis provides a base for guiding the design of new development along the Avenue.

#### 3.1 KEY FINDINGS

---

- Irregular block size and street grid configuration are significant inhibitors to safe and efficient pedestrian crossings and circulation,
- The changing scale of the buildings creates variety in the pedestrian experience.
- There is a poor building edge along the street due to the prominence of parking lots, land uses that typically set buildings off the street and require significant amounts of un-built land, and various grid patterns characterized by frequent streets, particularly along the west edge. A weak building edge can negatively affect the quality of the pedestrian experience,
- As pedestrians travel the Avenue, the south end, particularly along the eastern side, provides a much richer experience as influenced by building entries and transparency. The quality of the pedestrian environment declines north of Moeser Avenue, though minor nodes of pedestrian friendly building facades exist along some older commercial buildings between Carlos Avenue and Potrero Avenue,
- The entire range of unfriendly building edges is represented along San Pablo Avenue and, overall, the vast majority of the building edges are unfriendly. Opportunities to enhance the pedestrian edges should be maximized to encourage pedestrian activity and safety along the Avenue.
- The former Albertson's site, the Del Norte BART station parking lots, and the Target parking lot are significant opportunity sites. Smaller opportunity sites exist throughout the corridor but will likely require parcel assembly.
- San Pablo Avenue has many community amenities along its length or in close proximity; capitalizing on the concentration of amenities, enhancing connections to them, and building on the synergy of new civic projects should be pursued.
- Connections to important destinations within the civic nodes should be established and enhanced to ensure access from adjacent neighborhoods.

## 3.2 PREVIOUS URBAN DESIGN PLANS

---

### 3.2.1 Olson Company Del Norte BART Redevelopment Plan

In 2006, the Olson Company completed a redevelopment plan for the Del Norte BART station area in support of its planned development (see Figure 3.1). The plan has a 10-year horizon date with development in the first five years occurring on the BART surface parking lots and underutilized parcels along San Pablo Avenue. The second five-year phase of development primarily targets the Del Norte Market site across from the BART parking lot.

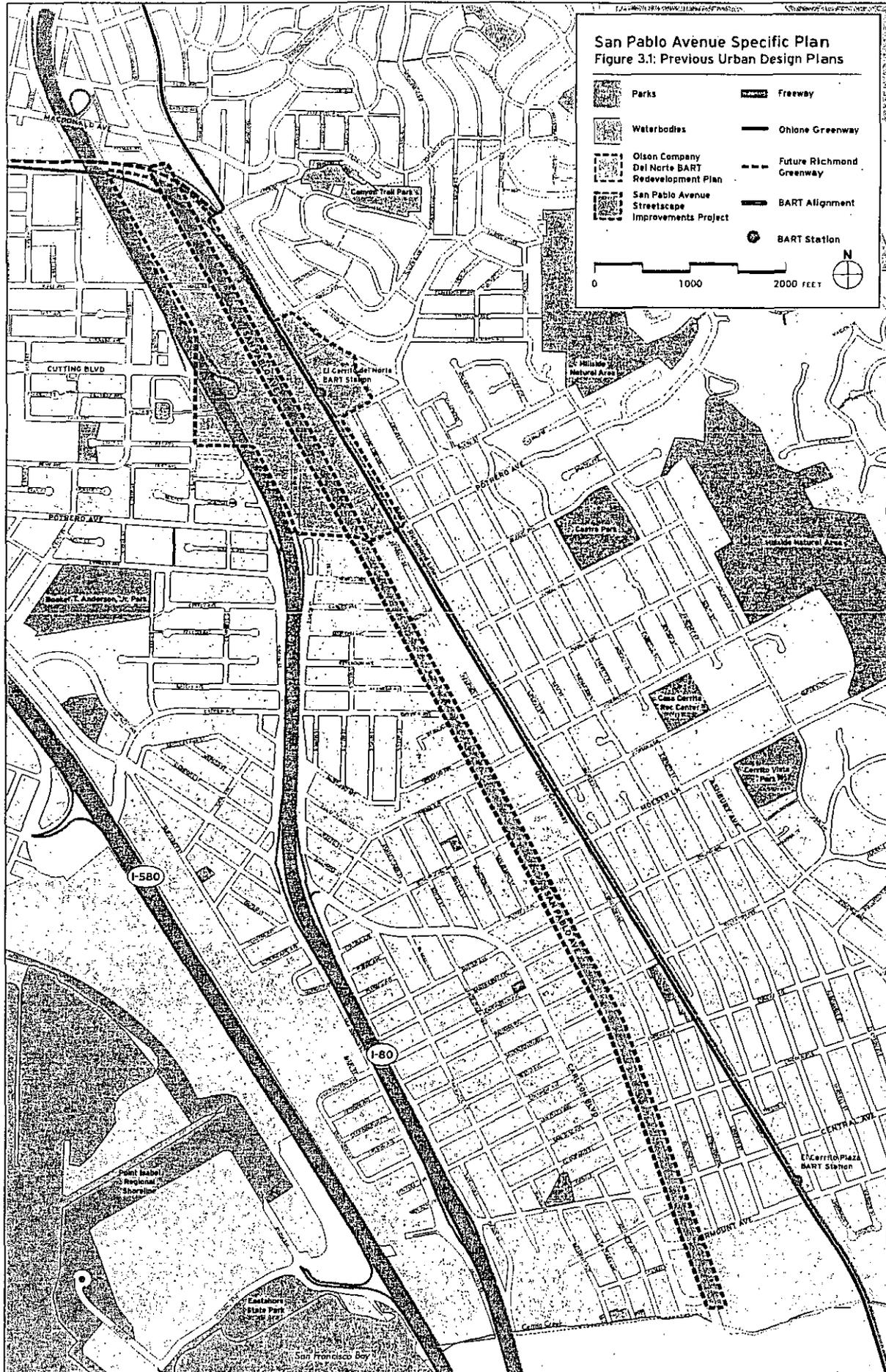
The first five-year phase of the conceptual plan reconfigures the freeway on-ramp/off-ramp system to be a full interchange at Cutting Boulevard to replace the existing split interchange at Eastshore Boulevard and Cutting Boulevard. The plan includes a direct connection between San Pablo Avenue and the Del Norte BART station through new development and improvements. BART's existing parking structure is to be expanded in the plan to accommodate surface parking spaces that would be displaced by the new development.

The Olson Company's project, a housing development is planned for construction in the first five years the proposal includes 58 medium density residential units. Other new development proposed in the plan includes high-density mixed-use (retail and residential) and structured parking. The plan shows the project's development intensity transitioning from high to medium as it approaches existing single-family neighborhoods.

The second five-year phase of the conceptual plan redesigns the Del Norte Market plaza with new mixed-use (retail and office) buildings and a continuation of the pedestrian connection from the BART station to a new parking structure along the freeway. New open space and streetscape amenities in the 10-year plan include a new open space along Eastshore Boulevard and continuous street trees throughout the planning area. The final concept shows additional infill development with high-density, mixed-use buildings and structured parking.

### 3.2.2 The San Pablo Avenue Improvements Project

The San Pablo Avenue Improvements Project was initiated by the City of El Cerrito to enhance the public realm on the El Cerrito sections of the Avenue between El Cerrito Plaza and Baxter Creek (see Figure 3.1). The project produced recommendations that included Rapid Transit Bus stop improvements, new street and median landscaping, bulbouts at intersections, and special paving at crosswalks. The recommendations also include design improvements for sidewalks to provide adequate room for pedestrian access, building spill-out uses and street edge elements.



### 3.3 BLOCK ANALYSIS

---

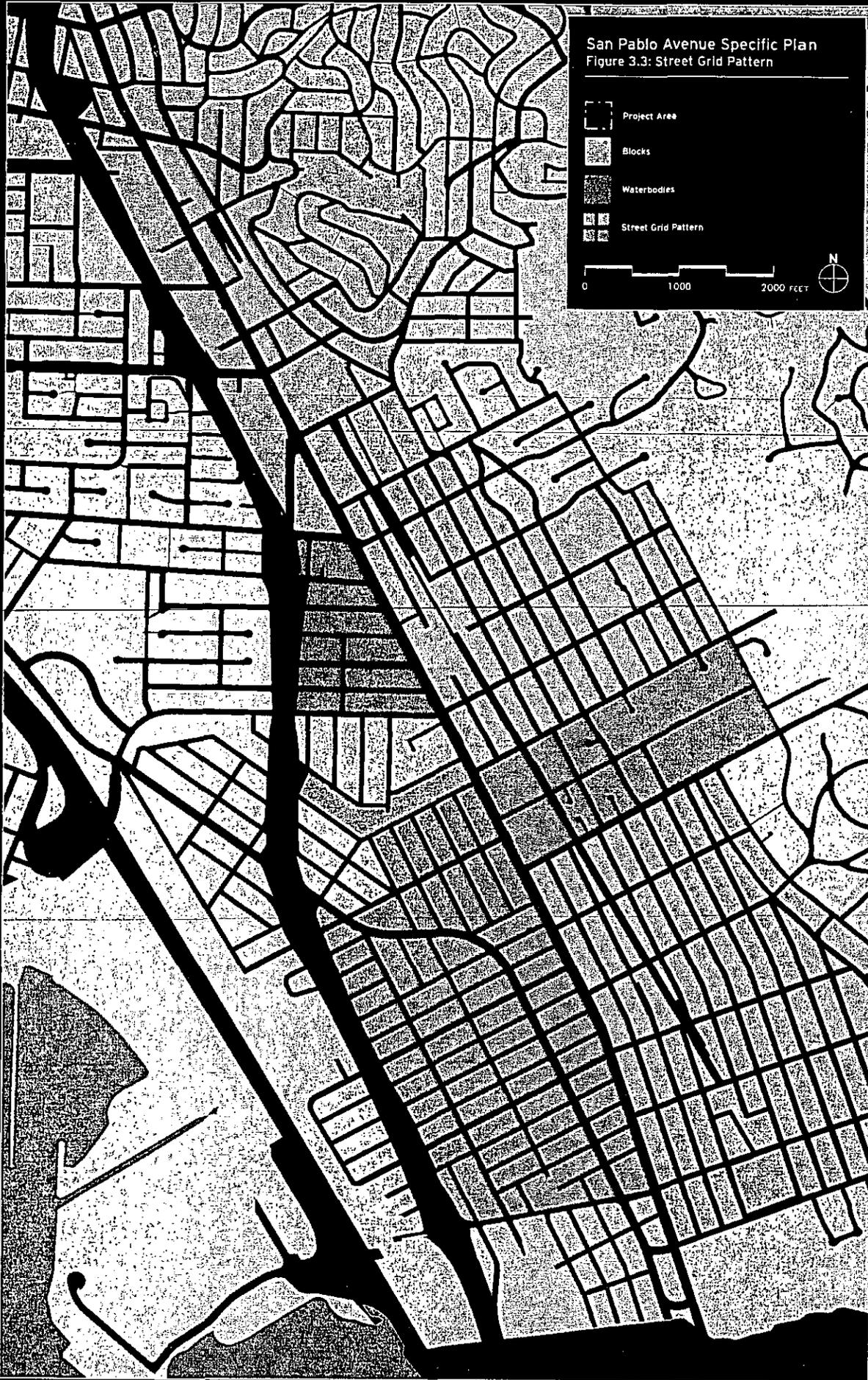
The Planning Area is characterized by a variety of street grid patterns that intersect along San Pablo Avenue and create irregular block and street grid configurations (see Figures 3.2 and 3.3). The grids to the east and west of San Pablo Avenue fail to align across the Avenue. The incongruence produced by this mismatched pattern significantly constrains pedestrian crossings. For example, the southwestern grid is characterized by east-west oriented blocks and the southeastern grid has north-south oriented blocks; only four intersections between Carlson Boulevard and Sutter Avenue provide a four-way intersection for pedestrians.

The unusual street grid pattern has also produced irregularly sized and shaped blocks. This is especially obvious at the BART stations and where streets meet San Pablo Avenue at diagonals. The distinctly shaped blocks can be inefficient or infeasible for site development or redevelopment. However, they also provide the opportunity for landmark buildings and development that is designed to respond directly to the block context.

The north end of San Pablo Avenue is characterized by a distinctly suburban street pattern; this pattern is related to the topography and residential nature of the neighborhoods to the northeast. Large blocks and few connections to adjacent neighborhoods are typical of the west side of San Pablo Avenue in this area. The eastern side is also disconnected and constrained by Interstate 80 and its associated infrastructure of off- and on-ramps.

The opportunity exists to rethink the street and block pattern of this area to make it safer, more walkable and more connected to the surrounding area. Design solutions should be explored that enhance San Pablo Avenue's role as a seam and not a barrier between neighborhoods on either side. T-junctions are quite common along the corridor and present opportunities for pedestrian crossings and amenities due to the lower levels of traffic using the intersection. New connections should break down the "superblocks" and provide access within and between residential neighborhoods.





### 3.4 FIGURE GROUND ANALYSIS

---

The figure ground diagram (Figure 3.4) illustrates the buildings in the Planning Area in plan view to better understand the scale of development and the continuity of the building edge. These two measures of urban design analysis have significant effects on the quality of the pedestrian environment and provide clues for design solutions. While a building edge that is completely flush with the sidewalk is not necessary or even desirable in every instance to create a vibrant public realm, a strong edge serves to enclose wide streets and bring activity closer to pedestrians. A weak building edge can negatively affect the quality of the pedestrian experience. This is the case along many portions of San Pablo Avenue, where the sidewalk functions as a narrow pedestrian refuge between the fast-moving traffic on the street and the auto-oriented uses, parking lots and car entryways.

The scale of development along the street varies significantly from very fine-grained to very coarse-grained; this contributes to the eclectic nature of San Pablo Avenue and the variation in character that can be experienced traveling along the corridor.

Newer development is often very large in scale, set back off of the street and surrounded by parking lots. This type of development is characteristic of "big box" stores and shopping plazas. Examples include El Cerrito Plaza, Home Depot, Target and Safeway. The coarse-grain of large-scale developments is more visible in the north section of the Planning Area around the Del Norte BART station. The proximity to the BART station suggests that a more efficient use of the parking lots is warranted and opportunities for shared and structured parking should be explored.

Medium-scale development typically found closer to the street with minimal setbacks and only a small parking lot in front or to the side of the building. The smaller strip centers, such as Jayvee Center, some of the liquor stores, and the civic buildings along San Pablo Avenue are examples of medium-scale development. This scale can be seen throughout the Planning Area but is mostly found in the southern and middle parts of the corridor.

There are three types of small-scale development within the corridor: commercial buildings with minimal setbacks; small buildings, often set back far from street for commercial uses surrounded by drive-ways, vehicle drive-throughs and parking lots; and older single-family homes. Small-scale development characterizes much of the southern end of San Pablo Avenue.

The variety in the built environment brings a distinct character to the street experience. However, there is no uniformity along its length. While a range of building scale is sometimes an asset because it allows for variety in the pedestrian experience, it can also result in discontinuity and fragmentation.

