



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: July 7, 2010

REPORT NO. 10-102

ATTENTION: Land Use and Housing Committee of July 14, 2010

SUBJECT: AGREEMENT WITH AECOM FOR PROFESSIONAL PLANNING
CONSULTING SERVICES

REQUESTED ACTION:

Recommend that the City Council authorize the Mayor, or his designee, to execute an agreement with AECOM, Inc. to provide professional planning consultant services for the updates of the Midway-Pacific Highway Corridor and Old San Diego (Old Town) community plans.

Recommend that the City Council authorize the expenditure of \$947,940 from Fund 200359.

Recommend that the City Council authorize the Mayor, or his designee to extend the contract an additional two years beyond the contract duration.

STAFF RECOMMENDATION:

Recommend approval of the requested actions.

SUMMARY:

CPCI is embarking on comprehensive updates of the Midway-Pacific Highway Corridor and Old San Diego (Old Town) community plans. On July 22, 2008, the City Council initiated the updates and the Redevelopment Agency authorized the expenditure and transfer of up \$1,600,000 of funds from the North Bay Redevelopment Project Area to fund the updates.

The City of San Diego solicited a Request for Proposals (RFP No. 9468-09-W) for a multi-disciplinary team to provide technical assistance and support to staff for the duration of the community plan update process. The RFP was advertised in the San Diego Daily Transcript and was also posted on the City's website. The City received a total of seven proposals in response to the RFP. A Technical Evaluation Committee composed of City staff, two community representatives and advisors was formed to review and evaluate the technical proposals, interview the teams and rank the firms according the evaluation criteria. The criteria included qualification and experience; response to specifications; past performance as indicated by references; and establishment of rapport with key personnel through the oral interviews. The technical evaluation was completed first without the pricing proposals. In accordance with the solicitation, technical merit was given a greater weight than price. The evaluation committee was

charged with selecting the proposal representing the best value to the City considering all of the evaluation criteria specified above as well as price.

The technical evaluation committee determined that AECOM represents the best value to the City through a combination of exceptional qualifications and experience and competitive pricing, and recommends that AECOM be awarded the contract. AECOM is a large international multi-disciplinary firm with a strong local presence that offers a spectrum of integrated consulting services. John Bridges and Yara Fisher will serve as the project managers for AECOM. The project managers have a strong working knowledge of the City's General Plan and General Plan EIR. Both John Bridges and Yara Fisher worked on the preparation of the General Plan Environmental Impact Report. This is an added benefit to this project as the General Plan is the foundation for the City's community plans, and community plan EIRs will tier from the General Plan EIR. John Bridges has over 30 years of experience and is a recognized expert in planning and the California Environmental Quality Act (CEQA).

AECOM will be assisted by several subconsultants with extensive expertise in pertinent disciplines. Fehr and Peers will provide the transportation analysis and mobility expertise. MJE Marketing will conduct some of the public outreach and facilitation. True North Research will prepare a community survey. Winter and Company, a firm with national expertise in historic preservation and conservation districts, will assist with urban design.

In accordance with the solicited scope of work for this contract, the consultant team will work collaboratively with staff and provide a variety of professional services for the community plan updates. The scope of work has been structured so that staff will take the lead and the consultant team will have a role with project management and administration; meeting facilitation; conducting workshops and the charrette; preparing the urban design and mobility elements of the plan; providing technical expertise and review for the other elements; and preparing special studies. The technical evaluation committee also recommends that the optional scope of work for the environmental analysis and preparation of the Environmental Impact Report be included within this contract agreement. Combining these two community plan update components will achieve efficiencies and result in overall cost savings.

The professional services contract consists of the Memorandum of Agreement (Attachment 1), specifications of the RFP (Attachment 2), the Technical Proposal (Attachment 3), and the Price Proposal (Attachment 4).

Council Polity 300-07 specifies that justification is required for the use of private consultants to perform City work. CPCI has solicited professional consulting services to assist staff in completing the plan updates in an efficient and timely manner, and utilize expertise in specific disciplines necessary for the comprehensive updates to the community plans.

EQUAL OPPORTUNITY CONTRACTING:

AECOM has a current and completed Equal Opportunity Contracting (EOC) Workforce Report on file with the City (Attachment 4). This agreement is subject to the City's Equal Opportunity Contracting (San Diego No. 18173, Section 22.2701 through 22.2708) and Non-Discrimination in Contracting Ordinance (San Diego Municipal Code Section 22.3501 through 22.3517).

FISCAL CONSIDERATION:

The total cost of the AECOM contract agreement will not exceed \$947,940. The contract price includes the mandatory scope of services and the scope of services for the environmental analysis. The price for the required scope of work is not to exceed \$688,835. The environmental analysis has a price not to exceed \$259,105. Funding for this contract is currently available in Fund 200359 via a prior year (2008) transfer of \$1,600,000 of North Bay Redevelopment Funds to CPCI-Planning Division for the specific purpose of funding the community plan updates. \$947,940 of the funds allocated will be used to execute a contract with the primary consultant, AECOM. The balance of the funds of \$652,060 appropriated for the community plan updates will be utilized for the Historic Resources Consultant (already under contract), the Economic and Fiscal Consultant, and other expenses associated with the community plan updates.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

On July 22, 2008, the City Council initiated updates to the Midway-Pacific Highway Corridor (Midway) Community Plan and the Old San Diego Community Plan. On October 7, 2008, the San Diego Redevelopment Agency authorized the transfer of \$1,600,000 of North Bay Redevelopment funds to the CPCI Department for the specific purpose of financing the comprehensive update of the Midway-Pacific Highway Corridor and Old San Diego Community Plans.

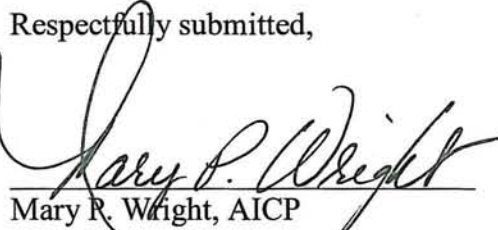
COMMUNITY PARTICIPATION and PUBLIC OUTREACH EFFORTS:

Two community planning group representatives served as participants on the technical evaluation committee.

KEY STAKEHOLDERS and PROJECTED IMPACTS (if applicable):

The City in conjunction with the respective community planning groups will be forming community plan update advisory committees to convene the public forum for input and advisory recommendations to the City relative to the community plan update. In addition, several workshops and a charrette will be held to ensure that the public and stakeholders have an opportunity to participate in the updates of these community plans.

Respectfully submitted,


Mary R. Wright, AICP
Deputy Director
City Planning & Community Investment


Jay M. Goldstone
Chief Operating Officer

ANDERSON/WRIGHT/MCD

Attachment(s):

1. Memorandum of Agreement
2. Request for Proposals
3. Technical Proposal
4. Price Proposal
5. Workforce Report

MEMORANDUM OF AGREEMENTParties

This Memorandum of Agreement ("MOA") is hereby made by and among AECOM Technical Services, Inc. ("Proposer") and the City of San Diego ("City"), collectively referred to as the "Parties," to memorialize their acceptance of the terms of the contract resulting to the Proposer's successful proposal in response to the City's Request for Proposal ("RFP") No. 9468-09-W.

Recitals

WHEREAS, the Proposer has submitted a proposal in response to the RFP, and in doing so has agreed that, should the proposal be successful, it will be bound by the terms of the Contract as defined in the RFP, including all Contract Documents, Exhibits and Attachments thereto, and documents incorporated therein by reference;

WHEREAS, the City has determined that the Proposer's proposal is the winning proposal and intends to award the contract to the Proposer on that basis;

THEREFORE, the Parties agree to the following:

Agreement

The Parties mutually agree that, as a result of the City's acceptance of the Proposer's proposal in response to the RFP, the Parties shall be mutually bound by the terms of the RFP, the proposal, and all Contract Documents incorporated into the resulting Contract, as defined in the RFP.

Accepted and Agreed,

City of San Diego

Hildred Pepper Jr
By: Hildred Pepper Jr

Date: 6/23/10

Proposer

Ray Hrenko
By: RAY HRENKO VICE PRESIDENT

Date: 6/23/10

I HEREBY APPROVE the form and legality of the foregoing agreement this ____
day of _____, 20__.

Jan, O. Goldsmith, City Attorney

By: _____

ATTACHMENT 2

VOLUME I-TECHNICAL PROPOSAL

OCTOBER 16, 2009

COMMUNITY PLAN UPDATE PROCESS

Proposal No. 9468-09-W



PROFESSIONAL PLANNING SERVICES

City of San Diego Midway-Pacific Highway
Corridor and Old San Diego

Submitted to:

BILL BRODERICK

Procurement Specialist

City of San Diego

Purchasing and Contracting Department

1200 Third Avenue, Suite 200

San Diego, CA 92101-4195

Submitted by:

EDAW AECOM

1420 Kettner Boulevard

Suite 500

San Diego, CA 92101

contents

Volume I - Technical Proposal

I. Executive Summary

II. Qualifications and Experience

III. Specifications

IV. Additional Submittals/Forms

I.I Executive Summary



“EDAW is an idea-driven firm, whether the idea comes from science, planning, or design. We remind ourselves: The best idea wins. Don’t be complacent. Go where you will find the powerful, profound ideas. That is the distinguishing quality in a democratic design and planning environment. The novice thinks it just happens. Our challenge is to demonstrate the best that can be done.”

- Joe Brown
EDAW AECOM CEO

EDAW AECOM is a worldwide planning, design, and environmental consulting firm driven by the power of great ideas. Our San Diego office has more than 120 professionals engaged in a variety of challenging projects that benefit from our creativity and commitment to excellence. Outstanding staff members from our San Diego office and other southern California offices have joined as a team of experts dedicated to the successful completion of the Midway-Pacific Highway Corridor and Old San Diego Community Plan update program (MPHC and OSD CPU). This team is led by Principal/Project Manager John Bridges, FAICP, and Assistant Project Manager Yara Fisher, AICP, with the support of other key team members Joan Isaacson, AICP, IAP2; Rick Barrett, LEED AP; Christine Babla, AICP, LEED AP; and special advisors Steve Kellenberg and Vaughan Davies. As described below, our team’s approach combines great ideas, seasoned experience, and a distinct understanding of the project.

As of October 3, EDW AECOM has evolved to the Design + Planning practice at AECOM. Our name is now AECOM. We will continue to contract as EDW AECOM through November 1, 2009, and as AECOM Technical Services, Inc. thereafter. You will continue to work with the same EDW AECOM professionals, now with a wider range of experts to enhance and sustain the world’s built, natural and social environments. With a broad network of design, planning, and engineering consultants united under one brand, we take an important step in fashioning a new kind of consultancy—one that can address today’s complex challenges with connected expertise across many disciplines.

EDW AECOM offers creativity, knowledge, and experience for successful Plan completion.

Principal/Project Manager **John Bridges** is a Fellow of the American Institute of Certified Planners. He is widely recognized as a California planning and environmental expert, having successfully directed more than 30 general and community plan programs. He brings more than 30 years of planning experience in California and San Diego to this project, along with his recent work on the Program EIR for the City of San Diego’s General Plan update, which is important for ensuring that the MPHC and OSD CPU is consistent with General Plan policy and environmental documentation. Additionally, Mr. Bridges’ innovative approach to addressing climate change in the General Plan Program Environmental Impact Report (EIR) was instrumental in reaching a mutually acceptable conclusion when the Plan and EIR were critically reviewed

EDW has evolved. Our name is now AECOM, as our Design + Planning professionals work in concert with a wider range of experts to enhance and sustain the world’s built, natural and social environments.

by the State Attorney General's office. Mr. Bridges also brings his previous experience in completing the North Bay Redevelopment Project and Community Plan Amendments EIR to the update of these two important Community Plans.