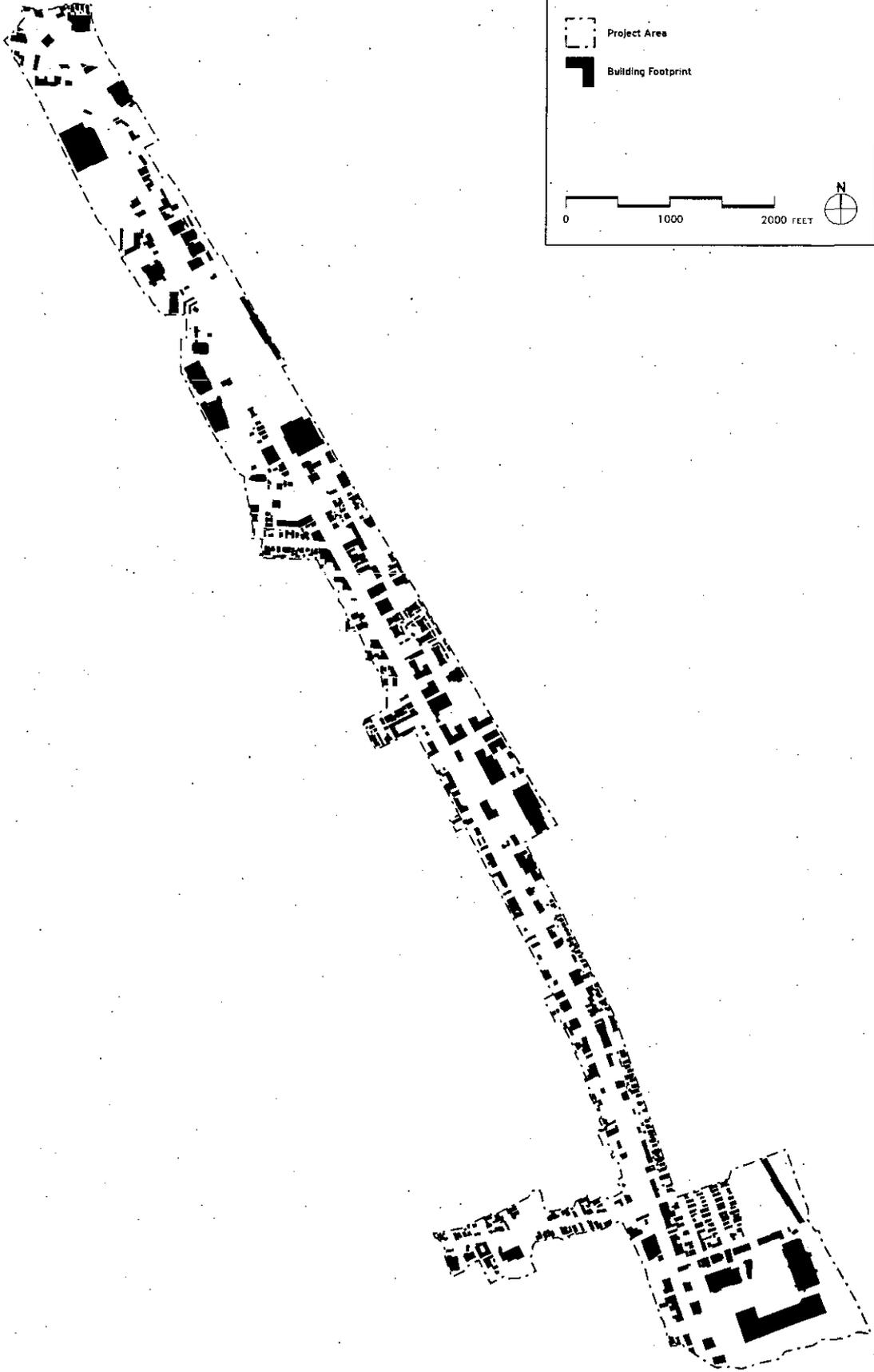
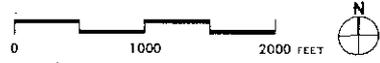
The continuity of the building edge varies along the corridor; the edge is most consistent around Central Avenue to the south, inconsistent in the middle, and least consistent in the north. There is a poor building edge along the street due to the prominence of parking lots, land uses that typically set buildings off the street and require significant amounts of un-built land, and various grid patterns characterized by frequent streets, particularly along the west edge.

Given the range of scale along the corridor, a blanket approach to the design of the private realm would not be appropriate. For example, all new development does not need to be small-scale and fine-grained or flush with the sidewalks. There are opportunities to think and design new development creatively and in keeping with the diverse nature of the corridor.

000541

San Pablo Avenue Specific Plan  
Figure 3.4: Building Figure Ground

- Project Area
- Building Footprint



## 3.5 PEDESTRIAN ENVIRONMENT

---

### 3.5.1 Primary Pedestrian Entries

Pedestrian entries are strongly correlated with the quality of the built environment, the edge conditions of privately-owned land, and the public realm (see Figure 3.5). Entries are also key with respect to the overall “transparency” of the built environment; transparency allows pedestrians to view the people and uses inside buildings, perceptually extending the pedestrian environment and adding interest to the walking experience.

Multiple pedestrian entries are characteristic of fine-grained, small-scale retail/commercial uses as well as strip center developments with many small retail stores. As a result, the pattern of entries must be understood in relation to setbacks and the location of buildings along the corridor. The small-scale commercial uses on San Pablo Avenue tend to be pedestrian-oriented buildings that have minimal setbacks and small footprints. They are often times older buildings.

The prominence of primary pedestrian entries is most visible in the south of the corridor around the El Cerrito Theater, providing frequent opportunities for pedestrians to engage with building uses and users. Strip center developments along the corridor are setback typically 60 feet or more from the public sidewalk. Building entries are typically located on private sidewalks that run along the building. Primary pedestrian entries in the strip centers, while numerous, are often too far setback off of San Pablo Avenue to have any meaningful effect on the pedestrian environment. Strip center developments are located throughout the corridor. However, there is a particular concentration of them in the middle section.

As pedestrians travel the corridor, the south end, particularly along the eastern side, provides a much richer experience as influenced by building entries and transparency. The quality of the pedestrian environment declines north of Moeser Avenue, though minor nodes of pedestrian-friendly building facades exist along some older commercial buildings between Carlos Avenue and Potrero Avenue. The north end of the Planning Area has few pedestrian entries off of San Pablo Avenue due to the scale, type and age of development. Large-scale, auto-oriented projects and more recent development tend to have single entries located off of parking lots and not the street.

New development should be designed to contribute to the pedestrian environment with multiple entries off of the sidewalk to commercial and residential uses. The relationships between active building edges, setbacks, privacy, access and parking must be critically examined to produce high quality buildings that contribute to the public realm.

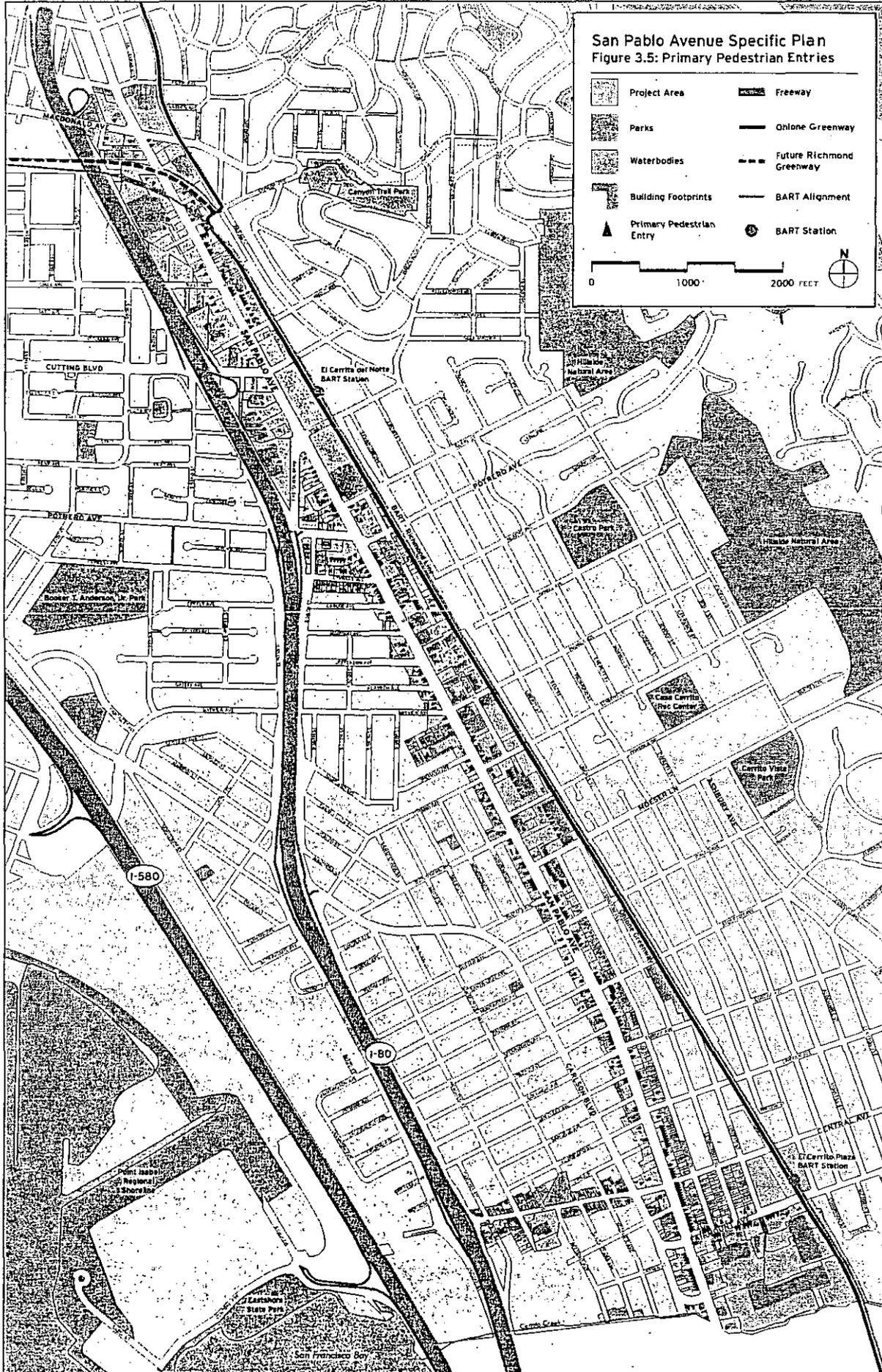
### 3.5.2 Pedestrian Unfriendly Edges

Pedestrian unfriendly edges are determined by the presence of elements that do not contribute to the pedestrian environment, such as blank walls and building facades, parking lots and drive-throughs, and tall fences and vacant lots. Pedestrian edges vary in their level of “unfriendliness.” For example, a building facade with no windows is not nearly as unfriendly as a chain link fence with razor wire along the top. The entire spectrum of unfriendly building edges is represented along San Pablo Avenue and overall, the vast majority of the building edges are unfriendly (see Figure 3.6).

In general, the southern end of the corridor has fewer pedestrian unfriendly edges because of the presence of multiple building entries as discussed in above. However, unfriendly buildings are located in highly visible and prominent locations, such as the Mechanic’s Bank at the intersection with Fairmont Avenue, and Nation’s Hamburgers, a gas station and liquor store at the intersection with Central Avenue.

Central Avenue itself has a poor pedestrian edge due to garage doors of residences that line the sidewalks, vacant lots and chain link fences along the park at Yolo Avenue.

The middle and north sections of the Planning Area are characterized by almost continuous pedestrian unfriendly edges, but they vary in extremity. Blank walls, significant landscaping buffers, and minor parking





lot setbacks between buildings and sidewalks distinguish the building edge in the middle of the corridor. These edges tend to not be as unfriendly as those to the north, though they contribute little to the pedestrian environment.

Significant parking lots and vacant lots characterize the pedestrian edge in the north and provide few opportunities for pedestrian interaction with the private realm. The edges are lined with chain link fences, boarded up and vacant buildings, and vandalized structures. The poor quality of the edge in San Pablo Avenue's north end contributes to the perception that this area is unwelcoming and unsafe.

Pedestrian edges along the corridor should be enhanced to encourage activity and safety along the corridor. Wholesale improvement of all edges may not be feasible, but improvements to continuous sections of San Pablo Avenue should be pursued to create the critical mass of friendly edges necessary for attracting pedestrians and creating a pleasant walking environment.

### 3.6 PARKING LOTS AND VACANT PARCELS

---

Parking lots and vacant parcels oftentimes represent opportunity sites for new development that can serve as catalyst projects in the revitalization of an area. The Planning Area along San Pablo Avenue is characterized by a number of opportunity sites. Their size and distribution suggest how and where revitalization may take place in the coming years (see Figure 3.7).

Opportunity sites south of Moeser Avenue are small in size and occur intermittently. The exceptions are the large parking lots at El Cerrito Plaza, which due to the recent development of the Plaza, are less likely to be considered for redevelopment. The smaller parking lots and vacant parcels present opportunities for infill development but are constrained by the difficulty of parcel assembly and development on adjacent parcels.

The middle of the corridor has a few large parking lots associated with older shopping centers as well as smaller opportunity sites that are similar to the south end. Many of the strip centers and parking lots in the middle section of the Planning Area could be redeveloped to support new development.

The north end has the most opportunities for new development with large vacant parcels and parking lots. The former Albertson's site, the Del Norte BART station parking lots, and the Target parking lot are significant opportunity sites.

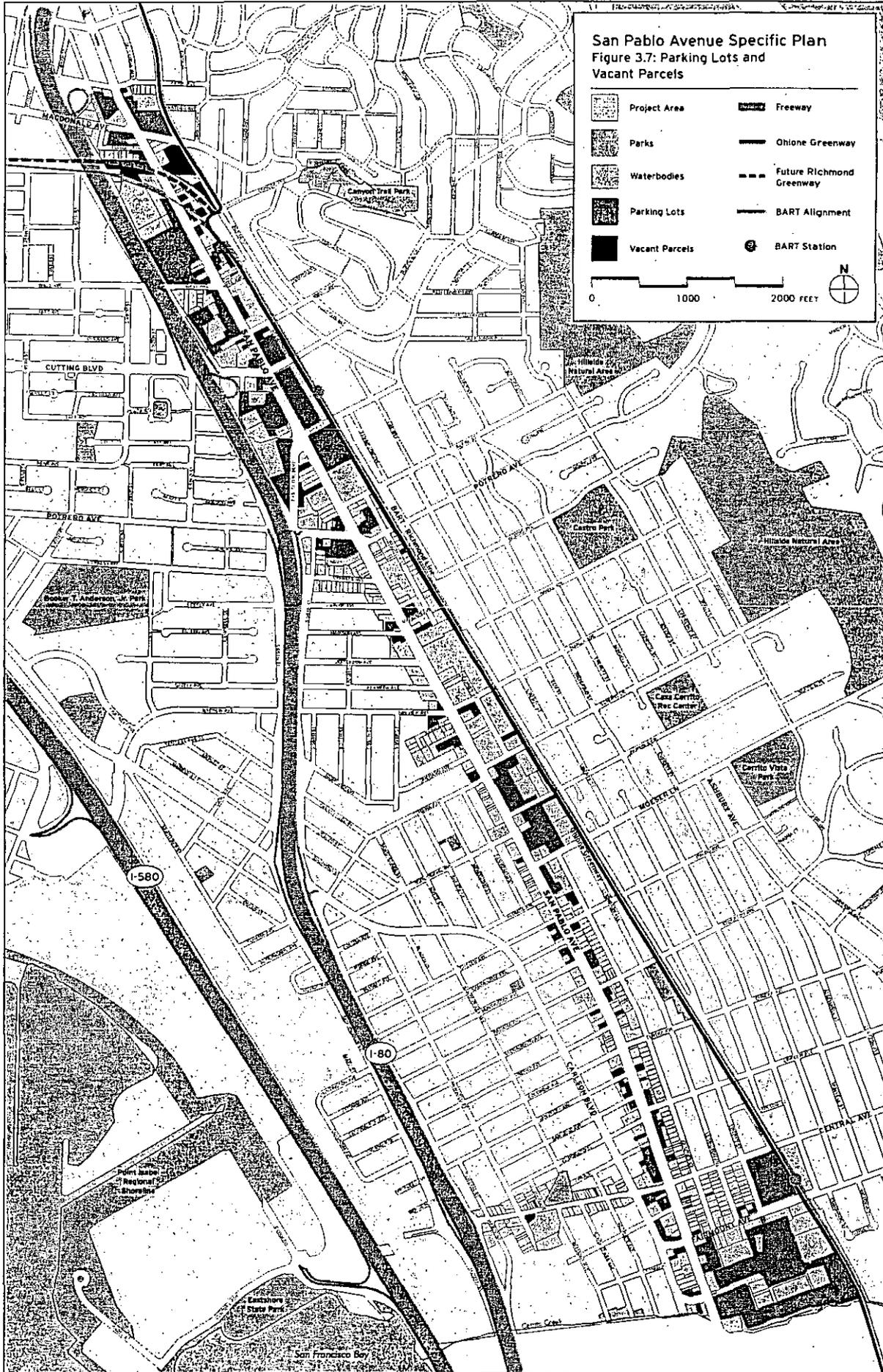
Revitalization in the corridor's north end of the corridor should occur through a combination of private and public realm improvements, given the quantity and quality of the vacant parcels and parking lots. Revitalization and character enhancement to the middle and southern end of the corridor will likely be driven more through streetscape and public realm improvements due to the constraints on private realm opportunity sites.