Assistant Project Manager **Yara Fisher** has prepared numerous General Plans, Specific Plans, and zoning codes and their associated environmental (CEQA) documents for California communities. She has substantial experience in completing complex community planning programs, including plan writing and editing, as well as highly effective management of project teams, resources, and budgets. Her experience also includes preparing development regulations for both traditional and form-based codes, including integrating standards for sustainable development. This experience enables her to provide important guidance and assistance to City staff during development of both the Community Plans and zoning regulations. Her experience includes the historic community of San Juan Capistrano General Plan and Zoning Ordinance, San Diego General Plan Program EIR, and the Salinas General Plan and hybrid Zoning Ordinance.

Vaughan Davies is a preeminent urban designer and architect who has produced dynamic urban plans for waterfront, retail/entertainment destinations, transit centers, and mixed-use environments with an emphasis on creating sustainable pedestrian urban neighborhoods in cities large and small, nationwide and abroad. He develops visionary plans and designs with a solid basis in reality, both in their authenticity and in their ability to be implemented successfully—a pragmatic visionary. Collaborating with major developers, cities, and agencies, he has demonstrated a unique ability to create significant added value for all interests involved by creating one-of-a-kind addresses and focusing his design solutions on the establishment of a superior public realm as a one-of-a-kind amenity. He has led the design efforts for many of the region's precedent setting projects, including the Bridge to Breakwater Master Development Plan, for the Port of Los Angeles; the re-visioning of Ireland's Bay of Dublin; and, recently, and the Long Beach Downtown Community Plan. Together, Mr. Kellenberg and Mr. Davies will add a highly creative component to our work program.

While most of the work will be conducted by our staff at the nearby San Diego office, EDAW AECOM is also drawing upon special "thought leaders" and program advisors in its Irvine and Los Angeles offices. **Steve Kellenberg** is an urban designer, planner, and landscape architect, with more than 25 years of experience in designing truly mixed-use communities, including within and adjacent to historic areas. He is one of the primary authors of the Urban Land Institute's highly acclaimed book, *Developing Sustainable Planned Communities*. Notably, Mr. Kellenberg is also a renowned "green communities" expert, integrating meaningful sustainability principles and practices into complex planning projects. Mr. Kellenberg is the leader of EDAW AECOM's Sustainable Communities Global Initiative and speaks nationally on sustainability strategies for large, complex projects. Recently his Sustainability Studio developed several models that serve as tools in developing sustainable designs with reduced carbon footprint, including SSIM (Sustainable Systems Integrated Model), which optimizes energy and water use, transportation VMT,

green building features, and ecological resources within development and redevelopment projects. Mr. Kellenberg's experience for a variety of communities, downtowns, and town centers includes Kapalampa Strategic Implementation Plan, the Irvine Business Center Complex VMT Reduction Project, Rancho Santa Margarita Town Center, Verrado Town Center and Mixed-Use District in Arizona, Platinum Triangle Mixed-Use Development in Anaheim, Monrovia Nursery Specific Plan in Azusa, the Tustin Legacy Community Core, and the Valencia Town Center.

Christine Babla is an urban designer with a background in architecture and physical planning. Her career has focused on creating true mixed-use, transit-oriented communities, using concepts of infill, smart growth, and sustainable design. Ms. Babla is well versed in the preparation of community plans, master plans, and long-term visioning strategies for areas ranging from intimate neighborhood redevelopments to the design and planning of urban centers, campuses, downtowns, and mixed-use, transit-oriented development. She has contributed to all phases of project development, including project management, analysis, public process, visioning, design development, and report production and is proficient in 3D modeling, synthesis, and diagramming of issues; site planning; freehand illustrations; and report writing and production. Additionally, Ms. Babla has extensive experience integrating form-based guidelines and codes to develop plans that are both innovative and achievable. Her experience includes the development of the Long Beach Downtown Community Plan, the Otay Mesa Community Plan Update, the Chicago Central Area Plan, the Heritage Fields/Great Park Redevelopment, and the Commercial/Mixed-Use Zoning Review for Imperial Beach.

Rick Barrett brings specialized knowledge to the team with his work in landscape architecture, notably his work on the Bay-to-Bay Feasibility Study while with another consulting firm. Mr. Barrett brings significant experience in preparing physical plans, including large-scale master planning and site planning, that is vital to ensuring that development concepts and zoning standards are realistic and implement the vision expressed in the Community Plans. His work on Midway-Pacific Highway Corridor and Old San Diego Community Plans will incorporate sustainable development practices and techniques. Mr. Barrett's experience includes the Oceanside Waterfront Master Plan, the San Diego River Discovery Center, and the Quarry Falls Master Plan.

Joan Isaacson is a leader in community outreach and public participation. She has directed public involvement in many General Plan and Community Plan projects for California communities, such as the Long Beach General Plan. While with another consulting firm, Ms. Isaacson led the public participation program for the Downtown Community Plan update. She has developed a unique approach to participation designed to inform the public and integrate their input in a meaningful manner. Her related community outreach and public participation experience includes the Downtown San Diego Comprehensive Parking Plan, Community Vision and Strategic Plan for the San Bernardino Speedway Commercial District, and the Laguna Hills General Plan.



Old Town Character



View of the Midway-Pacific Highway Corridor from Old Town

EDAW AECOM planners and designers will be supplemented by **Noré Winter** of Winter & Company for historic preservation/urban design and **Jeff Heald** of Fehr & Peers for mobility planning. Noré Winter specializes in urban design and planning services for communities with special heritage character. He develops preservation plans and guidelines for historic and conservation districts throughout the country, including Pasadena, Carmel, San Antonio, Denver, Atlanta and Monterey. For this assignment, his focus will be preservation of the historic character of Old Town. Jeff Heald is a transportation planner and engineer with substantial experience leading a variety of community plan-level circulation and mobility studies in California, Michigan and Ohio. His mobility analysis for the Midway-Pacific Highway Corridor and Old San Diego will address vehicular traffic, bicycles, pedestrians, transit and parking within both communities.

EDAW AECOM knows San Diego, Midway-Pacific Highway Corridor, and Old San Diego, and will collaboratively engage community stakeholders.

EDAW AECOM understands the project, including the opportunities and issues. We recognize that many stakeholders in the communities are interested in the future of the Sports Arena site and surrounding area, redevelopment of the Midway area along with circulation/mobility improvements, and creation of a more pedestrian and transit orientation for redevelopment near the Old Town transit station. To understand a variety of community perspectives, we'll collaboratively engage residential and business communities, sharing knowledge and experience through a variety of public involvement techniques designed to spur new ways of thinking about the future. Our outreach efforts will involve several recognized advisory groups, such as the North Bay Community Planning Advisory Committee, Old Town Community Planning Committee, and North Bay Redevelopment Project Area Committee, as well as other important key stakeholders within the two communities, such as:

- North Bay Community Planning Advisory Group
- Midway Project Area Committee (PAC)
- Sports Arena
- Kobe's Swap Meet

- SPAWAR
- Navy
- Goodwill Industries
- County Mental Health
- MCRD
- Old Town Community Planning Committee
- Old Town Chamber of Commerce
- Veteran's Village
- Marine Corps Recruiting Depot (MCRD)
- SOHO (Save Our Heritage Organization)
- Dewey Elementary School
- MTS
- Caltrans
- Old Town State Park
- Fiesta de Reyes

We are highly knowledgeable about the General Plan update and how it guides the preparation of the Midway-Pacific Highway Corridor and Old San Diego Community Plans. These two community planning areas have distinctively different characteristics and opportunities that must be recognized within each area and along their common boundary. At the same time, they share some common characteristics that, when considered together, may benefit from a more comprehensive and efficient planning approach. To realize those opportunities, a number of challenging issues must be addressed.

Visual and Physical Cohesion

Much of the development in both communities is not supported by a cohesive set of improvements in the public realm. Strong streetscape improvements and landscaping are absent or inconsistently provided. Certain major roadways, such as Sports Arena Boulevard, do not connect coherently with other roadways comprising the circulation system. Many buildings in the Midway-Pacific Highway Corridor area have been constructed in the last 50 to 60 years following different development standards and paying little attention to relationships among buildings on the same block. Strong urban design policy and regulations are needed to achieve greater visual and physical cohesion within this community.

Infrastructure

Infrastructure improvement is essential and perhaps the greatest impediment to long-term economic development. Vehicular, pedestrian, and bicycle circulation systems are substandard and need to be upgraded without negatively affecting the historic development pattern and character of Old San Diego. Parking demand must be met without devoting excessive land area to the automobile. Because funding for such improvements is more limited than ever, selective improvements that achieve the most effective results must be identified.

Recreational Facilities

The residential population of both Community Plan areas is relatively small, but expansion of housing opportunities within these areas can support their long-term viability as true communities. To support the recreational needs of existing and new residents, additional parkland and facilities are needed. Although the Bay-to-Bay canal has been eliminated from the Midway-Pacific Highway Corridor Plan, the canal alignment will be evaluated for linear parkland, as will other ways of organizing and providing parkland.

Historic Old Town

Old Town State Park, Presidio Park, and Heritage Park and their surroundings are regional tourist attractions that draw many visitors and revenue to the greater San Diego area. Maintaining and enhancing these key features of the Old San Diego community is a key objective of the Community Plan update. To support the unique historic nature of this area, which makes it such a recognized and cherished landmark, planning policy must achieve a balance of accessibility for visitors with the scale and character of development.

Economic Redevelopment

Identifying economically viable redevelopment opportunities is a key objective of this community planning process. To support the goals of the North Bay Redevelopment Project, specific strategies will be designed for application to four focused opportunity areas. These strategies will act as policy drivers of revitalization and redevelopment for each area.

EDAW AECOM staff members have worked extensively in the San Diego area for many years. From previous work on the North Bay Redevelopment Project EIR and its associated Community Plan Amendments, to more current work on the General Plan Update Program EIR, to work with Centre City Development Corporation (CCDC), San Diego Association of Governments (SANDAG), and California Department of Transportation, we understand the region. EDAW AECOM also understands the City's Land Development Code (LDC) and its discretionary review processes.

EDAW AECOM reliably delivers professional expertise for successful Plan completion.

Our team of experts in urban planning, urban design, and sustainable development provides a combination of skills and

experience that adds substantial value to the Midway-Pacific Highway Corridor and Old San Diego Community Plans update program. All of this expertise is provided under the leadership of a single company, ensuring the highest level of consistency, reliability, and quality in the services we provide.

Urban Planning

EDAW AECOM is about design, planning, and environments worldwide. Key staff committed to the Midway-Pacific Highway Corridor and Old San Diego updates have extensive experience preparing similarly sized plans in large cities based on California law and individual City charter requirements. We bring both our local understanding and perspectives from other projects to incorporate best practices in these two San Diego communities. Our firm has successfully addressed the close integration of intense, mixed-use villages with historic and industrial settings. Our approach is always mindful of how planning affects economic development, social opportunity, and environmental stewardship. When undertaking planning work, EDAW AECOM always looks across the line to ensure new plans respect neighboring communities and leverage opportunities to create broader improvement in adjacent areas.

Urban Design

In planning, policy is formless without design, and design lacks meaning without policy. EDAW AECOM brings both together, turning policy and design into place. Our urban design skills will help the City advance a vision for these two important communities. Examples of mixed-use components and urban design concepts will be illustrated through the use of informative graphics. Community preferences will be adapted into urban design policies to create a distinctive place.

Community outreach and Public Participation

EDAW AECOM offers a consensus-based community outreach and public participation process integrated with the overall planning program. Our approach is based on intensive collaboration between our team, City staff, stakeholders and the general public. We share a commitment to constructive stakeholder involvement and issue resolution through designated committees, as well as broader community involvement through public workshops, a survey, walking audit, and charrette.

Sustainable Design and Development Principles

EDAW AECOM's commitment to sustainable design and development means adapting our human presence and socioeconomic activities to the constraints and opportunities presented by nature. A truly holistic approach to design and development recognizes the impacts of design choices on economic, natural, and cultural resources. Aside from being attractive and enjoyable for humans, we promote sustainable projects that maintain economic stability, contribute to the quality of air and water, and reduce the impacts of construction and human use.