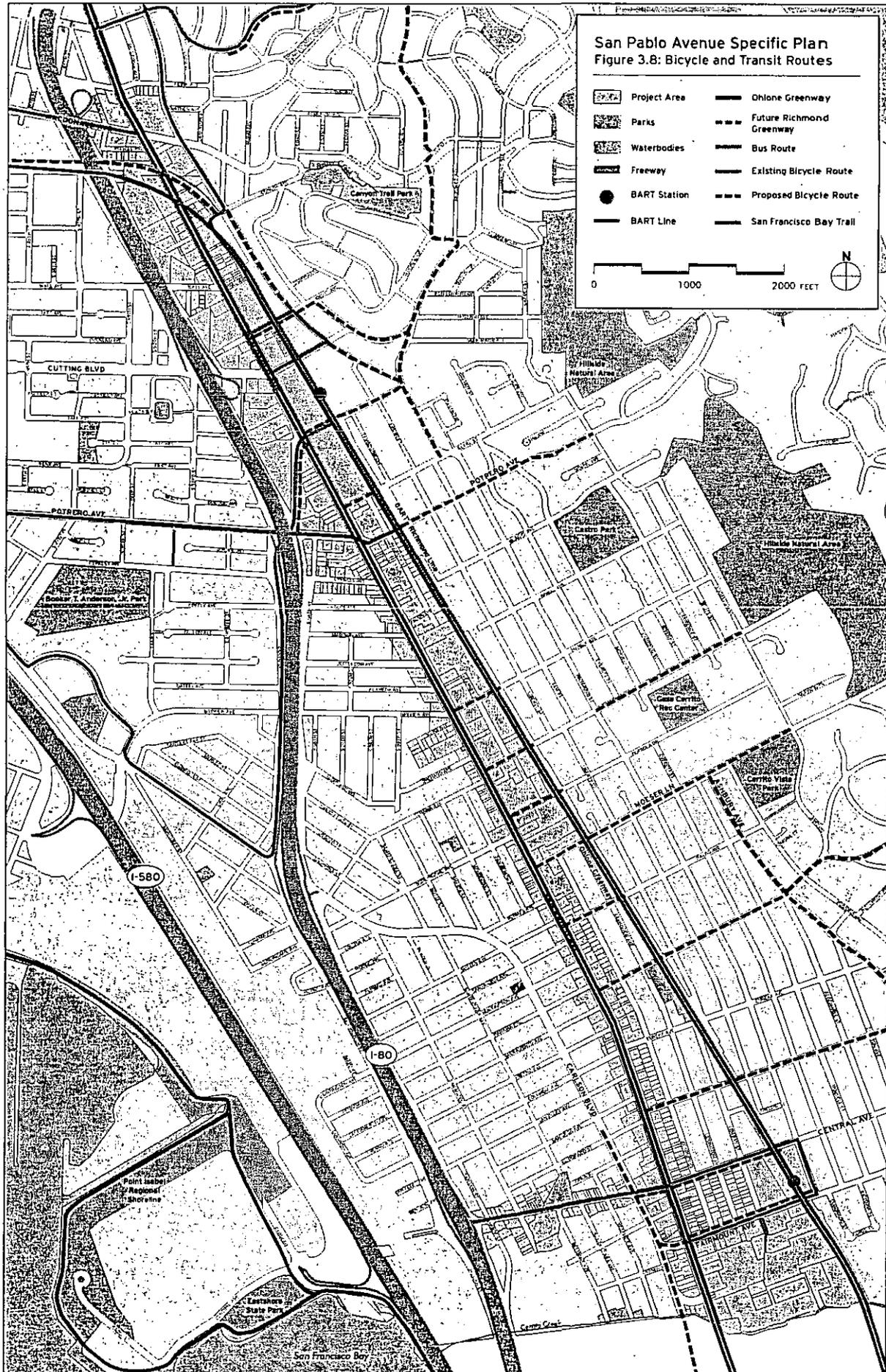
### 3.7 CONNECTIVITY

---

Connectivity relates not only to vehicular access but also to pedestrian, bicycle and transit access (see Figure 3.8). As a state highway and a "safety valve" for Interstate 80, the corridor has been designed specifically for the automobile. As the area has evolved, transit has taken a larger role with regards to connectivity along the corridor. Today San Pablo Avenue is well served by buses, Bus Rapid Transit (BRT) lines, and BART. These significant transit amenities should be capitalized on to maximize their effectiveness and support development and redevelopment. Issues and opportunities relating to access, inter-modal connections and pedestrian and bicyclist connectivity remain and should be explored in the design phase of this project.

Though the presence of bus service along the corridor—and at the Del Norte BART station in particular—is an asset, the resulting traffic impacts are overwhelming. A balance should be struck between the multiple modes individuals use to access the BART station, on-foot, bicycles, buses and vehicles. In addition, multi-modal connections between buses, BART, and bicycles should be streamlined and enhanced.





Interstate 80 presents a significant barrier west of San Pablo Avenue. Its off and on-ramps in the north of the corridor dissect the area. The current on-ramp/off-ramp configuration is not very efficient or conducive to new development or a healthy pedestrian environment. Alternate routing of the ramps should be explored to minimize their impact on the corridor.

Bicycle connections throughout the area are minimal and should be improved, especially those leading to BART stations and local schools. Proposed bike routes by the City of El Cerrito will significantly improve bicycle access, particularly between San Pablo Avenue and the Ohlone Greenway, as well as to the neighborhoods farther east in the hills. Bicycle lanes along the corridor are Class III (i.e. not striped) and many bicyclists ride on the sidewalks to avoid conflicts with the fast-moving traffic.

Existing and proposed bicycle connections into Richmond are minimal and only exist on Potrero Avenue. Few attempts to make connections across/under the Interstate 80 have been made, isolating the San Pablo commercial corridor and BART line from other Richmond neighborhoods. Efforts should be made to connect under Interstate 80 and minimize its presence as a barrier.

Connections to important destinations along the corridor should be established and enhanced to ensure access from adjacent neighborhoods. Key routes to schools should be enhanced to provide safe connections for school children traveling on foot or bicycle. In addition, special care should be taken when designing connections on the Planning Area's south end around the Center for the Blind to accommodate the blind population that uses destinations within the area. This plan should also explore options of connection bike routes across San Pablo Avenue, into Richmond neighborhoods and if possible, to the Bay and Bay Trail.

### 3.8 COMMUNITY AMENITIES

---

Community amenities, such as schools, grocery stores, and civic and cultural buildings are vital to the Planning Area. These elements can enhance neighborhoods, create identity and strengthen the sense of community. San Pablo Avenue has many community amenities along its length or in close proximity; the plan should capitalize on the concentration of amenities, enhance connections to them, and build on the synergy of new civic projects.

The greatest concentration of community and civic amenities is in the middle of the corridor around the El Cerrito City Hall and public service buildings (see Figure 3.9). The character and design for this area should focus on enhancing its civic status and importance to the community. The momentum created by new development in this area, such as the new El Cerrito City Hall and the Village at Town Center, should be continued with new projects and streetscape design.

Minor civic nodes exist along San Pablo Avenue. These include a node around Stockton Avenue and the Fairmount Elementary School and another around the El Cerrito Plaza and BART station.

The north end of the Study Area has few community amenities except for the Safeway, BART and Baxter Creek Park. New amenities for underserved residents should be encouraged in this area and developed in concert with new buildings and uses around the BART station.

The BART stations represent significant community amenities. The benefits they provide, such as local and regional bus connections and access to major employment centers in downtown San Francisco and Oakland, should be maximized. New development should be targeted closest to the BART stations with their highest intensity within a half-mile walking distance of each station. Maximizing the transit-oriented development potential around the stations can activate the corridor, encourage alternative means of transportation and boost BART ridership.



### 3.9 STREETScape ANALYSIS

San Pablo Avenue exhibits the right-of-way and auto-oriented character that is typical of state highways and major arterials. However, as the transportation network in the East Bay developed and Interstate 80 was constructed, San Pablo Avenue's prominence as the primary north-south connection diminished.

Due in part to San Pablo Avenue's diminished capacity, two lanes in either direction is sufficient to handle traffic along its length. Given the 100 to 120 feet right-of-way, this provides significant room for parking lanes, a median and sidewalks.

The current design of San Pablo Avenue is not bad; the elements of successful streetscape design are present, including wide sidewalks in some sections; some street trees and planting strips; a planted median for most of the corridor; and a parking lane that serves as a buffer between the sidewalk and travel lanes.

A significant issue is related to the length and the uniform streetscape design that has been applied. The same streetscape design has been used along most of the Avenue's two and a half mile length, forgoing opportunities to be context sensitive and develop unique characters for various sub-areas. The corridor is too long to expect pedestrians to walk the entire length. As such, the corridor should be divided into sub-areas that are walkable and human-scaled. The sub-areas should be distinct, provide a sense of identity, and take their design cues from clues within the existing environment.

In addition, despite the uniformity of the streetscape infrastructure (sidewalks, roadway, medians, etc.), the streetscape elements and amenities have been implemented and maintained inconsistently. In some cases different street trees or plantings are used. In other cases no street trees have been planted, exposing the pedestrian environment to the direct sun. Other issues include long block lengths with few crosswalks or mid-block crossings, prompting many people to jaywalk across the arterial, especially near the Del Norte BART station. Maintenance is a recurrent issue along the corridor. Buckled sidewalks due to street tree root growth and under-watered planting strips are found throughout the Planning Area.

Figure 3.10: Locations of Street Sections

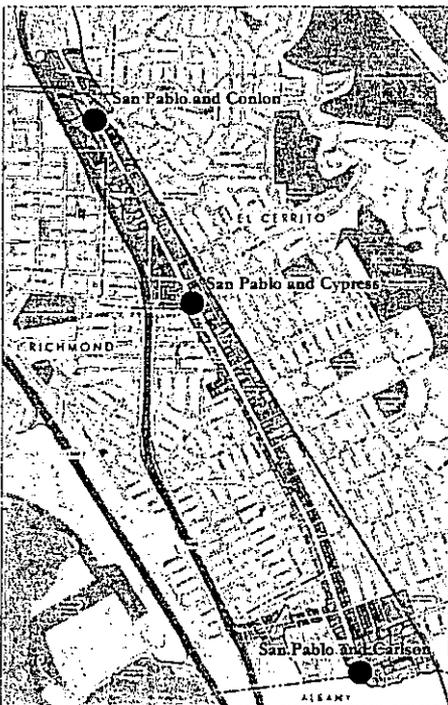


Figure 3.11: San Pablo Avenue at Conlon

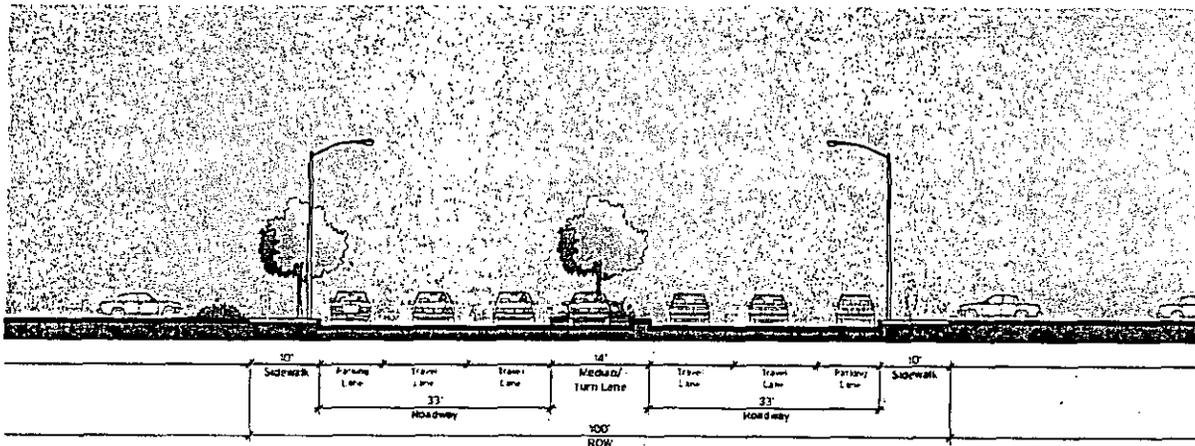


Figure 3.12: San Pablo Avenue at Cypress Avenue

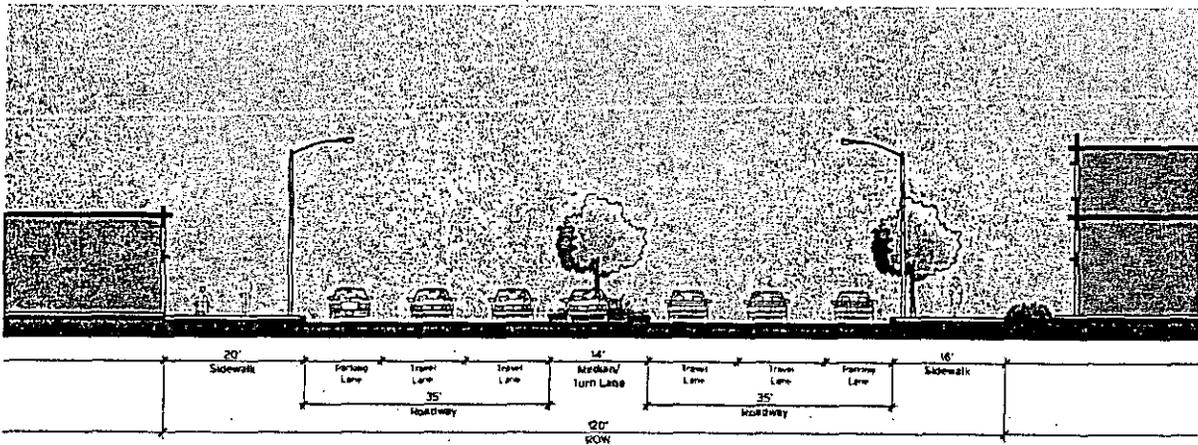
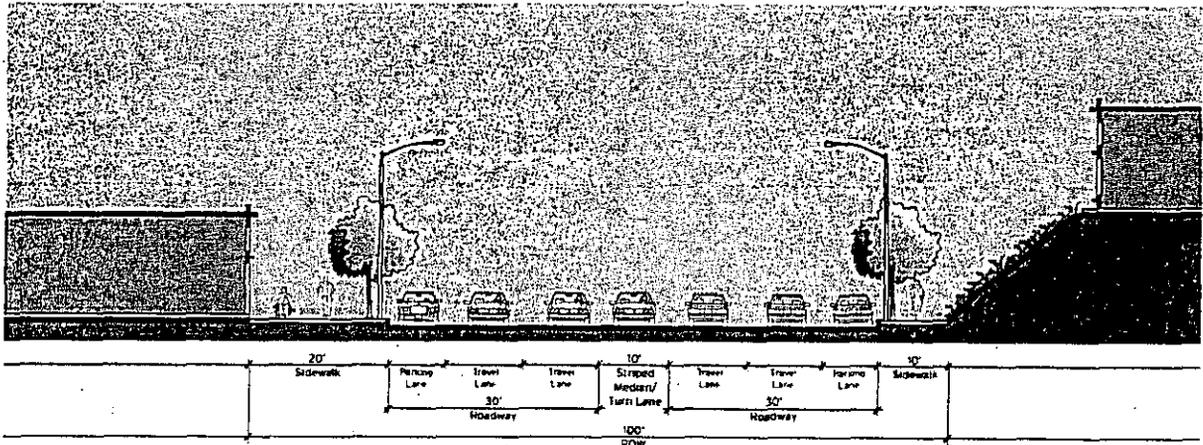


Figure 3.13: San Pablo Avenue at Carlson Boulevard



### 3.10 ARCHITECTURAL ANALYSIS

---

There is a wide range of architectural styles along San Pablo Avenue. While an eclectic environment can have its benefits, this mix results in an inconsistent feel and a lack of continuity within the built environment. Some unique buildings exist along the corridor, and architectural cues can be taken from some of the corridor's unique buildings and from the adjacent neighborhoods.