EDAW AECOM understands the indispensable link between environmental sensitivity, project longevity, and social significance. This approach to sustainable design and development will be applied to the Midway-Pacific Highway Corridor and Old San Diego Community Plans to achieve levels of social well-being, economic prosperity, and environmental health superior to those achieved by conventional development practices. We are providing a full complement of experts, technology, and techniques to maximize the “green” infrastructure of these two Plans. The result of this holistic approach to design and planning will be a livable, enduring community that is compatible with and considerate of natural ecosystems and social settings, as well as short- and long-term economic realities.

and talented staff members are committed to the project, with a level of expertise that will enable the completion of the project in a manner that exceeds expectations and adds value, evidenced by the work plan, deliverables, and highly relevant project experience. This proposal satisfies and exceeds the requirements of the RFP.

The City of San Diego’s Zoning Regulations and Ordinances

EDAW AECOM’s significant experience preparing zoning codes for California cities will support City staff as zoning regulations for Midway-Pacific Highway Corridor and Old San Diego are developed concurrently with this major update to the Community Plans. We will assist City staff in developing standards, guidelines and incentives that can be implemented using the Land Development Code and Community Plan Implementation Overlay Zone. Where existing zoning standards pose constraints or limitations to achieving the type of development envisioned in the Community Plan areas, we will offer refinements, modifications or alternatives for consideration.

Our experience includes preparing development regulations for both traditional and form-based codes, including standards for sustainable development. This experience enables us to provide collaborative guidance and assistance to City staff during the process, developing zoning regulations concurrently with adopting the updated Community Plan.

EDAW AECOM adds value to the Midway-Pacific Highway Corridor and Old San Diego Community Plans.

EDAW AECOM has been a guiding force in the fields of land planning, landscape architecture, urban design, and environmental planning for more than half a century. Our special emphasis on the broad and increasingly complex issues of land use planning and design both encourages appropriate use of resources and enhancement of the environment. The values that we hold highest are collaborative ones: listening to and sharing ideas that will serve the City of San Diego and the Midway-Pacific Highway Corridor and Old San Diego communities during the completion of this program and implementation of the Plans. We organize our people to strategically deliver professional services and multiply creative talent—yours and ours—and to look beyond challenges to see opportunities for solutions that sustain both people and their environments.

EDAW AECOM is pleased to present this proposal to provide professional planning services in support of updating the Midway-Pacific Highway Corridor and Old San Diego Community Plans. Our response, approach, and services are detailed in the following sections. Some of our most creative

I.II Qualifications and Experience



Verrado Mixed-Use Community, Buckeye, Arizona

“To be a viable entity, a city has to engage a broad spectrum of people socially. It has to provide for economic viability, and offer a unique sense of place that reflects culture and history. To balance all these elements requires broad thinking, collaboration between disciplines, and community participation. We need great designs in order to have great cities.”

- Joe Brown
EDAW AECOM CEO

1. Specific discipline expertise

EDAW AECOM has been a guiding force in the fields of urban design, urban planning, public outreach, landscape architecture, and environmental planning for more than half a century. With 1,600 professionals in over 30 offices worldwide—including San Diego—we are able to provide our clients with the highest level of service, drawing from a vast pool of resources.

We offer a complementary group of integrated consulting services to our clients, including urban design and community revitalization; landscape architecture; community planning; public participation; ecological and environmental sciences; resource management and planning; environmental impact assessment and permitting; and information technology. The firm is dedicated to partnering with our clients to create places where function and aesthetics work together, while responding to critical environmental and social issues.

EDAW AECOM's multidisciplinary approach enables us to assemble teams that meet a particular project's needs, matching our best resources to seamlessly focus a diverse staff toward a common vision and goal. We also have the unique opportunity to draw from our local and regional in-house experts to apply innovative and integrated solutions to each project's design and development. The following matrix describes recent relevant projects EDAWAECOM has overseen, highlighting the specific disciplines involved. For more detail regarding these projects and those of our subconsultant team members, please see page 4 onwards.

Project Type	Project Name	Timeframe / Status	Project Disciplines	John Bridges, Project Principal/Project Manager	Yara Fisher, Assistant Project Manager and Planner	Vaughan Davies, Urban Designer	Steve Kellenberg, Urban Designer and Sustainability	Christine Babla, Urban Designer	Shawn Godkin, Urban Designer and Visualization	Rick Barrett, Parks Planning and Landscape Architecture	Joan Isaacson, Public Participation and Planner	Nancy Graham, Planner and Public Participation	Patrick Jelsema, Urban and Environmental Planner
• Land Use • Design • Mobility • Facilitation	Laguna Hills General Plan Update & Program EIR	2007-Present, In Progress	Land use planning; Meeting facilitation; Urban design principles; Sustainable design principles; Transit-and-pedestrian oriented development principles; Public outreach; Phasing, redevelopment; Economic Prosperity; 3d visualization; Mobility planning	x	x			x			x	x	x
• Land Use • Design • Mobility • Facilitation	Downtown Long Beach Community Plan & Program EIR	2008-Present, In Progress	Community planning; Meeting facilitation; Urban design principles; Sustainable design principles; Transit-and-pedestrian oriented development; Zoning; Public facilities; GIS; Transport & traffic studies	x	x	x		x			x	x	x
• Land Use • Design • Mobility • Facilitation	The Irvine Business Complex Mixed-Use Development	Adopted in 2006	Urban planning; Meeting facilitation; Urban design principles; Sustainable design principles; Transit and pedestrian-oriented development principles; Public outreach; 3d visualization; Mobility planning				x						
• Land Use • Design • Mobility • Facilitation	The Platinum Triangle	Completed 2004	Urban planning; Meeting facilitation; Urban design principles; Sustainable design principles; Pedestrian-oriented development principles; Zoning; Public outreach; Phasing; Redevelopment				x						
• Land Use • Design • Mobility • Facilitation	Kapālama Strategic Implementation Plan	Completed 2007	Master Plan and Implementation Plan; Meeting facilitation; Urban design principles; Sustainable design principles; Transit and pedestrian-oriented development principles; Public facilities and streetscape planning, phasing; Redevelopment; 3d visualization; Mobility planning				x						
• Land Use • Design • Mobility • Facilitation	San Bernardino Vision & Action Plan	Completed 2009	Land use planning; Meeting facilitation; Sustainable design principles; Transit and pedestrian-oriented development principles; Public outreach; Phasing, redevelopment; 3d visualization; Mobility planning			x			x		x	x	

Project Type	Project Name	Timeframe / Status	Project Disciplines	John Bridges, Project Principal/Project Manager	Yara Fisher, Assistant Project Manager and Planner	Vaughan Davies, Urban Designer	Steve Kellenberg, Urban Designer and Sustainability	Christine Babla, Urban Designer	Shawn Godkin, Urban Designer and Visualization	Rick Barrett, Parks Planning and Landscape Architecture	Joan Isaacson, Public Participation and Planner	Nancy Graham, Planner and Public Participation	Patrick Jelsema, Urban and Environmental Planner
• Land Use • Design • Mobility • Facilitation	Dublin Bay Vision Plan	Completed 2007	Meeting Facilitation; Urban design principles; Sustainable design principles; Transit- and pedestrian-oriented development principles; Public facilities, parks systems and open space strategies and phasing plans; Economic Prosperity; redevelopment, employment opportunities, housing; GIS mapping and 3D visualization; Mobility planning; Transportation and traffic studies			x			x				
• Land Use • Design • Mobility • Facilitation	Imperial Beach Mixed-Use Zoning Review	2006-Present, In-Progress	Urban planning; Meeting facilitation; Urban design principles; Sustainable design; Transit- and pedestrian-oriented development; Zoning; Public facilities; Mobility planning		x			x			x	x	x
• Land Use • Design • Mobility • Facilitation	Salinas General Plan and Zoning Program, EIR, & Zoning Ordinance	Adopted 2002	Meeting facilitation; Urban design principles; Sustainable design principles; Transit- and pedestrian-oriented principles; Zoning, and EIR under California Planning Law; Parks and streetscape planning, phasing, redevelopment; Public outreach, 3d visualization; Mobility planning	x	x	x							
• Land Use • Mobility • Facilitation	San Diego General Plan Program EIR	Completed 2008	Land planning; Historic resources; Visual aesthetics: Climate change; Water supply; Public services and Utilities; Recreation; Mobility planning	x	x						x	x	x
• Mobility • Facilitation	CCDC Downtown Parking Outreach	2007-Present, In Progress	Meeting Facilitation; Transit- and pedestrian-oriented development principles; Public facilities; Transportation and traffic studies								x	x	x
• Land Use • Design	CleanTech Manufacturing Center Planning Feasibility Study	2009-Present, In Progress	Land use planning; Sustainable design principles			x			x				



Laguna Hills General Plan Update and Program EIR

2. Similar consulting experience and qualifications

The following section summarizes the team's experience with successfully completing similar projects. Many of these projects are multidisciplinary, meeting the criteria for experience with land use, design, mobility, and facilitation.

EDAW AECOM

Laguna Hills General Plan Update and Program EIR, Laguna Hills, CA

Client: City of Laguna Hills

Project manager: Vern Jones

Address: 24035 El Toro Road, Laguna Hills, CA 92653

Contact number: 949.707.2600

Timeframe/status: 2007–present, in progress

Contract dollar value: \$850,000

Key features and disciplines of the project:

- Sustainable infill development to achieve community building and economic development goals
- Healthy lifestyles and developing distinct sense of place
- Climate change and sustainable development programs
- Multifaceted outreach program with successful community charettes

Type of work performed:

EDAW AECOM led the Laguna Hills General Plan update, Housing Element, and Program EIR project. Laguna Hills is a master planned community in Orange County, California, focusing on opportunities for sustainable infill development that will help the city achieve its community-building and economic development goals. The city was particularly interested in increasing community interaction, encouraging healthy lifestyles, sustaining the environment, and establishing a distinct sense of place. EDAW AECOM led the team of community outreach specialists, land planners, economic/fiscal consultants, circulation experts, urban designers, and environmental specialists to identify key opportunity areas for redevelopment and community enhancement that will help the city achieve its vision for the future. Developing area-specific goals and design concepts for four Opportunity Areas are key pieces of the Land Use Alternatives process. EDAW AECOM is also the prime company for preparation of the Program EIR and its associated technical studies



Downtown Long Beach

Downtown Long Beach Community Plan and Program EIR, Long Beach, CA

Client: Long Beach Redevelopment Agency

Project manager: Jamilla Vollmann

Address: 333 W. Ocean Blvd. 3rd Floor, Long Beach, CA 90802

Contact number: 562.570.6582

Timeframe/status: 2008–present, in progress

Contract dollar value: \$750,000

Key features and disciplines of the project:

- Consolidates planned development ordinance, form-based zoning, development standards, and design guidelines
- Focuses density and height near transit
- Incorporates Program EIR for a streamlined development process

Type of work performed:

EDAW AECOM is working with the City of Long Beach and the Long Beach Redevelopment Agency to prepare the Long Beach Downtown Community Plan. The community plan document will integrate a revised planned development ordinance with form-based zoning, development standards, and design guidelines to achieve a user-friendly guide for revitalization of the downtown area.

The framework for development in the Downtown focuses growth and density near transit, while ensuring transition areas to the surrounding communities. A graphic approach to design guidelines and standards illustrate key components of a pedestrian-friendly downtown, including topics such as building massing, mixed-use development, and the design of street frontage and streetscape. A key component of this process is the development of a Program EIR that will ensure a streamlined environmental process.