As a state highway, San Pablo Avenue's underwent major development in the early 1900s, which largely determined the auto-oriented character of buildings along its length. As the corridor fell into decline in the 1960s and '70s, development was limited to minor establishments with a "fortress-like" feel. Recent projects pick up on the Spanish/Mediterranean style that is visible in many new developments in California.

The following are brief descriptions of the various types of buildings that characterize the corridor.

**Small-scale Residential** – A few single family homes still exist along the corridor that were built in the late 1800s and early 1900s when the area around San Pablo Avenue was a mix of residential, commercial, agricultural and industrial uses. The neighborhoods directly adjacent to the corridor are residential in character and display a variety of residential architectural styles. The homes are very small, single story, on small lots, and have front porches and stoops. Architectural styles include Mission/Spanish Colonial Revival, Craftsmen, Bungalow and Western Stick.

*Mission/Spanish Colonial Revival* – This architectural style takes its design cues from the Spanish missions in California. Prominent features include low-pitched red tile roofs, smooth white and pastel-colored stucco exteriors, and asymmetrical facades often with arched openings and rounded windows and doors.

*Bungalow* – The Bungalow style are typically narrow, one and a half story houses that originated in California in the 1880s as a reaction to the ornate Victorian style. Bungalows have low-pitched or hipped gables and small covered porches at the entry.

*Craftsmen* -- Elements that characterize the Craftsmen style include overhanging eaves, a low-slung gabled roof, and wide front porches framed by pedestal-like tapered columns. Materials often include stone, rough-hewn wood, and stucco.

*Western Stick* – Western Stick is a member of the Victorian family and is characterized by gables and steeply pitched roofs, wooden shingles covering the walls and roof, and horizontal, vertical and diagonal boards, the "sticks" from which the style derives its name.

**Mid-century, Small Lot Retail and Office** – These are older typically small-scale buildings that were built when San Pablo Avenue was the major north-south highway through the area. One to two-stories, flat roofs, minor detailing and articulation and large mounted signage characterizes these buildings. They are found throughout the study area and are most concentrated in the middle of the corridor, giving the area an out-dated look and feel. Elements of this style typify development of the 1940s and '50s, in particular the International style. The style is not very distinctive and lends little to the pedestrian environment.

**Automobile Lots and Services** – Given its largely auto-oriented history, San Pablo Avenue has many businesses that deal exclusively with the automobile. These businesses have developed a certain aesthetic that characterizes much of the corridor. The bias of the businesses towards the automobile is visible in the site design and architecture; buildings are typically set far back from the street and are surrounded by parking lots. The buildings are usually small relative to the lot size and are without much architectural detail given that the focus of the business is on the car. Examples of these businesses include auto repair shops, such as Midas, car dealerships, gas stations and fast food establishments.

**Strip Centers and Shopping Plazas** – These were typically built in the post-war time period and can be found predominantly in the middle of the corridor. They are set back far off the street with large parking lots in front to facilitate access to the businesses. In general, they are dark brown or grey in color with low-

sloping shingle roofs and concrete walkways sheltered by broad overhanging canopies, deep colonnades and awnings. Examples include the Jayvee Plaza and the Safeway Plaza.

**Modernist Institutional** – These are buildings that are oriented away from the street and are focused on keeping people out. They are typically not set back from the sidewalk but have blank facades, few windows, single entries, uniform material treatment and an internal orientation. The BART stations represent this style of architecture; they are monolithic, concrete structures that are very tall and not human-scaled. A subset of this style relates specifically to Modernist Financial Institutions, such as the Mechanic's Bank, Washington Mutual and a variety of other buildings along the corridor.

**Postmodern Spanish/Mediterranean Style** – New development along the corridor has been built in the Postmodern Spanish/Mediterranean shopping center style that is characteristic of many new buildings in California. The style incorporates simplified and often exaggerated elements of the Spanish/Mediterranean style and is characterized by pastel colors, stucco finish, false rooflines and vertical elements at the corner of buildings. This aesthetic can be seen in many new developments in other cities, and has become the ubiquitous style for mixed-use development. New projects such as El Cerrito Plaza, the Peet's Coffee development and the Village at Town Center are designed in this style. Del Norte Place has also been designed in this style, with pastel colors, stucco façade and a red tile roof. It is singular along the corridor because of its height and massing, which are mediated by façade articulation, minor stepbacks and vertical elements that highlight key entries.

**One Part Commercial Block** – These are simple, one to two-story box structures with a decorated facade, typical of urban places from the mid 19th to the mid 20th century. These buildings are a mix of retail and office development that typically has shingle roofs and awnings, minimal setbacks, and windows and doors that open onto the street. They are human-scaled and have a small-town feel with narrow street frontages and decorated facades. Examples include the Feline Bed and Breakfast, the El Cerrito Chamber of Commerce, Nibs Diner and the Red Onion.

**Art Deco** -- The recently renovated El Cerrito Theater is one of the corridor's only Art Deco buildings and stands as an icon and landmark along San Pablo Avenue. It is beige stucco and its striking marquee is painted in various shades of blue. The façade has a streamlined aesthetic typical of Art Deco and is iconic with its neon signage lit at night. The El Cerrito Theater is flanked by single-story retail in the craftsmen style, highlighting the eclectic nature of the Planning Area, and serving as an example of how different styles can successfully co-exist side by side.

The architectural characters of buildings along San Pablo Avenue cover a wide range of styles, most of which fail to contribute to the identity and imageability of the corridor. While San Pablo Avenue remains an auto thoroughfare, it is also trying to re-define itself as a more pedestrian-oriented community "Main Street." New development that directly supports transit along the corridor draw inspiration from successful local architectural styles, such as the Bungalow, One Part Commercial Block and Art Deco Styles. New architecture will have a large effect on the area's identity and should be tailored to local styles while not being beholden to the past.

000554



WRITING SAMPLE #2

west evergreen neighborhood  
improvement plan

## Neighborhood Profile

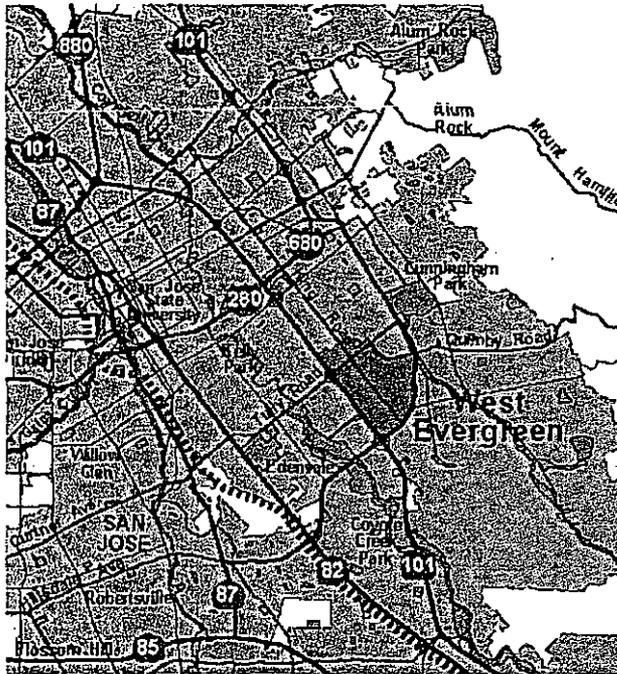
### Urban Context

West Evergreen is one of many culturally and ethnically diverse neighborhoods found in the City of San José. At least 12 different ethnic groups are well-represented in the City. The rate of population growth in San José is one of the fastest in the country, more than doubling between 1970 and 2000. As the city grows, so does its diversity. The size of the Hispanic and Asian populations have increased considerably more rapidly than the overall population.

The City of San José is at the center of an expanding regional economy based on information technology and manufacturing. With strong economic ties to other parts of the United States and to other countries, San José has more of the nation's fastest growing high-tech global manufacturers than all but one state in the United States. Known as the "Capital of Silicon Valley," the city's median income is ranked third highest across the nation. The City of San José also boasts the lowest crime rate of any city with a population over 250,000.

## West Evergreen Strong Neighborhoods Initiative Area

The West Evergreen area is located immediately east of Highway 101, west of Quimby Road and north of Capitol Expressway. The area includes a colorful mix of retail stores, offices, single and multi-family residences and community facilities. Tully Road and King Road are central traffic corridors within the neighborhood. The General Plan and Zoning Maps for West Evergreen indicate the planned land uses and zoning designations for the neighborhood, and are included in the Appendix to this plan.



## Neighborhood Profile

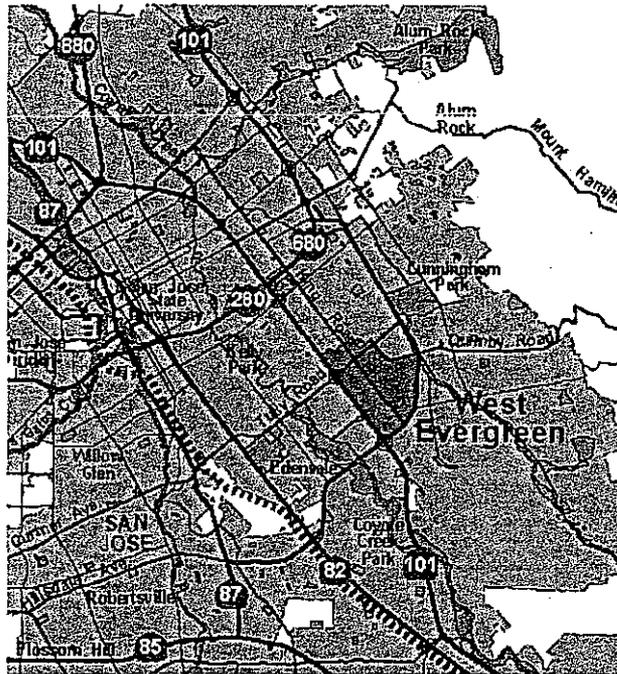
### Urban Context

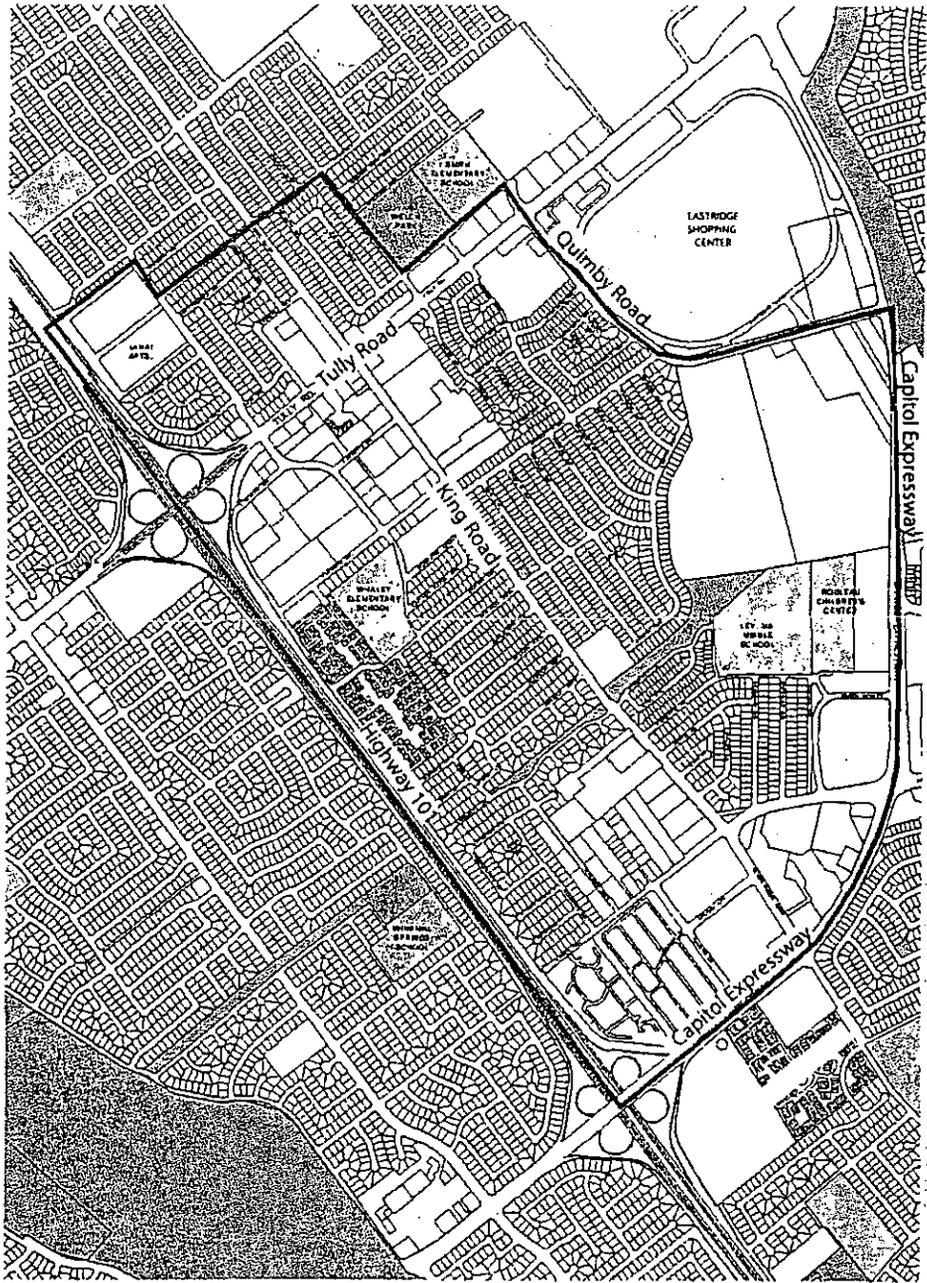
West Evergreen is one of many culturally and ethnically diverse neighborhoods found in the City of San José. At least 12 different ethnic groups are well-represented in the City. The rate of population growth in San José is one of the fastest in the country, more than doubling between 1970 and 2000. As the city grows, so does its diversity. The size of the Hispanic and Asian populations have increased considerably more rapidly than the overall population.

The City of San José is at the center of an expanding regional economy based on information technology and manufacturing. With strong economic ties to other parts of the United States and to other countries, San José has more of the nation's fastest growing high-tech global manufacturers than all but one state in the United States. Known as the "Capital of Silicon Valley," the city's median income is ranked third highest across the nation. The City of San José also boasts the lowest crime rate of any city with a population over 250,000.

### West Evergreen Strong Neighborhoods Initiative Area

The West Evergreen area is located immediately east of Highway 101, west of Quimby Road and north of Capitol Expressway. The area includes a colorful mix of retail stores, offices, single and multi-family residences and community facilities. Tully Road and King Road are central traffic corridors within the neighborhood. The General Plan and Zoning Maps for West Evergreen indicate the planned land uses and zoning designations for the neighborhood, and are included in the Appendix to this plan.





-  Strong Neighborhoods Initiative Area
-  Parks & Open Space
-  Schools

City of San Jose  
West Evergreen Strong Neighborhoods Initiative Area

## Demographics

In 2000, the West Evergreen neighborhood had a population of approximately 21,200, an 11 percent increase over the 19,100 residents in 1990. This increase is somewhat less than the City of San José's 15 percent population increase as a whole, over the same time period.

West Evergreen consists of approximately 5,200 households, with an average household size of 4.1 persons per household (ppH), which is considerably larger than the City's average of 3.2 ppH. During the 1990s, growth in the number of households in West Evergreen kept pace of the general population growth of 10 percent rate per annum.