The Irvine Business Complex Mixed-Use Development

The Irvine Business Complex Mixed-Use Development, Irvine, CA

Client: The City of Irvine/The Planning Center

Project manager: Bill Jacobs

Address: One Civic Center Plaza, P.O. Box 19575, Irvine, CA 92606

Contact number: 949.724.6521

Timeframe/status: Adopted in 2006

Contract dollar value: \$210,000

Key features and disciplines of the project:

- Transformation of large industrial area into more mixed-use, pedestrian-friendly environment
- Successfully addressed land-use compatibility
- Great attention to the public realm

Type of work performed:

The Irvine Business Complex (IBC) underwent a dramatic re-visioning led by EDAW AECOM. Prompted by pressures from the development community to accept new “spot zoned” residential development as an adjunct to the initially light industrial/manufacturing zoned district of Irvine, the city retained EDAW AECOM to develop a vision and implementation strategy to transform the IBC into a vibrant mixed-use district. The challenges were many; foremost was the need to tame the traffic and create a network of great boulevards. EDAW AECOM created an urban main street environment with a plan focused on walkable neighborhood centers. Based on the Parisian model, this provides through-traffic lanes and new frontage streets, which create new addresses on what were formerly “arterial roadways.” With the taming of the streets and adding many more local streets, breaking down the over-sized suburban blocks to more manageable urban blocks will propel the IBC to evolve into a dynamic mixed-use district.

A comprehensive open space system was proposed, consisting of the revitalization of San Diego Creek and the introduction of new urban parks throughout. The vision calls for an increased intensity of uses at key intersections to create nodes and pedestrian precincts. EDAW AECOM worked

with Fehr & Peers to develop a mix of uses within the nodes to maximize trip capture. EDAW AECOM also developed a number of alternatives for a possible town center to be evaluated within the EIR.

The Platinum Triangle, Anaheim, CA

Client: The City of Anaheim

Project manager: Sheri Vander Dussen

Address: 200 S. Anaheim Blvd. Anaheim, CA 92803

Contact number: 714.765.5011

Timeframe/status: Completed 2004

Contract dollar value: \$350,000

Key features and disciplines of the project:

- Land-use plan and zoning code
- Transit-oriented development
- Mix of high-density urban center with 9,714 dwelling units, 3,265,000 square feet of office space, and 2,044,300 square feet of commercial space
- Variation of housing types: wrapped, podium, and mid-rise towers

Type of work performed:

The Platinum Triangle Master Land Use Plan provides an exciting future for the area surrounding Angel Stadium of Anaheim and Arrowhead Pond of Anaheim. The mixed-use overlay zone will create a dynamic mix of uses and upscale, high-density urban housing integrated by a carefully planned network of pedestrian walkways, streetscape improvements, and recreation spaces. The Platinum Triangle allows office, retail, and residential uses to occur in close proximity or within the same building. An eclectic mix of land uses, building types, and walkable streets will provide an exciting new live/work environment. The high-density mixed-use center will have 9,175 dwelling units, 3,265,000 square feet of office use, and 2,044,300 square feet of commercial use. The Platinum Triangle urban design elements include a connected street network with appropriate block size; variation in housing types; new parks; a street/ground floor zone that is attractive, safe and engaging; and a centerpiece walking and shopping district.



Client: Kamehameha Schools

Address: 567 South Street, Suite 200, Honolulu, HI 96813

Timeframe/status: Completed 2007

Contract dollar value: \$200,000

- Successful incorporation of mixed-use within an existing industrial area
- Forward thinking in analysis of all aspects of community development including cultural and community health
- Creation of distinct urban design framework and guidelines to retain authenticity

The Kapalama District, a current industrial zone, is transitioning from a debilitated and disorganized confection of commercial and industrial uses to a dynamic and vibrant mixed-use district. The area's proximity to the downtown centralized business district, easy access to major transportation corridors (H 1 Freeway), and connection to the airport will contribute to the district's successful shift to an urban village.

A multistep process was undertaken to develop the Strategic Implementation Plan for Kapalama. Throughout this process, an attempt was made to explore and reflect five key components of Kamehameha Schools' holistic planning process: environment, culture, economics, education, and community health. As part of the Strategic Implementation Plan, EDAW AECOM worked with Kamehameha Schools to establish an urban design framework, create a catalyst project strategy, and develop design guidelines to guide a coherent and orderly development of the District. The urban design framework established parameters for streets, landscape elements, activity centers, gateways, and open space components, and established a strong "Hawaiian Sense of Place" throughout the district's public realm while distinguishing it from other island districts.



Client: City of San Bernardino's Economic Development Agency

Address: 201 North E Street, Suite 301, San Bernardino, CA 92401

Timeframe/status: Completed 2009

Contract dollar value: \$300,000

- Targeted near term redevelopment opportunities
- Longer range vision elements
- Sustainable goals identified
- Stakeholder education and consensus building

Since its foundation in 1854, the City of San Bernardino has experienced economic cycles that have left their imprint in the city fabric and have shaped the current status of its downtown area. As a result, the downtown is perceived as a patchwork of land uses with little cohesiveness, incapable of attracting dynamic economic development and instead attracting an array of social problems. EDAW AECOM is working with the City's Economic Development Agency (EDA) on a major re-visioning of the downtown. The planning area encompasses more than 60 blocks of the Central Business District (approximately 550 acres) and includes City Hall, the Hotel and Convention Center, the Carousel Mall, County Courts, the historic core, and the proposed new Metrolink commuter rail station. The Downtown Vision will establish San Bernardino as the "next great place" and a center of growth for the Inland Empire and the greater Los Angeles region. This economically sustainable plan will radically reposition the City for the next 20 years.



Dublin Bay Vision Plan

Dublin Bay Vision Plan, Ireland

Client: Dublin City Council

Project manager: Alan Hooper

Address: 5th floor, O'Connell Bridge House, D'Olier Street, Dublin 2, Ireland

Contact number: +353.1.663.2900

Timeframe/status: 2009–present, in progress

Contract dollar value: \$38,480

Key features and disciplines of the project:

- Governance of the bay and its environs
- Continued improvements to the ecological health of the bay and its contributing estuaries through protective designations and through active improvement programs
- Ability for the port to continue to operate efficiently and grow in a climate of certainty through improved decision making in the planning process
- A joint plan of action for the port area

Type of work performed:

In response to recent significant growth, change, and evolution in industrial and municipal development activities, and pressure for expansion of residential and commercial development, the Dublin City Council commissioned a wide-ranging economic, amenity, and environmental study of Dublin Bay. Included in the study area are the current Dublin Port operations, centrally located in the heart of the bay, and seen to be a key element of the first stage in the development of a framework for the future strategic role of Dublin Bay and Dublin Port as a multi-faceted resource. During this study, EDAW AECOM assessed the impact of allowing the port to continue its operations undisturbed, as well as a range of options for the redevelopment of the port lands based on partial or complete relocation of the port—the latter a robust and compelling option. The conclusion was that a balanced and sustainable framework for the future can be established within the bay.



Imperial Beach Mixed-Use Zoning Review

Imperial Beach Mixed-Use Zoning Review, Imperial Beach, CA

Client: City of Imperial Beach

Project manager: Greg Wade

Address: 825 Imperial Beach Blvd., Imperial Beach, CA 91932

Contact number: 619.628.1354

Timeframe/status: 2007–present, in progress

Contract dollar value: \$248,510.00

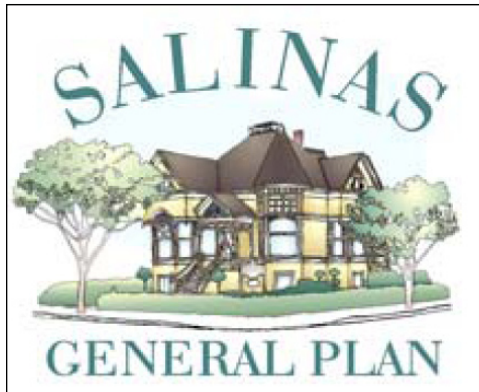
Key features and disciplines of the project:

- Enhance commercial and mixed-use corridors
- Capitalize on transportation corridor development potential and image improvement

Type of work performed:

EDAW AECOM and the City of Imperial Beach are undertaking a review of the zoning for commercial and mixed-use development in the Palm Ave, Seacoast Drive, and 13th Street commercial areas. The purpose of the Commercial Zoning Review project is to develop strategies to achieve the type of commercial and mixed-use projects that are consistent with the community's goals for the future of the city. At the core of this process is a respect for Imperial Beach's longstanding tradition of community involvement, commitment to protecting and nurturing its authentic beach town environment, and forward thinking on new ways to grow.

EDAW AECOM is leading the team of urban designers, mobility/parking planners, zoning experts, and economists to assess the existing zoning and development trends to craft general plan, zoning, and urban design amendments that better achieve the community's vision. The project will result in the formulation of zoning amendments to ensure that commercial and mixed-use projects achieve the City's goals, which include maximizing retail potential for commercially zoned land, ensuring fiscal sustainability, providing local shopping opportunities, and ensuring active commercial areas within Imperial Beach. The project includes a robust public participation strategy to ensure community members and stakeholders are engaged in the process, which will result in responsive alternatives and zoning recommendations. Community input on development opportunities, challenges, and issues is essential to this study.



Salinas General Plan and Zoning Program, EIR and Zoning Ordinance, Salinas, CA

Client: City of Salinas

Project manager: Bob Richelieu

Address: 200 Lincoln Avenue, Salinas, CA 93901

Contact number: 831.758.7357

Timeframe/status: Completed 2005

Contract dollar value: \$700,000

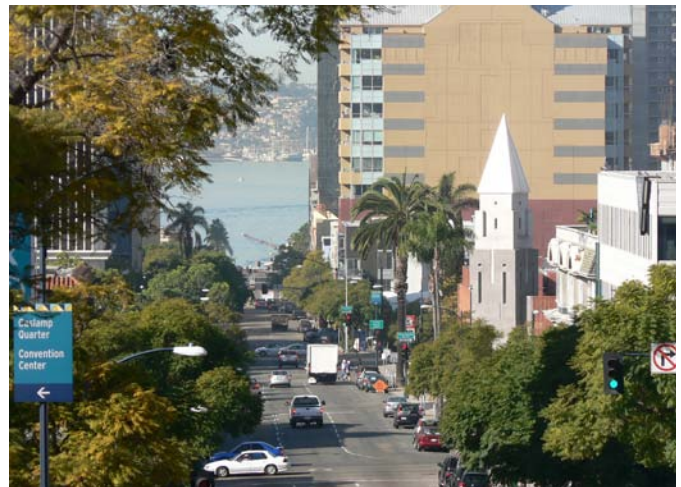
Key features and disciplines of the project:

- Strong agricultural resources policies
- Defined urban growth areas and public facilities/services standards
- Hybrid zoning ordinance with both form-based and traditional regulations

Type of work performed:

EDAW AECOM prepared a comprehensive update of the Salinas General Plan and its associated EIR. With a population of 140,000 expected to increase to 180,000 by 2020, Salinas is experiencing substantial growth pressure as a result of the Silicon Valley's high-tech economic success. Strong agricultural preservation policies in Monterey County presented a significant challenge to accommodating urban growth. The program included substantial community participation through visioning workshops, City Council district meetings, topic group workshops, citizens' advisory committee meetings, and joint City Council/Planning Commission study sessions. State-of-the-art technology, including GIS and the Internet, were used to clarify concepts, inform the public, and ensure program success. A major component of this General Plan update was the incorporation of the New Urbanism throughout the Community Design, Land Use, and Circulation Elements of the General Plan. Our staff prepared a comprehensive Program EIR for the General Plan. EDAW AECOM also prepared the City's Smart Growth Zoning Code for consistency with its updated General Plan.

To address the New Urbanism policies of the General Plan, EDAW AECOM worked with Calthorpe Associates, who prepared a set of detailed guidelines for development and redevelopment in the City's Future and Focused Growth areas. These guidelines were incorporated as a New Urbanism chapter in the Code using a special format we developed. To protect the downtown's historic buildings, we created transfer of development rights (TDR) regulations.



Downtown San Diego

EDAW AECOM also updated the remainder of the Code, including sections addressing administration, zoning districts, and development standards outside the Future and Focused Growth areas; standards applicable to a variety of districts; definitions; and general provisions. These sections were updated to reflect current city policy, new technology, and changes in state and local laws. Usefulness of the updated Code was enhanced through reduction of narrative and greater use of tables, charts, and graphics.

San Diego General Plan Program EIR, San Diego, CA

Client: City of San Diego

Project manager: Nancy Bragado

Address: 1200 Third Avenue, Suite 200, San Diego, CA 92101-4195

Contact number: 619.533.4549

Timeframe/status: Completed 2008

Contract dollar value: \$150,000

Key features and disciplines of the project:

- Climate change analysis subjected to review by State AG (AG accepted methodology)
- Program-level environmental analysis for complex major city
- Utilized collaborative cost-saving approach to EIR preparation

Type of work performed:

In a collaborative effort with the City of San Diego Development Services Department and Community Planning and Community Investment Department, EDAW AECOM directed preparation of the Program EIR analyzing the environmental impacts associated with adoption and implementation and the city's updated General Plan. The cumulative impacts analysis included a detailed discussion of the General Plan's global warming impacts, including quantitative and qualitative analysis of the greenhouse gas emissions that would result from development allowed by the General Plan and their contribution to global climate change. The climate change work also included development of a mitigation program that reflected a balance between the City's and Attorney General's goals for global warming analysis and mitigation measures to reduce the General Plan's global warming impacts, including quantitative and qualitative analysis of greenhouse gas emissions.

Initial Community Parking Issues: A Discussion of Problems and Potential Solutions

Including Summaries of Public Workshop #1 and
Stakeholder Interviews



"Initial Community Parking Issues" working paper, February 2008

Centre City Development Corporation (CCDC) Downtown Parking Outreach, San Diego, CA

Client: Centre City Development Corporation

Project manager: Tara Lake

Address: 401 B Street, Fourth Floor, San Diego, CA 92101

Contact number: 619.235.2200

Timeframe/status: 2007–present, in progress

Contract dollar value: \$87,000

Key features and disciplines of the project:

- Mobility and Facilitation

Type of work performed:

Parking is a critical issue that permeates many facets of downtown San Diego's renaissance, including livability, economic development, circulation and transit, pedestrian environment, wayfinding, and arts and culture. Understanding the diversity of stakeholders with interests in downtown parking, CCDC made public involvement a central focus of the Downtown San Diego Comprehensive Parking Plan project. Finding long-term strategies that address the diversity of perspectives is considered essential for sustaining downtown development. Working with Wilbur Smith, Joan Isaacson from EDAW AECOM led this outreach effort, including overall public involvement strategy, stakeholder focus groups, fact sheets, and public workshops.

CleanTech Manufacturing Center Planning Feasibility Study, Los Angeles, CA

Client: The Community Redevelopment Agency of the City of Los Angeles (CRA/LA)

Project manager: Christine Kalamaros

Address: 354 South Spring St. Suite 300, Los Angeles, CA 90013

Contact number: 213.977.1740

Timeframe/status: 2009–present, in progress

Contract dollar value: \$38,480

Key features and disciplines of the project:

- Land Use and Design

Type of work performed:

The CleanTech Manufacturing site proposes a center of industrial manufacturing businesses that share common values of sustainability, quality employment opportunities, and innovation in clean technology manufacturing. A former Brownfields Program Demonstration site, the project site underwent extensive cleanup and remediation and is currently undergoing soil vapor and dual phase extraction to control and remove vapors. Acquired from the State of California, the site has been cleared for development under the terms of an agreement between CRA/LA and the State of California Department of Toxic Substances Control. CRA/LA selected EDAW AECOM to prepare a land use planning and traffic/transportation analysis feasibility study for the proposed CleanTech Manufacturing Center. The goal of this study is to identify potential redevelopment scenarios that will maximize land-use flexibility and economic efficiency to help assure future project success. The project team is analyzing a full range of potential land uses for the target industrial tenants of the project, including companies engaged in the assembly, manufacture, or development of products in clean energy generation, sustainable building materials and furnishings, clean water technology, reduced emissions vehicle technology, manufactured products using recycled or organic materials, and similar CleanTech initiatives. While CRA/LA intends to focus the center's tenancy on businesses needing 40,000 to 400,000 square feet or more, the study will also consider the provision of campus-like features for smaller users such as incubator space for start-ups. All project buildings are envisioned to be LEED certified at the highest level practicable.

Fehr & Peers

Rancho Cordova General Plan, Sacramento, CA

Client: City of Rancho Cordova

Project manager: Cyrus Abhar

Address: 2729 Prospect Park Drive, Rancho Cordova, CA 95670

Contact number: 916.851.8710

Timeframe/status: Completed 2006

Contract dollar value: \$156,595

Key features and disciplines of the project:

- Detailed travel demand model tiered off of the regional model
- First Blueprint-consistent general plan in the Sacramento region
- Winner - SACOG's Blueprint Excellence Award

Type of work performed:

Fehr & Peers was retained by PMC to prepare the transportation element of the General Plan for the new City of Rancho Cordova. The General Plan analysis included Daily, AM, and PM peak hour roadway segment volumes on 50 roadway segments. We assisted in the development of a Concept Land Use Plan. After the plan was approved, we prepared a travel demand forecasting model for the City of Rancho Cordova through refinement of the SACMET regional model. We then assisted in development of transportation policy elements and identification of needed transportation

facilities, evaluated impacts of the Draft Land Use Plan with the transportation facilities, and recommended refinements to the land-use assumptions and/or transportation network. We prepared a transportation impact analysis for identifying significant impacts associated with the General Plan. The impact analysis was incorporated into the transportation element of the EIR prepared for the General Plan, which won SACOG's Blueprint Excellence Award for consistency with SACOG's blueprint efforts.

SANDAG Smart Growth Trip Generation and Parking Study, CA

Client: SANDAG

Project manager: Christine Eary

Address: 401 B Street, Suite 800, San Diego, CA 92101

Contact number: 619.699.6928

Timeframe/status: 2008–present, in progress

Contract dollar value: \$149,055

Key features and disciplines of the project:

- Mobility

Type of work performed:

Fehr & Peers led a regional investigation of trip and parking generation rates for smart growth development throughout the SANDAG region. The study approach accounted for the fact that smart growth may contain different degrees and combinations of: intensity and mix of uses, transit orientation, demand management, urban design, pedestrian amenities, and occupant characteristics, and may be situated in a metropolitan center, urban center, town center, community center, transit corridor, specialty use center or rural community. To that end, the process employed a set of organizing principles that capture the diversity of smart growth attributes and create a normative framework for conducting analysis and forming well-supported conclusions on the relationships among various smart growth features and the generation of traffic, parking, transit users, bicyclists and pedestrians. In technical terms, this will enable trip generation surveys to produce statistical relationships that create a broad but specific understanding of how smart growth factors, individually and in combination, affect travel and parking. The approach measures each of the survey sites in terms of a normative framework of between 4 and 8Ds to produce a stronger understanding of the underlying relationships and variability among individual smart growth developments. This framework benefits from statistical relationships found between travel generation and each of the following eight dimensions of smart growth (Ds): development density, diversity of uses, design and walkability, destination accessibility, distance from transit, demographics, development scale, and demand management. As a result, the cumulative understanding gained through this study will be greater than the sum of the individual examples, and the findings will continue to become stronger as future studies provide additional examples.

MJE Marketing

Public Involvement Services for Rosecrans Corridor Mobility Study, San Diego, CA

Client: RBF Consulting

Project manager: Dawn Wilson

Address: 5050 Avenida Encinas, Suite 260, Carlsbad, CA 92008-4386

Contact number: 760.603.6246



Public Outreach

Timeframe/status: 2008–present, in progress

Contract dollar value: \$25,550

Key features and disciplines of the project:

- Project is a multi-modal transportation study to develop a plan to improve vehicular, transit, pedestrian and bicycle mobility along the Rosecrans Corridor from I-5 to Naval Base Point Loma
- The project involves numerous constituencies and stakeholder groups and traverses three separate community planning areas
- The project is funded through a state grant and is will be complete in early 2010.
- Facilitation

Type of work performed:

MJE provides facilitation and public involvement services to the City of San Diego for the Rosecrans Corridor Mobility Study (as a subconsultant to RBF Consulting). In this role, MJE was responsible for identifying key stakeholders and conducting one-on-one interviews to identify community concerns about the corridor. MJE also worked with the city to create a Project Working Group. MJE manages and facilitates monthly meetings of the Project Working Group, which includes working with the project team and chair to develop monthly agendas and prepare for meetings, handling all correspondence with the Project Working Group, and participating in monthly meetings with the group. MJE is assisting the city with media relations for the project and is responsible for drafting news releases at key milestones and ensuring that reporters covering the project are provided with up-to-date project information. Finally, MJE is responsible for coordinating with a number of community groups and business organizations to facilitate presentations on the project.

Community Outreach for the San Diego County Regional Airport Authority/Airport Land Use Commission

Client: San Diego Regional Airport Authority

Project manager: Angela Shafer-Payne

Address: P.O. Box 82776, San Diego, CA 92138-2776

Contact number: 619.400.2400

Timeframe/status: 2004-present, in progress

Contract dollar value: \$120,000 per year

Key features and disciplines of the project:

- The San Diego County Regional Airport Authority is in the process of developing Airport Land Use Compatibility Plans

(ALUCPs) for the airports within San Diego County per a mandate from the state legislature.

- The purpose of these plans is to protect the safety of people and property on the ground and people and aircraft in the air within the vicinity of San Diego County's 16 public-use and military airports. These plans also protect airports from encroachment by incompatible land uses that could restrict operations of the airport.
- ALUCPs for the six rural airports and MCAS Camp Pendleton were adopted with consensus from all stakeholders involved. The ALUCP for MCAS Miramar was also adopted, with consensus on all but one issue.
- Facilitation

Type of work performed:

The San Diego County Regional Airport Authority is in the process of developing Airport Land Use Compatibility Plans (ALUCPs) for the airports within San Diego County per a mandate from the state legislature. The purpose of these plans is to protect the safety of people and property on the ground and people and aircraft in the air within the vicinity of San Diego County's 16 public-use and military airports. These plans also protect airports from encroachment by incompatible land uses that could restrict operations of the airport. Another agency held this responsibility prior to 2003, and most of the ALUCPs had not been updated in 20 years; others never existed. During its initial approach in 2005, the Airport Authority was met with opposition from stakeholders.

In response to the reaction from stakeholders, MJE recommended that the Airport Authority conduct a more collaborative process and create a stakeholders advisory group to work with Airport Authority staff and technical consultants in the development of the ALUCPs. The Airport Authority Board directed the formation of an ALUCP Technical Advisory Group (ATAG) composed of more than 50 stakeholders representing various interests. Neutral facilitators were engaged to help manage the process. The ATAG continues to provide a forum for parties with divergent points of view to express their concerns in an open, fair, and transparent process.

Salk Institute for Biological Studies Community Outreach Services

Client: Salk Institute

Project manager: Garry Van Gerpen

Address: 10010 North Torrey Pines Road, La Jolla, CA 92037-1099

Contact number: 858.453.4100

Timeframe/status: Completed 2008

Contract dollar value: \$150,000

Key features and disciplines of the project:

- The Salk Institute for Biological Studies engaged in a process to update its Campus Master Plan to provide a build-out plan that would enable the Institute to provide facilities needed to remain competitive in the evolving world of biological research. The plan, originally adopted in 1962, had never been updated.
- The Campus Master Plan update was approved by a unanimous vote of the City Council with full support from stakeholders in October 2008.
- Facilitation

Type of work performed:

MJE Marketing staff developed and implemented a community and government relations program for the Salk Institute's

Master Plan Update. This plan ensured that the wide range of stakeholders were given the opportunity to provide input and participate in the process. MJE professionals developed key messages for the project and created collateral materials to support outreach efforts, including a fact sheet, FAQs, Web site and PowerPoint presentations. They also coordinated compliance with the public input requirements of CEQA. This involved providing input on the distribution list for the Notice of Preparation, coordinating a public Scoping Meeting for the draft EIR, and ensuring that interested stakeholders were provided information about the draft EIR and the opportunity to provide public comment. MJE staff coordinated interaction with a wide variety of stakeholders interested in the project, including the University Community Planning Group, environmental organizations, neighbors of the project, business organizations, the design community, and historic preservationists. MJE's key personnel also participated in strategic planning for the project and coordinated all communication with decision makers, including the San Diego Planning Commission, mayor, and City Council.