West Evergreen residents enjoy activities at a Community Workshop

Total housing units in West Evergreen grew from 4,840 units in 1990 to 5,318 in 2000, a 10 percent increase. The occupancy rate remained the same in 1990 and 2000 at 98 percent, while the percent of owner-occupied units dropped slightly from 55 percent to 54 percent.

The ethnic make-up of the West Evergreen neighborhood changed during the 1990s, becoming both more Asian/Pacific Islander and more Latino. Persons of Asian/Pacific Islander descent constituted 34 percent of the neighborhood's population in 1990, rising to 42 percent in 2000. Persons of Hispanic origin made up 45 percent of the population in 1990, and 54 percent in 2000.

At 30.7 years, the median age of the West Evergreen population is slightly younger than that of the City of San José as a whole, which by comparison is 33.7 years.

Of the 12,163 West Evergreen residents over 25 years of age, 9 percent have four-year degrees or higher, another 25 percent have

attended some college or have an associate's degree, and 66 percent have completed high school or less.

The median household income of West Evergreen residents increased by 23 percent between 1990 and 2000, from \$52,578 to \$64,865. During this same time period, median household income citywide grew from \$63,030 to \$73,804, a 17 percent increase in income.

---

<sup>1</sup>2000 U.S. Census. Age and income figures from 1990 Census with 2000 projections provided by Claritas. The West Evergreen neighborhood includes portions of Census Tracts 5063.02, 5064.01, 5064.02, and 5065.01.

## Assets, Opportunities and Challenges

Assets are the existing characteristics of a neighborhood that can be capitalized upon to contribute to the overall quality of life and desirability of the neighborhood. Repeatedly, community workshop participants and Neighborhood Advisory Committee members described the people of West Evergreen as the community's strongest asset. West Evergreen is a diverse community with strong neighborhood organizations that are working hard on community-based neighborhood improvement efforts.

The planning process, however, also illuminated many challenges faced by the community. These challenges are obstacles that can impede West Evergreen from realizing its vision for the future. As part of the Strong Neighborhoods Initiative process, the community has been working on developing solutions to overcome these challenges.

### ASSETS AND STRENGTHS

#### LOCATION AND ACCESS

The West Evergreen neighborhood benefits from its location within the City of San José in the heart of Silicon Valley. The area offers residents a variety of cultural, recreational, educational, and entertainment opportunities. Residents enjoy close proximity to various employment centers and have easy access to area freeways. The City also benefits from a great climate and low crime rate.

Currently, the West Evergreen neighborhood is well served by public transit, mainly bus service that connects the area to other parts of the city. The neighborhood residents are looking forward to greater transit service in the future, as the Valley Transportation Authority (VTA), the county's transit service provider, will be extending the light rail line along Capitol Expressway with stops in



VTA buses run throughout West Evergreen

close proximity to the neighborhood. There are proposed stops at Eastridge Mall, at the intersection of Capitol Expressway and Silver Creek Road, and another stop in between these two locations in the vicinity of Neiman Boulevard.

#### **RESIDENTIAL MIX AND NEIGHBORHOOD CHARACTER**

The West Evergreen neighborhood has a diverse mix of residential types and styles. Areas of well-kept, single-family detached homes surround the neighborhood. There is also a variety of old and new multi-family apartment buildings mixed in with the single-family homes. Most of the units in West Evergreen are in good condition, however, a few older apartments remain in poor condition due to unresponsive or absentee landlords.

#### **COMMUNITY RESIDENTS AND ORGANIZATIONS**

Throughout the planning process, community members have cited dedicated residents and the neighborhood's strong community organizations as West Evergreen's most important assets. There are organized community groups that contribute to planning and improvement efforts within the community, such as the NAC, the LeyVa Community Action Team (CAT), the Meadowfair Neighborhood Action Team, and the West Evergreen Neighborhood Association. Residents in West Evergreen are generally interested and involved in the well being of the neighborhood, as are the youth in the neighborhood as evidenced by their involvement in community issues.

#### **PARKS AND COMMUNITY FACILITIES**

West Evergreen is home to several valuable community assets including parks, community facilities, and schools and children's centers, such as O.B. Whaley Elementary School, LeyVa Middle School, Liberty Baptist School and the Rouleau Children's Center. West Evergreen's schools and churches not only serve as educational and religious centers, but also provide spaces for community gatherings and recreational uses.



Single-family housing in West Evergreen



Multi-family housing in West Evergreen

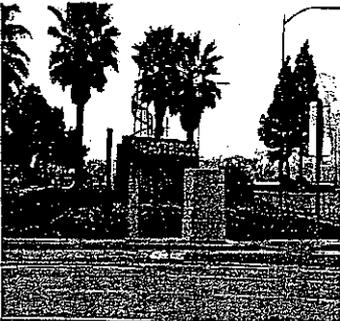


Kathy Antl, West Evergreen NAC member.

## NEIGHBORHOOD PROFILE



Aborn Center, example of retail in West Evergreen



Eastridge Shopping Mall, adjacent to the West Evergreen Neighborhood

Meadowfair Park is an important community asset, with play areas and a tot lot for children in the neighborhood. The expansion of the park will provide additional facilities for all neighborhood residents. Additionally, the Meadowfair Center at the corner of King Road and Enesco Avenue is another amenity where neighborhood children go to play and participate in programs.

#### COMMERCIAL USES

West Evergreen abounds with a colorful mix of commercial uses in different areas of the neighborhood. There are several strip shopping centers along Tully Road, several large retail centers in the southern portion of the neighborhood, and a rich diversity of retail stores and restaurants that serve both the neighborhood and region. West Evergreen is home to small family-owned businesses as well as larger chain stores and franchises, and many independently owned businesses which offer specialty services, such as ethnic food markets and restaurants. The Eastridge Shopping Mall is located directly east of the West Evergreen neighborhood. This is a regional shopping center, with large retailers such as Macy's, Sears and J.C. Penney.

#### EXISTING PROJECTS

There are many improvement programs and projects that are funded and already underway in West Evergreen. These improvements serve as important symbols to the West Evergreen neighborhood, since they provide a starting point for comprehensive neighborhood improvements, and indicate the City's dedication to work in partnership with the community to ensure continued neighborhood improvements. Following is a list of existing projects underway and a brief description of each one.

- Accelerated Road Pavement Program. The Accelerated Pavement Program addresses street surface repairs on local streets. The program includes three type of pavement repairs: oil and rock (chip sealing), complete resurfacing, and oil and sand (slurry sealing). It is funded through State grants, which provide funding to do repairs ahead of schedule. (The list of streets is provided in the Appendix to this plan).
- Tree Trimming Program. This program deals with clearance tree trimming over the street in the West Evergreen neighborhood in order to prepare for the Accelerated Road Pavement Program.
- Traffic Signal at King Road and Barberry Lane. The City will install a traffic signal at King Road and Barberry; this improvement is scheduled for completion Summer 2001. This signal will help to improve pedestrian safety along King Road.
- Sidewalk Improvements. The City is currently working on sidewalk improvements and repairs in West Evergreen to improve pedestrian access and safety. These improvements include sidewalk repairs, installation of handicapped access ramps at intersections, and recently installed stop signs around LeyVa Middle School.
- Meadowfair Center Improvements. Currently, there are plans for improvements to the existing tot lot at Meadowfair Center on King Road. Improvements are scheduled to begin in Fall 2001.
- Meadowfair Park Phase II Improvements. Meadowfair Park is scheduled for improvements to the existing facilities, including enhancements to the tot lot, an additional play yard, landscaping, and other amenities.
- Towers Lane Improvements. The Department of Transportation is currently in the process of improving Towers Lane north of Aborn Road. The scope of work includes the construction of pavement, curb, gutter, sidewalk, driveways, wheelchair ramps, storm and sanitary sewer systems, street lighting and landscaping.
- New Library Site. A new library to serve the West Evergreen Service area will be built on Tully Road at Kenoga Drive. This location is definite, and the City is now working on the design and development program for construction of the library.
- Highway 101 Corridor Study. Caltrans and the City are undertaking a study to analyze the Highway 101 Corridor between Tully Road and Capitol Expressway to improve traffic flow and decrease congestion. This study also includes improvements to the Highway 101/Tully Road interchange.
- Light Rail Expansion. The Valley Transportation Authority (VTA) currently has plans to expand light rail transit (LRT) through the West Evergreen neighborhood with a line running along Capitol Expressway.



Meadowfair Park



Tot lot at Meadowfair Center

## CHALLENGES

### TRANSPORTATION AND CIRCULATION

Transportation and circulation issues are a major concern for the West Evergreen community. Residents feel that the amount and speed of traffic in their neighborhood is dangerous for pedestrians. Many parents fear that it is unsafe for their children to walk to school and to parks due to the speed of traffic. The cause of many of the neighborhood's transportation and pedestrian safety problems is the large amount of cut-through traffic spilling onto neighborhood streets. Motorists seeking alternate routes often use residential streets to bypass congested highways and major arterials, resulting in these neighborhood streets regularly experiencing high volumes of speeding traffic.

Specifically, residents have identified the volume and speed of traffic, as well as the lack of continuous sidewalks on King Road as a circulation and safety issue. King Road is therefore seen as a barrier that inhibits pedestrian connectivity between the neighborhoods on either side. The NAC recommends additional stoplights on King Road to help alleviate these issues. Consistent with this recommendation, a traffic signal is scheduled to be installed at Barberry Lane and King Road this summer.



Existing conditions: Discontinuous sidewalks on King Road

Another traffic issue in West Evergreen is the excessive traffic crowding at the intersection of Silver Creek Road and Capitol Expressway. The entrance to the gas station on Silver Creek Road at this intersection is very complicated and confusing to motorists, and thus leads to unruly traffic.

Residents have also identified traffic issues on Alvin Avenue, particularly speeding in the vicinity of the post office, creating pedestrian safety concerns within the area. The City of San José Department of Transportation (DOT) is conducting a special traffic study of Alvin Avenue.

Another issue of great concern for the citizens of West Evergreen is traffic circulation at the Highway 101/Tully Road and Highway 101/Capitol Expressway interchanges. Currently, due to the high traffic volumes on Highway 101 and inadequate exit capacity, the interchanges often back up, causing traffic congestion on both the freeway and on surface streets in the West Evergreen neighborhood. The City of San José Department of Transportation is conducting a Highway 101 corridor study to determine solutions to these problems. Additionally, the community residents are committed to continue working with the VTA to ensure that improving these interchanges maintain a high priority for future funding.

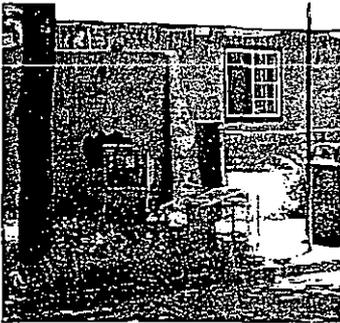
Many of the sidewalks in the community are cracked or raised as a result of overgrown tree roots. Some streets have discontinuous sidewalks, or none at all. Not all sidewalks are accessible to people with disabilities, particularly in the neighborhoods east of King Road and south of Rigoletto Drive. Many intersections are unsafe, especially for children walking between schools, community facilities, and their homes. Residents have identified the need for safe, accessible pedestrian paths throughout the neighborhood.

#### **PARKING**

Parking is another central concern for the community. There is an overall lack of on-street parking especially near apartment complexes. The West Evergreen area is experiencing overcrowding in many of the housing units, which leads to off-street parking shortages and other traffic impacts. With a shortage of parking spaces in apartment complexes, the overflow automobiles park on adjacent streets. Moreover, many low-income persons who are unable to maintain their automobiles abandon them on the street. These abandoned cars further exacerbate the on-street parking problem. Community residents have also expressed the need for additional parking spaces for teachers, staff and visitors and additional student drop-off areas at O.B. Whaley Elementary School, LeyVa Middle School and the Rouleau Children's Center.

### OVERCROWDING

Silicon Valley has experienced a large population growth in the last decade due to the economic successes of the high-technology industry. This population boom increased the demand for housing, which in turn caused housing prices to skyrocket. The region's lack of affordable housing forced many lower-income families to "double-up," in some cases with 12-16 people living in a 2-bedroom apartment or house in order to afford the rent. The average household size in the West Evergreen Neighborhood is a very large 4.1 persons per household, compared to California's average of 2.87, and the national average of 2.59.



Abandoned shopping carts in West Evergreen

### MAINTENANCE/CLEAN-UP

The residents of the West Evergreen neighborhood have identified several maintenance and clean-up issues that must be addressed in their neighborhood. These issues include litter and trash dumping on the streets, inadequate street sweeping due to parked cars, "run-away" shopping carts from local commercial businesses, unclean public restrooms in parks, excessive vandalism and graffiti, and odor and visual blight from Lower Silver Creek. Some of these issues are already being dealt with. For instance, the City of San José has developed a new Shopping Cart Ordinance to deal with the problem of abandoned shopping carts.

### SAFETY

Safety and security are major concerns for the residents and property owners of West Evergreen. While gang activity in the neighborhood has decreased, there is still fear among many residents of illegal drug sales and unsafe streets. In particular, residents identified a drug problem in the Saralynn Drive area, as well as illegal activity behind Meadowfair Park and LeyVa Middle School. Community residents would like to see increased security, improved police and code enforcement, as well as physical improvements such as lighting to increase safety in the neighborhood.



Neighborhood watch increases safety and security

### COMMUNITY DESIGN/STREETScape

Residents feel that the overall appearance of the neighborhood detracts from its "quality of life" and livability. Many areas within the neighborhood are in need of landscaping enhancements, façade improvements, undergrounding of utilities, and completion of curbs, gutters and sidewalks. The City's Redevelopment Agency (RDA) administers façade improvement programs, which could be used to address some of these design issues for commercial and mixed use areas.

Another concern is that the area feels too dense and over-crowded. Future design improvements should minimize the visual impact of the high-density areas. Additional issues identified by the NAC include poor street lighting, inconsistent use of roofing materials, and inconsistent placement of private property addresses, e.g. on the curb, on the porch, or missing completely.

### PARKS AND COMMUNITY FACILITIES

While West Evergreen is home to several parks and community facilities which serve as neighborhood assets, residents have also identified areas where these facilities may be improved, such as increasing the number of parks and community facilities. West Evergreen should have facilities to serve the diverse needs of residents of all ages, ranging from young children to senior citizens. The neighborhood residents have a range of needs, and the community facilities in the neighborhood should reflect these diverse needs.

One of the main priorities of West Evergreen residents is improving and expanding the existing facilities in the neighborhood, particularly Meadowfair Park and Meadowfair Center. The park could be expanded to include additional recreation space and a community center with a complement of meeting/education rooms, a commercial kitchen, a full gymnasium, lockers, and office space. Other improvements recommended for the site include a public commu-



Children playing at Meadowfair Park

## NEIGHBORHOOD PROFILE



Lower Silver Creek: Site of planned trail improvements

nity pool, a skateboard park, a couple of soccer and baseball fields, and a major playground facility. The proposed expansion area of Meadowfair Park is included in both the City's General Plan, and in the Greenprint Plan.

Another issue facing West Evergreen is the lack of open space and parks south of Barberry Lane. Parks and open space are concentrated in the northeastern portion of the neighborhood, and community residents have identified a need for a 5-6 acre neighborhood park in the southwestern portion of the neighborhood.

Lower Silver Creek is currently an undesirable element within the community since it is visually unappealing and malodorous. The community has suggested design improvements along this creek as part of an effort to create a continuous trail connecting various open space areas in West Evergreen from the Coyote Creek to the west to Thompson Creek and Lake Cunningham the east.

#### **PROGRAMS AND COMMUNITY SERVICES**

West Evergreen community members would like to have a range of programs and community services available to all neighborhood residents. While there currently are some offerings in the neighborhood, the community has identified several areas that require improvements. Affordable, quality childcare, for example, is difficult to find. Residents also expressed a desire for additional after-school programs for children of all ages, and English and computer classes for adults. Other desired services include art programs, senior activities and a senior nutrition program. Residents have also suggested a new community center with computers, Internet access and a direct link to the San José Public Library. The community center should also have meeting spaces and classrooms for educational opportunities.