Winter & Company

Design Guidelines for Mixed-Use Development for Downtown/East Downtown Monterey, CA

Client: City of Monterey

Project manager: Kim Cole

Address: City Hall, Pacific and Madison Streets, San Diego, CA 93940

Contact number: 831.646.3886

Timeframe/status: Completed 2006

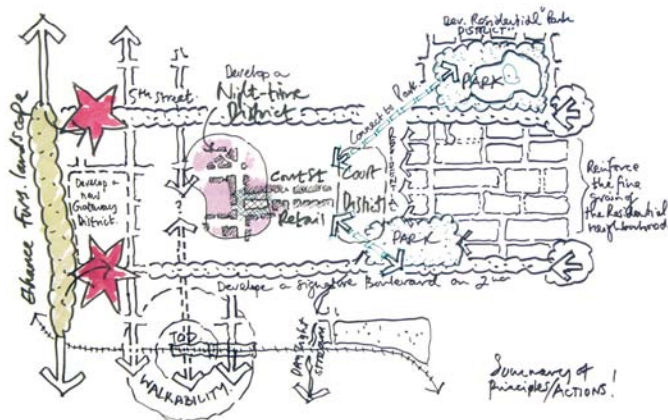
Contract dollar value: \$44,560

Key features and disciplines of the project:

- Review of existing plan
- Public meetings
- Design guidelines
- Mobility

Type of work performed:

With the assistance of Winter & Company, the City of Monterey completed a comprehensive update to its General Plan in early 2005. In concert with the city's ongoing efforts to protect community character, promote economic development, accommodate additional residential development, and enhance livability, Winter & Company was subsequently hired to develop design guidelines for mixed-use development in two downtown areas—Downtown/East Downtown and along Lighthouse Avenue/Cannery Row and North Fremont Street. The consultant created an organizational format that established a set of general design guidelines that applied to a variety of relevant settings, while also providing additional sections that addressed individual neighborhoods.



San Bernardino Vision Plan Team Sketch

3. Evidence of team successfully collaborating on other similar projects

EDAW AECOM's commitment to collaboration and integration provides our clients with a unique array of services to support virtually any type of urban planning assignment. The EDAW AECOM team is composed almost entirely of EDAW AECOM personnel that has been collaborating closely for years on similarly complex projects. As urban and environmental planning specialists, John Bridges and Yara Fisher have together been leading projects throughout California for more than 11 years. Within EDAW AECOM, they have also worked efficiently on multiple projects with the other key team members for several years. This experience has met with great success for our clients, producing quality results on time and on budget.

By developing multi-disciplinary teams, EDAW AECOM utilizes techniques in plan preparation and public involvement that are both highly collaborative and cost-effective. This attribute allows our team to focus its efforts on the most significant issues as plans progress. For example, because EDAW AECOM's public participation team also plays an essential role in developing our plans, we can ensure we are developing plans and programs that are responsive to the vision of community members. Additionally, team members developing the plans will also have key roles in the environmental analyses, allowing us to develop self-mitigating plans with closely tied implementation and mitigation monitoring programs.

The projects described in Section 2 above list the team members involved in each project, providing examples of how our team has successfully collaborated on similar projects.

4. Public outreach and participation expertise

Engaging community members and stakeholders is a core value of EDAW AECOM's urban planning and design practice. EDAW AECOM's success in forging consensus—even on highly controversial projects with a diversity of stakeholders and perspectives—comes from a commitment to meaningfully integrating public input into the planning process. EDAW AECOM's public participation team offers the highest qualifications for successful public involvement in San Diego.



San Bernardino Vision Plan Public Participation for Downtown

In addition to proven outreach capabilities, all team members have working experience in urban and environmental planning, allowing us to frame the public dialogue to support advancement of policy development for the Community Plan Update. EDAW AECOM San Diego leads our firm's national public participation practice, from supplying innovation on outreach techniques and technology applications to advancing thoughtful strategy.

Urban regeneration is a special focus of EDAW AECOM's multidisciplinary services, including public participation. All of the EDAW AECOM staff assigned to the Midway and Old San Diego Community Plan Updates have experience in community outreach on urban planning and design projects in highly urbanized, built-out settings. These team members also have experience writing plan documents for public agencies, general plans (including housing elements), community plans, specific plans, redevelopment plans, and CEQA documentation. In fact, several team members were involved in the EIR for the City of San Diego General Plan, which gives them insight into implementation of the citywide policy framework at the community plan level.

We can anticipate community issues and leverage the tools to bring forth options and alternatives for consideration by the community. Because we understand the typical steps in public planning, we can also craft a public participation program that encourages consensus building key issues. We also know that many urban neighborhoods can have different needs, such as facility and infrastructure deficiencies, fewer parks, deferred maintenance and property deterioration, and services, and/or security and public health concerns. Our experience on similar projects helps us to ask the right questions, collect good input, and work with the project team on realistic alternatives to help advance the consensus process.

We have led public participation programs on a variety of community plans, general plans, zoning ordinances, and district plans. The majority of these projects encompassed highly urbanized environments and involved building community consensus on recommendations pertaining to infill development, multimodal mobility, preservation, and urban design. While every community is different, there typically are common themes in public discussions: density, compatibility, traffic, parking, parks and open spaces, other public facilities, gentrification, public health, and security. For this project, we

will use a “multipronged” approach of techniques to engage a spectrum of community voices, including the following:

- Stakeholder assessment and outreach
- Public workshops
- Multiday charrettes
- Surveys
- Environmental scoping meetings
- Graphic recording
- Advisory committees
- Public officials coordination
- Communication materials
- Graphic identity
- Media relations

An essential component of all outreach conducted by the EDAW AECOM team is synthesizing results into carefully designed summaries. This technique serves two purposes: (1) meaningful integration of input into the planning process and (2) support for the consensus process. As shown in Section 2, the EDAW AECOM team has the proven experience to lead plans from initiation to completion. We start off with a thoughtful strategy reflecting unique project goals, local issues, and technical considerations. Just as important, we have the facilitation tools to artfully negotiate the process “bumps” that typically arise in the public arena.

The Request for Proposal (RFP) invited us to submit examples of outreach materials. In a separately bound document referred to in Section 14 below, we included samples that illustrate our skills in the areas of consensus building process, graphic communications, media relations, translation of technical data, and advisory committee facilitation.

5. Materials preparation ability

EDAW AECOM creates high-quality written and graphic materials. Our extensive track record in completing similar public outreach projects demonstrates our expertise in preparing necessary materials such as agendas, minutes, meeting notes, working papers, screen checks, correspondence, and final reports. As shown in the examples provided, EDAW AECOM’s approach in preparing all written materials for outreach projects is to use plain English to explain complex concepts and to avoid jargon that could be misunderstood by the general public. When possible, we create graphics and illustrations to make information more understandable. We also employ two full-time technical editors who review all project materials to ensure they are error free.

At project kickoff, our in-house graphic design studio will develop a graphic identity template for the project. This template will be used in all work products to create consistency and make materials easily identifiable to the public. We also have the capability to develop multimedia materials that can be used on the Internet to reach a broader audience. Our work is attractive, well thought out, easy to understand, and captivating.

6. Evidence of 3 years experience in disciplines involved in this project.

As illustrated by their resumes and participation in the projects

described in Section 2, all key team members have at least 3 years of experience in their respective fields.

7. Understanding of project history and area

The Midway Pacific Highway Corridor (MPHC) and Old San Diego Community Plan areas are located at the crossroads of two major Interstates (I-5 and I-8) in the heart of central San Diego. The MPHC is a highly urbanized Subregional Employment Area that has multiple uses, drawing people from throughout the region. Old San Diego draws visitors to its historic district, shopping and dining opportunities, and local services. Connections to the surrounding communities of Uptown, Peninsula, Mission Bay Park, Mission Valley, and Center City are traditionally weak given the natural and human-made barriers physically separating them, including Interstates 5 and 8, military installments, the San Diego River, Lindbergh Field, San Diego Bay, and Pacific Highway.

Despite the differences in their history and current settings, MPHC and Old San Diego both exhibit high Village Propensities and share many common issues that, when considered together, will provide for a more comprehensive and efficient approach to planning for these areas. A few common issues between the two areas include:

- Current and planned access to transit, rail, and air transportation
- Substandard auto, pedestrian, and bicycle circulation systems
- Excessive parking demand
- Disparate existing uses and visual form
- Small resident populations within largely non-residential communities
- Stressed infrastructure
- Lack of visual and physical cohesion

In light of these issues, the Community Plan update process provides the opportunity to address how these communities can successfully accommodate desirable and supportable growth consistent with the General Plan goals for these areas. For both of these areas, the key will be BALANCE. For example, in MPHC, it will be important to identify economically viable land uses that provide a balance between transitioning to commercial uses while maintaining and growing base sector, high-tech, and “green” manufacturing jobs. In both MPHC and Old San Diego, design, mobility, and land-use strategies must be developed that connect areas and also buffer potentially conflicting uses. Further, improving quality of life and economic revitalization of these areas requires balancing the need for new infrastructure with fiscal realities. Developing a genuine sense of place that faces these issues head on, and in a balanced manner, will be the key to success.

In developing the Community Plans, EDAW AECOM will build off of the extensive outreach and community planning processes already undertaken for these areas. Several overlapping planning documents and regulations apply to these areas that will be considered during the Community Plan update process:

- San Diego General Plan

- San Diego General Plan EIR
- Midway Community Plan
- 2004–2006 Midway Community Plan Amendment
- Old San Diego Community Plan
- North Bay Redevelopment Project Area
- North Bay Conceptual Plan
- The Land Development Code and Community Plan Implementation Overlay Zone
- Local Coastal Program and Proposition D
- Airport Land Use Compatibility Plan and Airport Master Plan/Destination Lindbergh
- The Community Plan Preparation Manual
- The General Plan Action Plan

These plans provide a great foundation for understanding these areas and efficiently developing the Community Plans in a manner that will help the City achieve both community-specific goals and broader regional objectives established in the General Plan Action Plan. For example, as we gather information from these previous planning efforts, information developed for the Community Plans may also prove useful in developing and updating portions of citywide documents such as the Land Development Code, Street Design Manual, Historic Preservation Incentives, and Public Facilities Financing Strategy. The potential efficiencies EDAW AECOM sees in this process will help us work most efficiently as a true extension of staff, bringing the greatest value to the project.

8. Evidence of Consultant Team design expertise and a background in architecture, or landscape architecture and urban design. Experience in neighborhood or community scale design and ability to produce three dimensional illustrations of concepts using a variety of techniques

A significant portion of our team includes urban designers and physical planners who are also trained in architecture or landscape architecture. They have experience in developing community plans, redevelopment plans, vision plans, and design guidelines and codes that integrate neighborhood-scale and pedestrian-oriented design within mixed-use, transit-oriented communities. For a further understanding of our team's design and architectural expertise, please refer to the summary of team members provided in the Executive Summary for a description of our team's design expertise. Team member experience with specific projects is also summarized in Section 2 above.

9. Experience with analyzing and applying zoning for large urban cities

Through our recent work with CP&C and DSD staff on the General Plan EIR, and our ongoing environmental consulting services for CCDC since 2003, our staff has gained extensive familiarity with the city's land-use strategies, the various PDO regulations, and the Land Development Code. As part of our ongoing work with CCDC, we must review projects for consistency with the LDC and PDOs. With more than 80 projects processed for CCDC in the last 6 years, the staff members assigned to this project are well versed in the

organization and content of the city's regulations.

EDAW AECOM is knowledgeable with the city's land-use codes and the General Plan Update to know that new zoning districts and regulations will need to be created to implement land-use designations in the General Plan and updated community plans. We foresee that the land-use and parking regulations, design guidelines, and development incentives developed for the community plan areas will be able to be applied more generally to other areas through the LDC, providing a level of efficiency in helping the city meet its Implementation Action goals related to land use and zoning.

In addition to our experience with the LDC, EDAW AECOM staff assigned to this project are well versed in reviewing and developing zoning ordinances for established and new communities throughout California. Many of these zoning ordinances address unique circumstances and implement current planning techniques such as mixed-use development standards and design guidelines, infill and corridor overlay zones, transfer of development rights, green building, sustainability measures, and crime prevention through environmental design.

Working with Calthorpe Associates in the City of Salinas, EDAW AECOM staff helped develop a hybrid form-based and traditional zoning ordinance that included new urbanism regulations. We recently assisted the City of Downey with a comprehensive update of its Zoning Ordinance, including developing mixed-use regulations and incentives for sustainable design. In Imperial Beach we helped develop a comparative analysis of visual form resulting from current zoning regulations and proposed regulations based on goals for economic redevelopment and considering height overlay restrictions within the Coastal Zone. The Downtown Long Beach Community Plan establishes form-based zoning, development standards, and design guidelines to achieve a user-friendly guide for revitalization of the downtown area.

10. Strong research and technical writing skills, strong observation skills, attention to detail, the ability to work independently, the ability to be responsive and flexible to input and direction from the community and City staff, and produce high-quality written materials within specified time lines

EDAW AECOM's track record in completing projects similar to the Midway-Pacific Highway Corridor and Old San Diego Community Plan Update underscores our accomplished research and technical writing skills in addition to our reputation for being responsive and flexible to input and direction from communities and clients. We urge you to ask our references about these skills during your inquiries.

EDAW AECOM has an excellent record of meeting demands when needed to adapt to unexpected work, going back to a record of strong performance on complex contracts with a variety of public agencies where ambitious schedules, meeting changing priorities, and unexpected events required additional work. Experience has taught us that effective management

and communication are the keys to effective schedule compliance. Project schedules are updated frequently and EDAW AECOM's task managers monitor progress on all assignments weekly to ensure timely performance and to monitor changes or additional work expectations. Our internal schedules include adequate time for creative and quality reviews and third-party and technical editor review, as well as strong communication to allow for flexibility, ensuring the highest-quality submittals. This system has proven effective in allowing EDAW AECOM to meet project deadlines.

11. Public speaking ability

All leaders on the EDAW AECOM team have considerable experience in public speaking, making presentations, leading discussions, and addressing questions and concerns in the public arena. We understand the impact that our publicly spoken words and behavior have on project outcomes and relationships between the government and communities. Many of our team members have had specialized training in public speaking, community relations, facilitation, and communications.

Joan Isaacson, John Bridges, and Nancy Graham, who will have the greatest presence in the public arena, are specialists in these areas, as evidenced by their work experience, community involvement, and credentials. In addition, these team members have taught various courses at the university or community college level. This experience gives them the insight to know if participants are not only hearing the dialogue, but understanding the key concepts presented. In addition to these specialists, other team members have considerable experience leading meetings, making presentations, and facilitating discussions.

12. IT competency

One of the strengths of a large organization like EDAW AECOM is our ability to maintain state-of-the-art computing and information management technologies. Our San Diego office has excellent teams of graphic designers and document production specialists, plus a GIS group of five professionals who are all fully accessible to this project. As specified in the RFP, we will provide electronic copies of all draft and final documents in Microsoft Word. When acceptable to our clients, we sometimes use InDesign for document formatting because of its advanced capabilities for integrating text, graphics, and maps. We will offer InDesign formatting as an option to the city but would only use it if granted specific direction.

13. Resumes

Contact information for the principal in charge and project managers for the lead firm and subconsultants is provided below. Resumes for these individuals and additional staff assigned to the project are provided at the end of this section.

LEAD FIRM EDAW AECOM

1420 Kettner Boulevard
Suite 500
San Diego, CA 92101

Tel: 619.233.1454
Fax: 619.233.0952

John Bridges, FAICP, Principal/Project Manager
Email: john.bridges@aecom.com

SUBCONSULTANTS

Fehr & Peers

Jeff Heald, PE, PTOE, Senior Associate Engineer
Email: j.heald@fehrandpeers.com

MJE Marketing

Susanne Bankhead, Associate, Communications and Public Affairs
Email: susanne@mjemarketing.com

True North Research

Timothy McLarney, Ph.D., President
Email: mclarney@tn-research.com

Winter & Company

Noré V. Winter, Principal and Owner
Email: nore@winterandcompany.net

Optional Services:

Sheppard Mullin

John Ponder, Partner
Email: jponder@sheppardmullin.com

Wilson Geosciences, Inc.

Ken Wilson, Principal Engineering Geologist
Email: wilsongeo@earthlink.net

14. Minimum of two (2) writing samples completed in the last five (5) years relevant to the proposed scope of work

We have included the following samples as part of our separately bound package:

- Downtown Long Beach Community Plan
- San Bernardino Vision Plan
- Kapālama Strategic Implementation Plan
- The Irvine Business Complex Mixed-Use Development
- Outreach Samples Package

15. Organizational Chart

The organizational chart below shows the proposed staff for the Midway and Old San Diego Community Plan Update project, followed by a table showing the percentage of time each team member will dedicate to the project.



* = Optional Services

Percentage of time each team member will dedicate to the project.

Staff	Percentage of Time Dedicated to Project
John Bridges, Principal/Project Manager	30%
Yara Fisher, Assistant Project Manager/Project Planner	25%
Vaughan Davies, Urban Designer	10%
Steven Kellenberg, Master Planner/Urban Designer	10%
Christine Babla, Urban Designer	30%
Shawn Godkin, Urban Designer	30%
Rick Barrett, Parks Planner/Landscape Architect	15%
Joan Isaacson, Outreach Leader	25%
Nancy Graham, Outreach Specialist	25%
Patrick Jelsema, Urban/Environmental Planner	20%
Trina Meiser, Historic Resources	15%
Shweta Shah, GIS	20%
Shannon Frattone, Environmental Planner	25%
Jeff Heald, Transportation Planner	20%
Chris Tzeng, Transportation Planner	25%
Jason Pack, Transportation Planner	25%
Nore Winter, Historic Preservation/Urban Design	15%
Julie Husband, Historic Preservation/Urban Design	15%
Tim McLarney, Survey Leader	20%
Kristen Byrne, Workshop Leader	15%
Susanne Bankhead, Workshop Leader	15%
John Ponder, Land Use Law	Optional service
Ken Wilson, Safety/Geotechnical	Optional service

All percentages shown above are less than 100 percent because the project is 2 years in duration and all team members are also assigned to other ongoing EDAAECOM or subconsultant company projects.

During specific timeframes some key staff members may increase their involvement to be dedicated to the project between 50-75% of their time as project needs dictate.

16. Team accessibility

The EDAAECOM team will be highly accessible to City staff and officials as well as the project area communities. EDAAECOM's offices are located in downtown San Diego, within

a 5-minute distance of City staff's offices and a 10-minute distance of the communities. This proximity will allow for efficient coordination meetings as well as quick availability for additional meetings that may be required to handle immediate tasks and issues. Because of the high level of public interest in the community plan updates, questions and concerns will need immediate attention. The full commitment of the EDAAECOM team extends to supporting City staff by making our team available to this project during all hours of City operation.

17. List of projects EDAAECOM and sub worked on for the City of San Diego within the past 3 years

The tables on the following pages detail contracts EDAAECOM, MJE Marketing, and True North have been awarded by the City of San Diego for the last 3 years. Fehr & Peers, Sheppard Mullin, Wilson Geosciences, and Winter & Company have not been awarded any contracts by the City of San Diego for the last 3 years.

EDAW AECOM - City of San Diego contracts

Project Name	Description/Scope	Award Date	Completion Date	EDAW AECOM Project Manager	City of San Diego Project Manager	Contract Value
Vernal Pool Analysis	EDAW AECOM is conducting an analysis of the vernal pool habitat owned and managed as part of the City of San Diego's MSCP program, which will then be followed by restoration recommendations and implementation of these recommendations. EDAW AECOM is conducting vegetation surveys and assessment on a portion of the City's vernal pool habitat that has been identified based on the need for habitat restoration and enhancement. Following the field assessment and background research, EDAW AECOM will prepare an Assessment Report with recommendations for fencing, restoration, and monitoring. With direction from the City, County, SANDAG, and regulatory agencies, EDAW AECOM will implement the recommended restoration and management tasks during 2008. Tasks include fencing and signage, topographic reconstruction, weed control, seed collection, seed bulking, seed dispersal, and monitoring.	July 2007	Ongoing	Scott McMillan	Betsy Miller 619.533.4543	\$504,000
San Diego General Plan EIR	The City of San Diego General Plan Update is proposed to replace the existing 1979 Progress Guide and General Plan. The General Plan sets out a long-range comprehensive framework for how the city will grow and develop, provide public services and maintain the qualities that define San Diego over the next 20-30 years. The Plan has the potential to create significant environmental impacts within the City, and that potential for impacts requires the creation of a Program Environmental Impact Report.	December 2006	Ongoing	John Bridges	Nancy Bragado 619.533.4549 Marilyn Mirrasoul 619.446.5380	\$150,000
Via Alicante CSS Restoration	Monitoring of site conditions and maintenance activities. Identification of maintenance needs and coordination with work contractor to meet those. Reporting and work correspondence with client.	June 2006	Ongoing	Jesper Pietsch	Danny Schrotberger 619.533.3778	\$23,000
Palm Street & 4th Avenue Slope	In response to a request from the City, EDAW AECOM prepared irrigation and landscape construction plans in accordance with City landscape guidelines for revegetation and erosion control of an approximately 0.3 acre slope area that required rehabilitation as part of the storm drain repair project. EDAW AECOM coordinated with various City staff, including project engineers, environmental staff, landscape staff, and staff from the City's Mitigation Monitoring Coordination (MMC) group to agree on an appropriate revegetation approach using native and naturalized species.	April 2006	March 2007	James Prine	Andrea Demich 619.533.3783	\$9,735

Project Name	Description/Scope	Award Date	Completion Date	EDAW AECOM Project Manager	City of San Diego Project Manager	Contract Value
Bird Rock	EDAW AECOM prepared a Historical Resources Evaluation Report in support of the Bird Rock Coastal Traffic Flow Improvement Project. Work included archival research, field survey, documentation, and the preparation of a technical report. EDAW AECOM prepared a Historical Resources Evaluation Report in support of the Bird Rock Coastal Traffic Flow Improvement Project. Provided archival research, field survey, documentation, and preparation of a technical report.	March 2006	2006	Jennifer Hirsch, MA	Mike Arnold 619.533.3754	\$9,954
Emergency Storage Drain Channel Maintenance Program	Since 2005, EDAW AECOM has provided on-call support to the City of San Diego, Streets Division by providing biological, water quality, and archeological support for emergency maintenance activities. EDAW AECOM has developed a variety of plans to avoid, reduce, and mitigate impacts to habitat and sensitive species, water quality, and archeological sites through the implementation of standard protocols.	February 2006	Ongoing	Mark Williams	Daniel Lottermoser 619.527.5423	\$227,000
Palm Street & 4th Avenue Storm Drain	In response to storm drain damage and impact to a slope within Maple Canyon, EDAW AECOM conducted biological surveys (plants, habitats, and wildlife) and prepared a biological letter report in accordance with City guidelines reviewing existing conditions, proposed impacts (and benefits) resulting from the storm drain repair and rehabilitation of the slope, and proposed mitigation during and after construction. Mapping of a jurisdictional drainage channel area and coordination with the City and project engineer resulted in impact avoidance of the channel, such that resource agency permitting was not necessary.	June 2005	March 2006	James Prine	Adrianne Turner 619.236.6364	\$7,967

MJE Marketing - City of San Diego contracts

Project Name	Description/Scope	Award Date	Completion Date	MJE Marketing Project Manager	City of San Diego Project Manager	Contract Value
Think Blue San Diego	Redesign of brand identity and logo; Web site design	2008	Ongoing	Marlee Ehrenfeld	Jennifer Nichols Kearns	\$86,000

True North - City of San Diego contracts

Project Name	Description/Scope	Award Date	Completion Date	True North Project Manager	City of San Diego Project Manager	Contract Value
Customer Experience Study, City of San Diego, Development Services Department	True North conducted a study of 2,000 customers of the Development Services Department per year to gauge their experiences, issues, and satisfaction with all stages and aspects of the permitting process	May 2005	May 2008	Timothy McLarney	Dan Culp, Senior Mgmt Analyst (now in Metropolitan Wastewater Department)	\$180,000

18. Statement of Subcontractors

Please see the following forms for details of subcontractors that will be used on the project, and what portion of work will be assigned to each of them.