The challenge in many instances, however, is not a lack of services, but a problem with communication. Many residents do not know about the range of programs and services available to the commu-

nity. Improved outreach and communication between the community and service providers is essential.

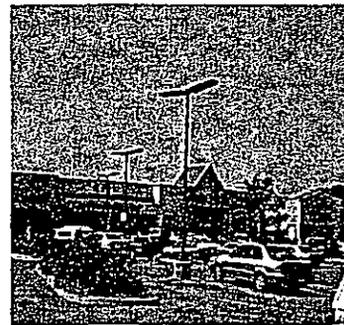
#### **LANDLORD-TENANT AND NEIGHBOR RELATIONS**

Unresponsive landlords and poorly managed properties contribute to many of the challenges that affect the West Evergreen community. Many apartment tenants cope with broken windows, malfunctioning heating and plumbing, and insect infestations. Some landlords will not repair properties until required by Code Enforcement. Residents expressed a need to develop educational programs to ensure responsible property management, increase the safety of residents living in apartments, and promote strict and responsive code enforcement.

#### **COMMERCIAL LAND USES**

The existing commercial areas in West Evergreen are in need of long-term improvement. For example, the Aborn Square Shopping Center has parking and circulation problems, with an unsafe pedestrian environment. This shopping center needs to be revitalized with improved landscaping, pedestrian connections, and façade improvements to provide a more attractive and functional retail experience. There are shopping centers in other parts of the City that are undergoing improvements, which can serve as an example for Aborn Square. For example, the Quimby and White shopping center is a redevelopment project that is currently underway. The City's Redevelopment Agency may apply the façade improvement and an edge treatment program in West Evergreen to help address the design and revitalization issues of older commercial areas.

It is important for the community to continue to attract new businesses that provide goods and services not currently offered in the area, or those that complement the existing uses in order to maintain the viability of the commercial areas in West Evergreen. Additionally, West Evergreen would benefit from improved connections to the surrounding neighborhoods. Community residents would



Retail in West Evergreen: Aborn Center

NEIGHBORHOOD PROFILE

like to maintain and enhance the "sense of place" by establishing pedestrian friendly streets and gathering places connected to healthy and vibrant commercial centers.

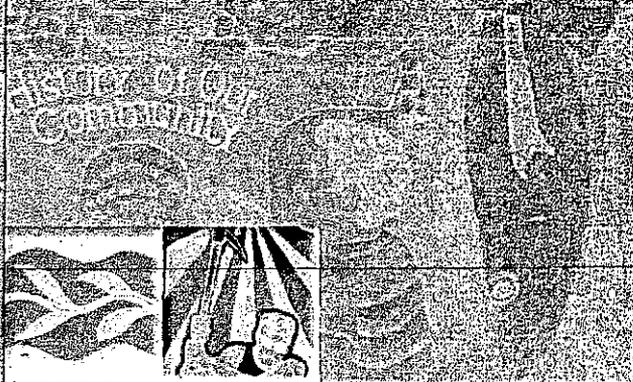
000573

PROPOSAL | AUGUST 2007

PROPOSAL NO. 8964-08-Z

**ATTACHMENT F**

**TYS FRUITLAND**  
JUICE BAR  
NATIONAL AVE. PASADENA, CA



COMMUNITY PLAN UPDATE

# barrio logan

CITY OF SAN DIEGO

SUBMITTED BY



169 N. Marengo Avenue  
Pasadena, California 91101

IN ASSOCIATION WITH

Estrada Land Planning  
Dudek  
Kimley-Horn & Associates  
Brian F. Smith & Associates

VOLUME II | PRICE PROPOSAL



Proposal No. 8964-08-Z

## IV. PRICING PAGES

PRICING FOR DELIVERABLES AS SPECIFIED IN RFP SECTION IV

1. Administration	\$ <u>59,800</u>	Fixed Price Lump Sum
2. Public Outreach	\$ <u>226,700</u>	Fixed Price Lump Sum
3. Community Plan Update*	\$ <u>431,800</u>	Fixed Price Lump Sum
4. Special Studies	\$ <u>Incl. in #3 above</u>	Fixed Price Lump Sum
5. Zoning Program	\$ <u>42,500</u>	Fixed Price Lump Sum
6. Public Hearing Program	\$ <u>30,200</u>	Fixed Price Lump Sum
<b>Fixed Price Lump Sum Total</b>	<b>\$ <u>791,000</u></b>	

\*For information purposes, Proposer shall specify fixed price lump sum dollar figures for the following Community Plan Update Tasks. These dollar figures shall already be inclusive of the above Section VI, Item 3 "Community Plan Update" fixed price lump sum.

Urban Form Analysis and Massing Studies:	\$ <u>28,700</u>	Fixed Price Lump Sum
Visual Preference Survey:	\$ <u>12,700</u>	Fixed Price Lump Sum
Public Facilities & Parks System Strategy including Phasing and Financing Plan:	\$ <u>14,700</u>	Fixed Price Lump Sum
Historical Resources Reconnaissance and Archeological Study:	\$ <u>38,700</u>	Fixed Price Lump Sum
Hazardous Materials Study:	\$ <u>13,000</u>	Fixed Price Lump Sum
Noise Study:	\$ <u>37,400</u>	Fixed Price Lump Sum
Mobility Analysis and Traffic Study:	\$ <u>168,000</u>	Fixed Price Lump Sum
Co-location and Buffer Strategy:	\$ <u>12,300</u>	Fixed Price Lump Sum

**Michael Winterberg - Barrio Logan, Proposal No. 8964-08-Z Follow Up**

---

**From:** "Mindy Craig" <mindyc@migcom.com>  
**To:** "Michael Winterberg" <MWinterberg@sandiego.gov>  
**Date:** 10/02/2007 9:05 AM  
**Subject:** Barrio Logan, Proposal No. 8964-08-Z Follow Up  
**CC:** "Daniel Iacofano" <danieli@migcom.com>, "Chris Beynon" <chrisb@migcom.com>

---

Good morning Mr. Winterberg:

Attached, please find a revised Vol. 2 Pricing Page for MIG's Barrio Logan Proposal submittal in response to your emailed questions. Specific answers to your questions are indicated in blue below:

- For Section IV, Item 4 "Special Studies", your proposal states "See #3". What does this mean? All costs for #4. Special Studies are included in Item #3 "Community Plan Update".
- The Fixed Price Lump Sum Total for items 1 through 6 add up to \$778,700, not \$791,000 as stated in your price proposal. Please explain why your Fixed Price Lump Sum Total does not add up correctly.  
There was a transcription mistake from our primary spreadsheet and Item #5 Zoning Program should be \$42,500 not \$30,200. With this change the total of \$791,000 is correct.

Thank you very much for the opportunity to clarify these items. Please let me know if you need any additional information about our materials.

--  
Mindy Flynn Craig  
Director of Marketing

Moore Iacofano Goltsman, Inc  
[www.migcom.com](http://www.migcom.com)  
510.845.7549 x151

Planning | Design | Management | Communications | Technology

**Michael Winterberg - 8964-08-Z-RFP - SECTION IV PRICING PAGES**

---

**From:** Michael Winterberg  
**To:** danieli@migcom.com  
**Date:** 10/01/2007 4:16:19 PM  
**Subject:** 8964-08-Z-RFP - SECTION IV PRICING PAGES

---

Dear Mr. Iacofano:

Thank you for submitting a proposal in response to the above referenced RFP. After review of your pricing proposal, the following clarification is required.

- For Section IV, Item 4 "Special Studies", your proposal states "See #3". What does this mean?
- The Fixed Price Lump Sum Total for items 1 through 6 add up to \$778,700, not \$791,000 as stated in your price proposal. Please explain why your Fixed Price Lump Sum Total does not add up correctly.

Please provide the above clarification to me in writing no later than 5:00 p.m. on Thursday, October 4, 2007. If you have any questions, please feel free to contact me at (619) 533-6441.

Sincerely,  
Michael Winterberg  
Procurement Specialist  
City of San Diego, Purchasing Div.  
1200 Third Avenue, Ste. 200  
San Diego, CA 92101-4195  
(619) 533-6441  
(619) 533-3230 (fax)  
[www.sandiego.gov/purchasing/](http://www.sandiego.gov/purchasing/)

## IV. PRICING PAGES

PRICING FOR DELIVERABLES AS SPECIFIED IN RFP SECTION IV

1. Administration	\$ 59,800	Fixed Price Lump Sum
2. Public Outreach	\$ 226,700	Fixed Price Lump Sum
3. Community Plan Update*	\$ 431,800	Fixed Price Lump Sum
4. Special Studies	\$ See #3	Fixed Price Lump Sum
5. Zoning Program	\$ 30,200	Fixed Price Lump Sum
6. Public Hearing Program	\$ 30,200	Fixed Price Lump Sum
<b><u>Fixed Price Lump Sum Total</u></b>	<b>\$ 791,000</b>	

\*For information purposes, Proposer shall specify fixed price lump sum dollar figures for the following Community Plan Update Tasks. These dollar figures shall already be inclusive of the above Section VI, Item 3 "Community Plan Update" fixed price lump sum.

Urban Form Analysis and Massing Studies:	\$ 28,700	Fixed Price Lump Sum
Visual Preference Survey:	\$ 12,700	Fixed Price Lump Sum
Public Facilities & Parks System Strategy including Phasing and Financing Plan:	\$ 14,700	Fixed Price Lump Sum
Historical Resources Reconnaissance and Archeological Study:	\$ 38,700	Fixed Price Lump Sum
Hazardous Materials Study:	\$ 13,000	Fixed Price Lump Sum
Noise Study:	\$ 37,400	Fixed Price Lump Sum
Mobility Analysis and Traffic Study:	\$ 168,000	Fixed Price Lump Sum
Co-location and Buffer Strategy:	\$ 12,300	Fixed Price Lump Sum

Proposal No. 8964-08-Z

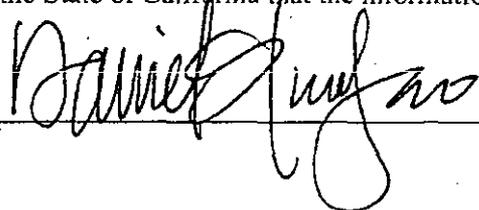
**PROPOSER'S STATEMENT OF FINANCIAL RESPONSIBILITY**

The Proposer is required to furnish below a statement of financial responsibility, except when the proposer has previously completed contracts with the City of San Diego covering work of similar scope.

I, Daniel Iacofano, certify that my company, Moore Iacofano Goltsman (MIG), Inc., has sufficient operating capital and/or financial reserves to properly fund the services identified in these contract specifications for a minimum of two (2) full months. I agree that upon notification of provisional award, I will promptly provide a copy of my company's most recent balance sheet, or other necessary financial statements, as supporting documentation for this statement, if requested. I understand that this balance sheet, as well as any other required financial records, will remain confidential information to the extent allowed under the California Public Records Act.

I certify under penalty of perjury under the laws of the State of California that the information contained in this statement is true and correct.

Dated: 8/17/07

Signature: 

Proposal No. 8964-08-Z

CONTRACTOR INFORMATION FORM

CONTRACTOR: Moore Iacofano Goltsman (MIG), Inc.

PROPOSAL NUMBER: 8964-08-Z

CONTRACT TITLE: Barrio Logan Community Plan Update

CONTACT PERSON: 7:00 a.m. to 3:30 p.m. Andy Pendoley, Deputy Project Manager

PHONE NUMBER: One (1) Hour Response or Less 619-677-2003

FAX NUMBER: 619-795-7606

PAGER NUMBER: \_\_\_\_\_

CELL PHONE NUMBER: 619-318-7699

EMERGENCY NUMBER: 619-677-2003

(For non working hours including weekends and holidays)

NAME OF ON SITE (WORKING) SUPERVISOR: n/a

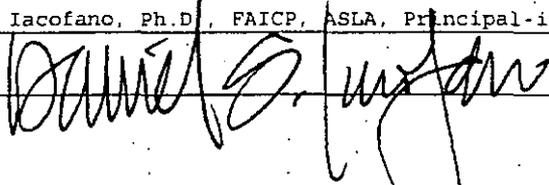
(Capable of discussing all aspects of the contract)

NAME OF NON-WORKING SUPERVISOR: n/a

NUMBER OF EMPLOYEES ASSIGNED TO JOB SITE: n/a

DAYS OF WEEK (EMPLOYEES) ON SITE (CIRCLE): S M T W TH F S n/a

PRINT NAME: Daniel Iacofano, Ph.D., FAICP, ASLA, Principal-in-Charge

SIGNATURE: 

THIS FORM MUST BE CURRENT AT ALL TIMES. REPORT ANY CHANGES IN WRITING TO THE CONTRACT ADMINISTRATOR.

Proposal No. 8964-08-Z

**Certification Survey**

For Small, Ethnically and Culturally Diverse,  
Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their proposal package.

Company Name: Moore Iacofano Goltsman (MIG), Inc.

Mailing Address: 800 Hearst Avenue  
Berkeley, CA 94710

Telephone No.: ( 510 ) 845-7549

E-Mail Address: atorreano@migcom.com

- 1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business?  Yes  No

Certification Number/Agency: \_\_\_\_\_

- 2. Contractor's company has applied for certification?  Yes  No

If yes, which agency? \_\_\_\_\_

- 3. Contractor's company is an independently owned business?  Yes  No

- 4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual\*?  Yes  No

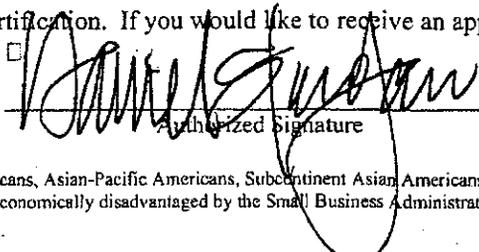
5. SIC Code: 8748 / 0781

6. Number of Employees: 115

7. Annual Gross Receipts (three year average): \$13,500,000

- 8. This is not an application for certification. If you would like to receive an application for certification, please check box:

I certify that this information is correct:



Authorized Signature

08/17/07

Date

\* Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

**Certification Survey**

For Small, Ethnically and Culturally Diverse,  
Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their proposal package.

Company Name: Estrada Land Planning

Mailing Address: 755 Broadway Circle, Suite 300

San Diego, CA 92101

Telephone No.: (619) 236-0143

E-Mail Address: VEstrada@EstradaLandPlan.com

1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business?  Yes  No

Certification Number/Agency: 7103/CUCP (DBE, SMBE, SWBE)

2. Contractor's company has applied for certification?  Yes  No

If yes, which agency? \_\_\_\_\_

3. Contractor's company is an independently owned business?  Yes  No

4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual\*?  Yes  No

5. SIC Code: 8712

6. Number of Employees: 6

7. Annual Gross Receipts (three year average): \$1,305,191

8. This is not an application for certification. If you would like to receive an application for certification, please check box:

I certify that this information is correct:



Authorized Signature

8/13/07

Date

\* Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

Certification Survey

For Small, Ethnically and Culturally Diverse, Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their proposal package.

Company Name: Dudek
Mailing Address: 1605 Third Street, Encinitas, CA 92024
Telephone No.: (760) 479-4231
E-Mail Address: MForster@dudek.com

- 1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business?
2. Contractor's company has applied for certification?
3. Contractor's company is an independently owned business?
4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual\*?
5. SIC Code: 8711
6. Number of Employees: 220
7. Annual Gross Receipts (three year average): \$29,366,625
8. This is not an application for certification. If you would like to receive an application for certification, please check box: [ ]

I certify that this information is correct: [Signature] 8-13-07
Authorized Signature Date

\* Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

**Certification Survey**

For Small, Ethnically and Culturally Diverse,  
Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their proposal package.

Company Name: Kimley-Horn and Associates, Inc.

Mailing Address: 517 Fourth Avenue, Suite 301

San Diego, CA 92101-6870

Telephone No.: (619 ) 234-9411

E-Mail Address: dave.sorenson@kimley-horn.com

- 1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business?  Yes  No

Certification Number/Agency: \_\_\_\_\_

- 2. Contractor's company has applied for certification?  Yes  No

If yes, which agency? \_\_\_\_\_

- 3. Contractor's company is an independently owned business?  Yes  No

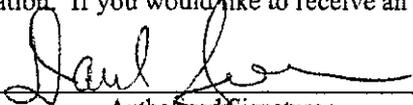
- 4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual\*?  Yes  No

5. SIC Code: \_\_\_\_\_

6. Number of Employees: \_\_\_\_\_

7. Annual Gross Receipts (three year average): \_\_\_\_\_

- 8. This is not an application for certification. If you would like to receive an application for certification, please check box:

I certify that this information is correct:  August 17, 2007  
 Authorized Signature Date

\* Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

Certification Survey

For Small, Ethnically and Culturally Diverse, Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their proposal package.

Company Name: Brian F. Smith and Associates
Mailing Address: 14010 Poway Road, Suite A, Poway, Ca 92064
Telephone No.: ( 858 ) 679-8218
E-Mail Address: bsmith@bfsa-ca.com

1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business? X Yes No

Certification Number/Agency: San Diego County Water Authority Cert# 910

2. Contractor's company has applied for certification? Yes X No

If yes, which agency? \_\_\_\_\_

3. Contractor's company is an independently owned business? X Yes No

4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual? Yes X No

5. SIC Code: \_\_\_\_\_

6. Number of Employees: 35

7. Annual Gross Receipts (three year average): 5 million

8. This is not an application for certification. If you would like to receive an application for certification, please check box: -

I certify that this information is correct: [Signature] 8/14/07
Authorized Signature Date

\* Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.



City of San Diego
EQUAL OPPORTUNITY CONTRACTING (EOC)
1200 Third Avenue • Suite 200 • San Diego, CA 92101
Phone: (619) 236-6000 • Fax: (619) 235-5209

WORK FORCE REPORT
LOCAL WORK FORCE

The objective of the Equal Employment Opportunity Outreach Program, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law.

CONTRACTOR IDENTIFICATION

Type of Contractor: [ ] Construction [ ] Vendor/Supplier [ ] Financial Institution [ ] Lessee/Lessor
[ X ] Consultant [ ] Grant Recipient [ ] Insurance Company [ ] Other

Name of Company: Moore Jacobano Goltzman, Inc.

AKA/DBA: MIG, Inc.

Address (Corporate Headquarters, where applicable): 800 Hearst Ave,

City Berkeley County Alameda State CA Zip 94710

Telephone Number: (510) 845-7549 FAX Number: (510) 845-8750

Name of Company CEO: Daniel Jacobano

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: 3321 Granada Ave

City San Diego County State CA Zip 92104

Telephone Number: (619) 677-2003 FAX Number: (619) 795-7606

Type of Business: Type of License:

The Company has appointed: Joan Perry

as its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate, and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 800 Hearst Ave, Berkeley, CA 94710

Telephone Number: (510) 8457549 FAX Number: (510) 8458750

For Firm's: [ X ] San Diego Work Force and/or [ ] Managing Office Work Force

I, the undersigned representative of MIG, Inc (Firm Name)

Alameda, CA hereby certify that information provided

(County) (State)

herein is true and correct. This document was executed on this 10th day of January, 2008.

[Signature] (Authorized Signature)

Adele L. Torveano (Print Authorized Signature Name)

WORK FORCE REPORT - Page 2

NAME OF FIRM: Moore Jacobano Goldsman, Inc. DATE: 1/16/08

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) African-American, Black
- (2) Latino, Hispanic, Mexican-American, Puerto Rican
- (3) Asian, Pacific Islander
- (4) American Indian, Eskimo
- (5) Filipino
- (6) Caucasian
- (7) Other ethnicity; not falling into other groups

OCCUPATIONAL CATEGORY	(1) African-American		(2) Latino		(3) Asian		(4) American Indian		(5) Filipino		(6) Caucasian		(7) Other Ethnicities	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Executive, Administrative, Managerial				1								1		
Professional Specialty						1						1		
Engineers/Architects														
Technicians and Related Support												1		1
Sales														
Administrative Support/Clerical				1										
Services														
Precision Production, Craft and Repair												1		
Machine Operators, Assemblers, Inspectors														
Transportation and Material Moving														
Handlers, Equipment Cleaners, Helpers and Non-construction Laborers*														

\*Construction laborers and other field employees are not to be included on this page

TOTALS EACH COLUMN				2			1						3		1
--------------------	--	--	--	---	--	--	---	--	--	--	--	--	---	--	---

GRAND TOTAL ALL EMPLOYEES 7

INDICATE BY GENDER AND ETHNICITY THE NUMBER OF ABOVE EMPLOYEES WHO ARE DISABLED:

DISABLED														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

NON-PROFIT ORGANIZATIONS ONLY:

BOARD OF DIRECTORS														
VOLUNTEERS														
ARTISTS														

Proposal No. 8964-08-Z

**Purchasing Division • City of San Diego**  
**CONTRACTOR STANDARDS**  
*Questionnaire*

On May 24, 2005, the Council of the City of San Diego adopted Ordinance No. O-19383. The intent of the Contractor Standards clause of San Diego Municipal Code §22.3224 is to ensure the City of San Diego conducts business with firms that have the necessary quality, fitness and capacity to perform the work set forth in the contract.

To assist the Purchasing Agent in making this determination, each bidder/proposer must complete and submit the attached questionnaire with the bid/proposal. If a non-competitive process is used to procure the contract, the proposed contractor must submit this completed questionnaire prior to execution of the contract. Submitted questionnaires are public records and information contained within will be available for public review for at least ten (10) calendar days, except to the extent that such information is exempt from disclosure pursuant to applicable law.

All questionnaire responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, respondents must use the *Questionnaire Attachment "A"* and sign each page. The signatory of this questionnaire guarantees the truth and accuracy of all responses and statements. Failure to submit this completed questionnaire may make the bid/proposal non-responsive and disqualified from the bidding process. If a change occurs which would modify any response, Contractor must provide the Purchasing Agent an updated response within thirty (30) calendar days.

**A. PROJECT TITLE:**

Barrio Logan Community Plan Update

**B. BIDDER/CONTRACTOR INFORMATION:**

Moore Iacofano Goltzman (MIG), Inc.

Legal Name	DBA		
800 Hearst Avenue	Berkeley	CA	94710
Street Address	City	State	Zip
Adele Torreano, Business Manager	510-845-7549	510-845-8750	
Contact Person, Title	Phone	Fax	

**C. OWNERSHIP AND NAME CHANGES:**

1. In the past five (5) years, has your firm changed its name?

Yes  No

If Yes, use *Questionnaire Attachment "A"* to list all prior legal and DBA names, addresses and dates when used. Explain the specific reasons for each name change.

2. In the past five (5) years, has a firm owner, partner or officer operated a similar business?

Yes  No

If Yes, use *Questionnaire Attachment "A"* to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE: Indicate the organizational structure of your firm. Check one only on this page. Use *Questionnaire Attachment "A"* if more space is required.

Corporation . Date incorporated: 04/05/90 State of incorporation: California

List corporation's current officers:

President: Susan Goltzman, FASLA  
Vice President: Daniel Iacofano, Ph.D., FAICP, ASLA  
Secretary: Carolyn Verheven  
Treasurer: \_\_\_\_\_

Is your firm a publicly traded corporation?  Yes  No

If Yes, name those who own five percent (5%) or more of the corporation's stocks:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Limited Liability Company Date formed:  / / State of formation: \_\_\_\_\_

List names of members who own five percent (5%) or more of the company:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Partnership Date formed:  / / State of formation: \_\_\_\_\_

List names of all firm partners:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sole Proprietorship Date started:  / /

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Joint Venture Date formed:  / /

List each firm in the joint venture and its percentage of ownership:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Note: Each member of a Joint Venture must complete a separate *Contractor Standards Questionnaire* for a Joint Venture's submission to be considered responsive

**E. FINANCIAL RESOURCES AND RESPONSIBILITY:**

- 1. Is your firm in preparation for, in the process of, or in negotiations toward being sold?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances, including name of the buyer and principal contact information.

- 2. In the past five (5) years, has your firm been denied bonding?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances; include bonding company name.

- 3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances.

**F. PERFORMANCE HISTORY:**

- 1. In the past five (5) years, has your firm defaulted on a contract with a government agency?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances.

- 2. In the past five (5) years, has a government agency terminated your firm's contract prior to completion?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances and provide principal contact information.

**G. COMPLIANCE:**

- 1. In the past five (5) years, has your firm or any firm owner, partner or officer been found to have violated or been penalized for any federal, state or local law in performance of a contract, including but not limited to laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances surrounding each instance; include name of entity involved, specific infraction(s) or violation(s), dates of instances, and outcome with current status.

- 2. In the past five (5) years, has your firm been debarred or determined to be non-responsible by a government agency?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances of each instance; include name of entity involved, specific infraction, dates, and outcome.

Proposal No. 8964-08-Z

H. BUSINESS INTEGRITY:

- 1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or governmental entity?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances of each instance; include the entity involved, specific infraction(s) or violation(s), dates, outcome and current status.

- 2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?  
 Yes                       No

If Yes, use *Questionnaire Attachment "A"* to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

I. TYPE OF SUBMISSION: This questionnaire response is submitted as:

- Initial submission of *Contractor Standards Questionnaire*.
- Update of prior *Contractor Standards Questionnaire* dated \_\_\_/\_\_\_/\_\_\_.

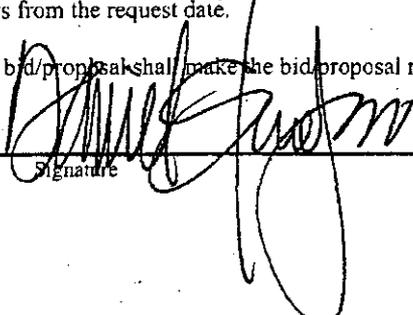
Complete all questions and sign below. Each *Questionnaire Attachment "A"* page must be signed.

Under penalty of perjury under the laws of the State of California, I certify I have read and understand the questions contained in this questionnaire and that I am responsible for completeness and accuracy of responses and all information provided is true to the best of my knowledge and belief. I further certify my agreement to the following provisions of San Diego Ordinance No. O-19383:

- (a) To comply with all applicable State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.
- (b) To notify the Purchasing Agent within fifteen (15) calendar days upon receiving notification that a government agency has begun an investigation of the Contractor that may result in a finding that the Contractor is or was not in compliance with laws stated in paragraph (a).
- (c) To notify the Purchasing Agent within fifteen (15) calendar days when there has been a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).
- (d) To provide the Purchasing Agent updated responses to the *Contractor Standards Questionnaire* within thirty (30) calendar days if a change occurs which would modify any response.
- (e) To notify the Purchasing Agent within fifteen (15) days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).
- (f) To cooperate fully with the Purchasing Agent and the City during any investigation and to respond to a request for information within ten (10) working days from the request date.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive.

Daniel Iacofano, Ph.D, FAICP  
Print Name, Title



Signature

8/17/07

Date

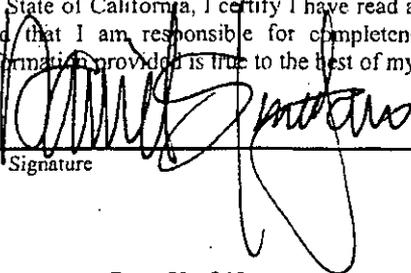
Purchasing Division • City of San Diego  
CONTRACTOR STANDARDS  
*Questionnaire Attachment "A"*

Provide additional information in space below. Use additional *Questionnaire Attachment "A"* pages as needed; sign each page. Print in ink or type responses and indicate question being answered. Information provided will be available for public review, except if exempt from disclosure pursuant to applicable law.

No Additional information.

Under penalty of perjury under the laws of the State of California, I certify I have read and understand the questions contained in this *Contractor Standards Questionnaire* and that I am responsible for completeness and accuracy of responses on this *Questionnaire Attachment "A"* page and all information provided is true to the best of my knowledge.

Daniel Iacofano, Ph.D., FAICP



8/17/07

Print Name, Title

Signature

Date



**Moore Iacofano Goltsnman, Inc.**  
**2008 Hourly Rates**

The following is a rate list for MIG professional services for 2008. These rates will not increase more than 5% per year.

Name	Category	Billing Rate
C. Beynon	Principal In Chage	\$160.00
E. Garcia	Project Manager	\$125.00
A. Pendoley	Deputy Project Manager	\$110.00
N. Kaiser	Parks Planner	\$145.00
	Urban Designer	\$160.00
	Graphic Designer	\$115.00
	Project Associate	\$85.00
	Project Assistant	\$75.00



Estrada  
Land Planning  
Urban Design  
Landscape Architecture  
Computer Imaging

755 Broadway Circle  
Suite 300  
San Diego  
California 92101-6161  
619-236-0143  
619-236-0578 fax

**ESTRADA LAND PLANNING  
2008 HOURLY RATES**

Principal	\$250.00
Project Manager/Senior Planner/Senior Landscape Architect	\$150.00
Project Manager/Planner/Senior Landscape Designer	\$115.00
Planner/Landscape Designer	\$100.00
Assistant Planner/Assistant Landscape Designer	\$ 70.00
Administrative	\$ 45.00

Rates will not be increased more than 5% per year.

000601


**Brian F. Smith & Associates**
**Archaeological/Biological/Historical/Paleontological/Air/Traffic/Noise Consulting**

December 3, 2007

Esmeralda García  
 Senior Project Manager  
 Moore Iacofano Goltsman (MIG), Inc.  
 169 North Marengo Avenue  
 Pasadena, CA 91101

Subject: 2008 Rates

Dear Ms. Garcia,

The hourly rate table provided below includes BFSA standard billing rates for 2008. These will not change more than %5 per year.

**Hourly Rates**

Employee Description	Hourly Rate
<b>A. Project Management and Administration</b>	
Principal Investigator	\$120.00
Project Manager	\$85.00
Assistant Project Manager	\$55.00
<b>B. Records Searches</b>	
Senior Archaeologist	\$55.00
Ethnographer	\$55.00
Associate Archaeologist	\$45.00
GIS/GPS Administrator	\$35.00
Cartographer	\$35.00
Word Processor	\$35.00
Record Searches (SCIC and Museum)	\$150.00
Paleontology (SDNHM)	\$75.00
<b>C. Fieldwork</b>	
Senior Archaeologist	\$55.00
Senior Historian	\$55.00
Associate Archaeologist (Field Supervisor)	\$45.00
Assistant Archaeologist II (Crew Chief)	\$45.00
Assistant Archaeologist I (Crew)	\$40.00
GPS survey-grade rental	\$15.00
Geomorphologist	\$55.00

San Diego • Riverside • San Bernardino • La Quinta • Anaheim • Los Angeles • Irvine

000602

Native American	\$55.00
<b>D. Site Forms</b>	
Senior Archaeologist	\$55.00
Associate Archaeologist	\$50.00
Assistant Arch	\$45.00
GIS/GPS Administrator	\$50.00
GIS/GPS Technician	\$35.00
Cartographer	\$35.00
Curation at SDAC	\$750/box
<b>E. Report Preparation</b>	
Project Manager	\$55.00
Senior Historian	\$55.00
Associate Archaeologist	\$45.00
<b>F. Production</b>	
Cartographer	\$35.00
Word Processor	\$35.00
Editor	\$35.00

If there is anything else I can do, please do not hesitate to contact either Kyle Guerrero or myself, at (858) 484-0915.

Regards,



Brian F. Smith  
Brian F. Smith and Associates  
[bsmith@bfsa-ca.com](mailto:bsmith@bfsa-ca.com)

MAIN OFFICE  
 605 THIRD STREET  
 ENCINITAS, CALIFORNIA 92024  
 T 760.942.5147 T 800.450.1818 F 760.632.0164

## DUDEK 2008 STANDARD SCHEDULE OF CHARGES\* Effective January 1, 2008

### Engineering Services

Project Director .....	\$200.00/hr
Program Manager .....	\$190.00/hr
Principal Engineer II .....	\$180.00/hr
Principal Engineer I .....	\$170.00/hr
Senior Project Manager .....	\$160.00/hr
Project Manager .....	\$140.00/hr
Resident Engineer .....	\$135.00/hr
Senior Engineer II .....	\$130.00/hr
Senior Engineer I .....	\$125.00/hr
Associate Engineer .....	\$120.00/hr
Project Engineer IV .....	\$115.00/hr
Project Engineer III .....	\$105.00/hr
Project Engineer II .....	\$100.00/hr
Project Engineer I .....	\$90.00/hr
Field Engineer II .....	\$110.00/hr
Field Engineer I .....	\$100.00/hr
Engineering Assistant .....	\$85.00/hr

### Right-of-Way Management Services

Principal ROW Manager .....	\$175.00/hr
ROW Project Manager .....	\$135.00/hr
ROW Senior Engineer .....	\$125.00/hr
ROW Engineer .....	\$115.00/hr
ROW Technician .....	\$105.00/hr
ROW Research Analyst .....	\$75.00/hr

### Environmental Services

Principal .....	\$210.00/hr
Senior Project Manager/Specialist .....	\$195.00/hr
Environmental Specialist/Planner VI .....	\$170.00/hr
Environmental Specialist/Planner V .....	\$150.00/hr
Environmental Specialist/Planner IV .....	\$135.00/hr
Environmental Specialist/Planner III .....	\$125.00/hr
Environmental Specialist/Planner II .....	\$110.00/hr
Environmental Specialist/Planner I .....	\$100.00/hr
Analyst .....	\$85.00/hr
Planning Research Assistant .....	\$70.00/hr

### Construction Management Services

Principal/Manager .....	\$195.00/hr
Senior Construction Manager .....	\$180.00/hr
Senior Project Manager .....	\$160.00/hr
Construction Manager .....	\$150.00/hr
Project Manager .....	\$140.00/hr
Resident Engineer .....	\$135.00/hr
Construction Engineer .....	\$130.00/hr
On-site Owner's Representative .....	\$105.00/hr
Construction Inspector III .....	\$120.00/hr
Construction Inspector II .....	\$110.00/hr
Construction Inspector I .....	\$100.00/hr

### Hydrogeological Services

Principal .....	\$205.00/hr
Practice Manager .....	\$185.00/hr
Sr. Environmental Engineer .....	\$185.00/hr
Sr. Hydrogeologist/Sr. Proj Mgr .....	\$165.00/hr
Project Manager .....	\$150.00/hr
Associate Hydrogeologist/Engineer .....	\$135.00/hr
Hydrogeologist IV/Engineer IV .....	\$120.00/hr
Hydrogeologist III/Engineer III .....	\$110.00/hr
Hydrogeologist II/Engineer II .....	\$100.00/hr
Hydrogeologist I/Engineer I .....	\$90.00/hr
Technician .....	\$85.00/hr

### District Management & Operations

District General Manager .....	\$175.00/hr
District Engineer .....	\$150.00/hr
District Manager .....	\$140.00/hr
District Secretary/Accountant .....	\$90.00/hr
Collections System Manager .....	\$90.00/hr
Grade V Operator .....	\$105.00/hr
Grade IV Operator .....	\$90.00/hr
Grade III Operator .....	\$80.00/hr
Grade II Operator .....	\$70.00/hr
Grade I Operator .....	\$65.00/hr
Operator in Training .....	\$55.00/hr
Collection Maintenance Worker II .....	\$50.00/hr
Collection Maintenance Worker I .....	\$40.00/hr

### Office Services

#### Technical/Drafting/CADD Services

3D Graphic Artist .....	\$140.00/hr
Senior Designer .....	\$125.00/hr
Designer .....	\$105.00/hr
Assistant Designer .....	\$80.00/hr
GIS Specialist IV .....	\$135.00/hr
GIS Specialist III .....	\$120.00/hr
GIS Specialist II .....	\$110.00/hr
GIS Specialist I .....	\$100.00/hr
CADD Operator II .....	\$95.00/hr
CADD Operator I .....	\$85.00/hr
CADD Drafter .....	\$80.00/hr
CADD Technician .....	\$65.00/hr

### Surveying Services (Coachella Valley)

Professional Land Surveyor .....	\$160.00/hr
3-Person Survey Crew .....	\$235.00/hr
2-Person Survey Crew .....	\$205.00/hr
1-Person Survey Crew .....	\$110.00/hr
Survey Analyst .....	\$110.00/hr
Asst. Survey Analyst/CADD Mapper .....	\$80.00/hr

### Support Services

Technical Editor .....	\$110.00/hr
Computer/Word Processing .....	\$80.00/hr
Clerical Administration .....	\$70.00/hr

**Forensic Engineering** – Court appearances, depositions, and interrogatories as expert witness will be billed at 1.75 times normal rates.

**Emergency and Holidays** – Minimum charge of two hours will be billed at 1.5 times the normal rate.

**Material and Outside Services** – Subcontractors, rental of special equipment, special reproductions and blueprinting, outside data processing and computer services, etc., are charged at 1.15 times the direct cost.

**Travel Expenses** – Mileage at 50.5 cents per mile. Per diem where overnight stay is involved is charged at cost

**Invoices, Late Charges.** - All fees will be billed to Client monthly and shall be due and payable upon receipt. Invoices are delinquent if not paid within thirty (30) days from the date of the invoice. Client agrees to pay a monthly late charge equal to one percent (1%) per month of the outstanding balance until paid in full.

\*Annual increases not to exceed 5%.

**THIS DOCUMENT MUST BE COMPLETED,  
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD**

**DRUG-FREE WORKPLACE  
CONTRACTOR CERTIFICATION**

**PROPOSAL NUMBER:**

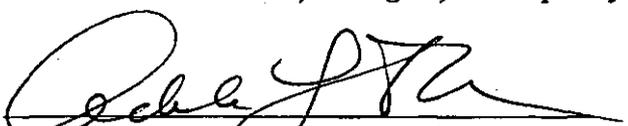
**PROJECT TITLE:** Barrio Logan Community Plan Update

I hereby certify that I am familiar with the requirements of San Diego City Council Policy No. 100-17 regarding Drug-Free Workplace as outlined in the request for proposals, and that,

Moore Tacofano Goltzman, Inc.

(Name under which business is conducted)

has in place a Drug-Free Workplace Program that complies with said policy. I further certify that each subcontract agreement for this project contains language which indicates the Subcontractor's agreement to abide by the provisions of subdivisions a) through c) of the policy as outlined.

SIGNED: 

PRINTED NAME: Adele L. Torrealba

TITLE: Business Manager

COMPANY NAME: Moore Tacofano Goltzman

ADDRESS: 800 Hearst Ave.

Berkeley, CA 94710

TELEPHONE: 510 845 7549 FAX: 510 845 8750

DATE: 12.3.07

000606

**THIS DOCUMENT MUST BE COMPLETED,  
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD.**

**DRUG-FREE WORKPLACE  
CONTRACTOR CERTIFICATION**

PROPOSAL NUMBER: 8964-08-Z

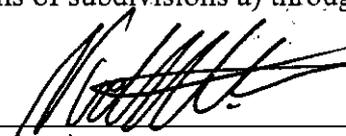
PROJECT TITLE: Barrio Logan Community Plan Update

I hereby certify that I am familiar with the requirements of **San Diego City Council Policy No. 100-17** regarding Drug-Free Workplace as outlined in the request for proposals, and that,

Estrada Land Planning, Inc.

(Name under which business is conducted)

has in place a Drug-Free Workplace Program that complies with said policy. I further certify that each subcontract agreement for this project contains language which indicates the Subcontractor's agreement to abide by the provisions of subdivisions a) through c) of the policy as outlined.

SIGNED:  \_\_\_\_\_

PRINTED NAME: Vicki Estrada

TITLE: President

COMPANY NAME: Estrada Land Planning, Inc.

ADDRESS: 755 Broadway Circle, Suite 300

San Diego, CA 92101

TELEPHONE: 619-236-0143 FAX: 619-236-0578

**THIS DOCUMENT MUST BE COMPLETED,  
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD**

**DRUG-FREE WORKPLACE  
CONTRACTOR CERTIFICATION**

**PROPOSAL NUMBER:**

**PROJECT TITLE:** BARRIO LOGAN COMMUNITY PLAN UPDATE

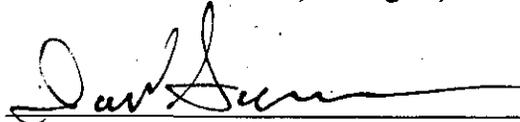
I hereby certify that I am familiar with the requirements of San Diego City Council Policy No. 100-17 regarding Drug-Free Workplace as outlined in the request for proposals, and that,

KIMLEY - HORN AND ASSOCIATES

(Name under which business is conducted)

has in place a Drug-Free Workplace Program that complies with said policy. I further certify that each subcontract agreement for this project contains language which indicates the Subcontractor's agreement to abide by the provisions of subdivisions a) through c) of the policy as outlined.

SIGNED:



PRINTED NAME: DAVID SORENSON

TITLE: Vice President

COMPANY NAME: KIMLEY-HORN AND ASSOCIATES

ADDRESS: 517 4TH AVENUE, SUITE 301

TELEPHONE: 619-234-9411 FAX: 619-234-9433

DATE: 11/26/07

THIS DOCUMENT MUST BE COMPLETED,  
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD

DRUG-FREE WORKPLACE  
CONTRACTOR CERTIFICATION

PROPOSAL NUMBER:

PROJECT TITLE: Barrio Layan

I hereby certify that I am familiar with the requirements of San Diego City Council Policy No. 100-17 regarding Drug-Free Workplace as outlined in the request for proposals, and that,

Dudek

(Name under which business is conducted)

has in place a Drug-Free Workplace Program that complies with said policy. I further certify that each subcontract agreement for this project contains language which indicates the Subcontractor's agreement to abide by the provisions of subdivisions a) through c) of the policy as outlined.

SIGNED: Mary R. Murphy

PRINTED NAME: Mary R. Murphy

TITLE: Human Resources Director

COMPANY NAME: Dudek

ADDRESS: 605 3rd Street  
Encinitas, CA 92024

TELEPHONE: 760 942-5147 FAX: 760 632-0167

DATE: 11/27/07

**THIS DOCUMENT MUST BE COMPLETED,  
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD**

**DRUG-FREE WORKPLACE  
CONTRACTOR CERTIFICATION**

**PROPOSAL NUMBER:** 8964-08-Z

**PROJECT TITLE:** Barrio Logan Community Plan Update

---

I hereby certify that I am familiar with the requirements of **San Diego City Council Policy No. 100-17** regarding Drug-Free Workplace as outlined in the request for proposals, and that,

Brian F. Smith and Associates

(Name under which business is conducted)

has in place a Drug-Free Workplace Program that complies with said policy. I further certify that each subcontract agreement for this project contains language which indicates the Subcontractor's agreement to abide by the provisions of subdivisions a) through c) of the policy as outlined.

SIGNED:



PRINTED NAME: Brian F. Smith

TITLE: Owner, Principal Consultant

COMPANY NAME: Brian F. Smith and Associates

ADDRESS: 14010 Poway Road, Suite A

Poway, CA 92064

TELEPHONE: 858-484-0915 FAX: 858-679-9896

DATE: December 3, 2007



Barrio Logan  
Community Plan Update

DRAFT - Deliverables Schedule and Costs

		Deliverable Timeframe	MIG Labor	MIG Direct Costs	Subs Total	Task Total
<b>1</b>	<b>Task 1 Administration</b>					
1.1	Administration and Project Management		\$40,860	\$4,110	\$5,400	\$50,370
	Progress Memos	Monthly				
1.2	Project Initiation Meeting and Walking Tour		\$7,300	\$730	\$1,400	\$9,430
	Refined Workplan	Month 1				
	Draft Plan Update Schedule	Month 1				
	Public Involvement and Media Strategy	Months 1 - 2				
			\$48,160	\$4,840	\$6,800	\$59,800
<b>2</b>	<b>Task 2 Public Outreach</b>					
2.1	Stakeholder Advisory Committee (16)		\$34,540	\$3,600	\$16,200	\$54,340
	Meeting Agendas and Materials	Months 2 -17				
	Meeting Summaries	Months 2 -17				
2.2	Stakeholder Interviews (12) and Focus Groups (4)		\$13,150	\$1,600	\$8,600	\$23,350
	Stakeholder Questionnaire	Month 1				
	Stakeholder Key Findings Summary	Month 2				
2.3	Community Survey		\$15,760	\$1,340	\$2,100	\$19,200
	Community Survey Questionnaire	Months 2 - 3				
	Community Leader Orientation	Months 3 - 4				
	Community Survey Summary	Months 5 - 7				
2.4	Community Workshops/Charrette (6)		\$66,030	\$6,600	\$20,800	\$93,430
	Agenda, presentation materials, handouts and displays	Months 3 - 4, 6 - 7, 9 - 10, 12 - 13, 15 - 16, and 18 - 20				
2.5	Technical Working Group (TWG) and Zoning Code Monitoring Team Meetings (4)		\$14,160	\$1,400	\$4,300	\$19,860
	Handouts	bi-annual				
2.6	Agency Presentations/Meetings (10)		\$10,020	\$1,100	\$5,400	\$16,520
	Speaking Points and Handouts	Months 4 - 18				
			\$153,660	\$15,640	\$57,400	\$226,700
<b>3</b>	<b>Task 3 Community Plan Update</b>					
3.1	Existing Conditions Analysis	Months 3 - 5	\$11,960	\$1,200	\$0	\$13,160
3.2	Urban Form Analysis and Missing Studies	Months 7 - 9	\$16,080	\$1,600	\$13,100	\$28,780
3.3	Visual Preference Survey		\$10,220	\$1,000	\$1,600	\$12,820
	Survey Materials	Months 8 - 10				
	Summary	Months 9 - 11				
	Land Use Element Coordination and Integration		\$14,980	\$1,500	\$5,200	\$22,680
3.4	Public Facilities & Parks System Strategy	Months 10 - 12	\$12,825	\$1,200	\$6,500	\$14,525
3.5	Historical Resources Reconnaissance and Archeological Study	Months 8 - 12	\$500	\$75	\$38,100	\$38,675
3.6	Hazardous Materials Study	Months 8 - 12	\$0	\$0	\$13,000	\$13,000
3.7	Noise Study	Months 10 - 12	\$500	\$70	\$36,800	\$37,370
3.8	Mobility Analysis and Traffic Study	Months 7 - 18	\$0	\$0	\$167,500	\$167,500
3.9	Co-location and Buffer Strategy	Months 7 - 13	\$9,320	\$900	\$2,200	\$12,420
3.10	Develop Plan	Months 17 - 19	\$17,680	\$1,800	\$11,700	\$31,180
3.11	Screen Checks (3)	Months 20 - 22	\$19,940	\$2,000	\$2,200	\$24,140
3.13	Final Plan	Months 22 - 24	\$13,150	\$1,300	\$1,100	\$15,550
			\$127,155	\$12,645	\$292,000	\$431,800
<b>4</b>	<b>Task 4 Zoning Program</b>					
	Zoning Program		\$39,194	\$3,306	\$0	\$42,500
		Months 7 - 16	\$39,194	\$24,796	\$0	\$42,500
<b>5</b>	<b>Task 5 Public Hearing Program</b>					
5.1	Planning Commission Meetings (4)	Months 20 - 24	\$5,000	\$500	\$4,300	\$9,800
5.2	City Council Meetings (4)	Months 20 - 24	\$4,360	\$400	\$4,300	\$9,060
5.3	Historical Resources Board Meetings (2)	Months 20 - 22	\$2,930	\$230	\$1,600	\$4,760
5.4	Coastal Commission Workshops/Hearings (2)	Months 20 - 22	\$3,080	\$300	\$3,200	\$6,580
			\$15,370	\$1,430	\$13,400	\$30,200
<b>MIG COSTS TOTAL</b>			<b>\$383,539</b>	<b>\$48,606</b>	<b>\$369,600</b>	
<b>ESTIMATED LABOR COST + Direct Costs</b>						<b>\$791,000</b>