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 bid. NOTE: Add additional pages if necessary.

Company Name: Fehr & Peers **Contact Name:** Jeff Heald, PE, PTOE

Address: 15707 Rockfield Boulevard **Phone Number:** 949.859.3200

Suite 155, Irvine, CA 92618 **Fax Number:** 949.859.3209

Dollar amount of sub-contract: \$ 95,000 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #: _____

Requirements of contract: Prepare mobility analysis.

What portion of work will be assigned to this subcontractor: 13.8%

Company Name: MJE Marketing **Contact Name:** Susanne Bankhead

Address: 3131 Camino del Rio North **Phone Number:** 619.682.3841

Ste. 150, San Diego, CA 92108 **Fax Number:** _____

Dollar amount of sub-contract: \$ 40,025 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #: _____

Requirements of contract: Strategy and support for outreach and facilitation program.

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

Company Name: True North Research **Contact Name:** Timothy McLarney

Address: 741 Garden View Court, Ste. 208 **Phone Number:** 760.632.9900

Encinitas, CA 92024 **Fax Number:** 760.632.9993

Dollar amount of sub-contract: \$ 22,500 **Contract Dates:** Proposed 01/10-12-12

Contractor's License #: _____

Requirements of contract: Prepare and administer community survey.

What portion of work will be assigned to this subcontractor: 3.3%

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 bid. NOTE: Add additional pages if necessary.

Company Name: Winter & Company **Contact Name:** Noré V. Winter

Address: 1265 Yellow Pine Avenue **Phone Number:** 303.440.8445

Boulder, Colorado 80304 **Fax Number:** _____

Dollar amount of sub-contract: \$ 46,500 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #: _____

Requirements of contract: Urban and historic design.

What portion of work will be assigned to this subcontractor: 6.7%

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: _____

JOHN BRIDGES, FAICP**Principal-in-Charge/Project Manager****EDUCATION**

M. A. , City Planning, San Diego State University, 1979

B. A. , Political Science, University of Texas, Arlington, 1972

PROFESSIONAL AFFILIATIONS

American Planning Association

Past Chair, Chapter Presidents Council
California Chapter Past President

Fellow of the American Institute of Certified Planners

Association of Environmental Professionals
Urban Land Institute

AWARDS

2000 Cal Chapter Focused Issue Planning Award, El Cajon Consolidated Plan and Housing Element

1999 Cal Chapter APA Comprehensive Planning Award, Millennium Plan for MCAS El Toro

1991 Cal Chapter APA Distinguished Service Award

1985 APA National Award for Outstanding Planning, City of Poway Comprehensive Plan

Mr. Bridges has more than 30 years of experience as an urban and environmental planner with a broad background in public and private sector planning. Now a principal in EDAW's San Diego office, he has served as principal-in-charge/project manager for comprehensive general plan, specific plan, local coastal program, and zoning ordinance programs for numerous cities in San Diego, Orange, Los Angeles, Riverside, San Mateo, Santa Clara, Monterey, and Imperial counties, and a wide variety of environmental impact reports (EIRs) and statements (EISs) associated with major public and private development projects. Mr. Bridges is one of California's most experienced and qualified planners engaged in community planning work and an expert in the California Environmental Quality Act (CEQA), teaching advanced CEQA courses at the UCLA Extension Public Policy Program.

SELECTED PROJECT EXPERIENCE**Long Beach Downtown Community Plan, Long Beach, CA****Principal-in-Charge**

CLIENT: City of Long Beach

Mr. Bridges is leading the multidisciplinary planning team for this project, in which Long Beach is undertaking completion of a community plan for its Downtown. The Plan includes a vision for the future of Downtown, along with land use and mobility plans, development and open space standards, and development guidelines for buildings, streetscapes, the public realm, landscaping and signage. The focus of the Plan is the creation of a 'heart of Long Beach' connecting with its neighborhoods and the coastline, diversification of the local economy, maintenance of historic character, and creation of bold architecture and sound infrastructure.

City of San Diego General Plan Program EIR, San Diego, CA**Principal-in-Charge**

CLIENT: City of San Diego

As principal-in-charge for this fast-track, cooperative effort with the City of San Diego Development Services Department and Community Planning and Community Investment department, Mr. Bridges assisted the City in preparing a Program EIR analyzing the impacts associated with adoption and implementation of the City's updated general plan. As part of this role, Mr. Bridges oversaw multiple EDAW and City staff in the preparation of each section of the EIR. He also provided third-party review of sections drafted by City staff, providing overall strategy and direction for preparing a legally defensible Program EIR. Two important components of this work program were assisting with the development of a program-level analysis and mitigation that reflected the City's many policies, programs, and implementation plans; and drafting global warming analysis and mitigation that reflected a balance between the City's and Attorney General's goals for global warming analyses.

Laguna Hills General Plan Update and Program EIR, Laguna Hills, CA**Principal-in-Charge**

CLIENT: City of Laguna Hills

Mr. Bridges is the principal-in-charge for the Laguna Hills General Plan update, Housing Element, and Program EIR. Laguna Hills is a master planned community in Orange County, California, focusing on opportunities for strategic infill development that will help the City achieve their community-building and economic development goals. The City is particularly interested in increasing community interaction, encouraging healthy lifestyles, and establishing a distinct sense of place. Mr. Bridges is providing overall direction for the team of land planners, economic/fiscal consultants, circulation experts, urban designers, and environmental specialists to identify key opportunity areas for redevelopment and community enhancement that will help the City

JOHN BRIDGES

achieve its vision for the future. He is also overseeing the preparation of the Program EIR and its associated technical studies.

**San Juan Capistrano General Plan and EIR, San Juan Capistrano, CA
Project Manager**

CLIENT: City of San Juan Capistrano

Project manager on the program for this historical community in South Orange County, which included a substantial community participation and vision-building component. The revised plan included the seven mandatory elements required by state law, as well as several optional elements: cultural resources, community design, growth management, parks and recreation, public facilities, and floodplain management. Using ArcView and other computer techniques, land use and circulation components were carefully analyzed and matched. The program moved on a fast-track schedule and was completed in 1 year. Our team worked closely with an advisory committee and a technical committee, as well as with the council, planning commission and staff. As a follow-up to this program, the zoning ordinance was also revised to improve both its usability and to ensure consistency between the general plan and the ordinance. Work was performed prior to joining EDAW.

North Bay Redevelopment EIR, San Diego, CA

Project Manager

CLIENT: City of San Diego

Project manager of the 2,000-acre San Diego North Bay Redevelopment Project area, which included the Former Naval Training Center and portions of the Midway, Old Town, Peninsula, Claremont Mesa, and Linda Vista community planning areas. Redevelopment activities within North Bay focused on the Bay-to-Bay connection, Claremont Trolley Station, Morena Shopping Quarter, Caltrans Site, Sports Arena, Point Loma Village, and Voltaire areas. Environmental topics analyzed included air quality, traffic, land use, noise, biology, urban design, geology/soils, cultural resources, housing, public services, utilities, water quality, and human health. Work was performed prior to joining EDAW.

Highway 101 Corridor Specific Plan EIR, Solana Beach, CA

Principal/Project Manager

CLIENT: City of Solana Beach

As principal-in-charge and project manager, provided oversight of Highway 101 Corridor Specific Plan in Solana Beach to simplify its content and improve its usefulness. The plan addresses land use, transportation, and other urban infrastructure within the 200-acre core of this San Diego coastal community. Included in the plan are development standards and design guidelines to enhance the overall quality of physical development along the community's historic highway. Work was performed prior to joining EDAW.

SANDAG Smart Growth Concept Map, San Diego, CA

Principal-in-Charge/Project Manager

CLIENT: San Diego Association of Governments (SANDAG)

Served as Principal/Project Manager for developing the design and graphic presentation of the SANDAG Smart Growth Concept Map. The concept map is used as a planning tool to communicate with local jurisdictions and infrastructure providers about where smart growth is expected to occur. This project involved working collaboratively with SANDAG staff and the Technical Working Group (planning representatives of local agencies) to prepare a graphic representation of the Smart Growth Opportunity Areas, including the seven smart growth "place types" in the San Diego region and the public transit service provided in each opportunity area.

YARA FISHER, AICP**Assistant Project Manager/Project Planner****EDUCATION**

M. U. R. P., Urban and Regional Planning,
University of California, Irvine, 1998

B. A., Political Science, University of California,
San Diego, 1995

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

Women's Environmental Council

Ms. Fisher has a strong background in environmental and community planning, as well as extensive experience with community involvement in the planning process. Her substantial planning experience includes long-range planning such as zoning ordinances, general plans, federal- and state-required housing and redevelopment plans and programs, LAFCO studies, and specific plans throughout California. Her environmental experience includes the preparation and management of program- and project-level environmental impact reports, mitigated negative declarations, and other documents required by the California Environmental Quality Act (CEQA).

SELECTED PROJECT EXPERIENCE**Laguna Hills General Plan Update and Program EIR, Laguna Hills, CA
Project Manager**

CLIENT: City of Laguna Hills

Ms. Fisher was the project manager for the Laguna Hills General Plan update, Housing Element, and Program EIR. Laguna Hills is a master planned community in Orange County, California, focusing on opportunities for strategic infill development that will help the City achieve their community-building and economic development goals. The City was particularly interested in increasing community interaction, encouraging healthy lifestyles, and establishing a distinct sense of place. Ms. Fisher led the team of land planners, economic/fiscal consultants, circulation experts, urban designers, and environmental specialists to identify key opportunity areas for redevelopment and community enhancement that will help the City achieve its vision for the future. She also led the preparation of the Program EIR and its associated technical studies.

**City of San Diego General Plan Program EIR, San Diego, CA
Project Manager**

CLIENT: City of San Diego

As project manager for this fast-track, cooperative effort with the City of San Diego Development Services Department and Community Planning and Community Investment department, Ms. Fisher assisted the City in preparing a program EIR analyzing the impacts associated with adoption and implementation of the City's updated General Plan. As part of this role, Ms. Fisher oversaw multiple EDAW and City staff in the preparation of each section of the EIR. She also provided third-party review of sections drafted by City staff, providing overall strategy and direction for preparing a legally defensible Program EIR. Two important components of this work program were assisting with the development of a program-level analysis and mitigation that reflected the City's many policies, programs, and implementation plans; and drafting global warming analysis and mitigation that reflected a balance between the City's and Attorney General's goals for global warming analyses.

**City of Long Beach Downtown Community Plan, Long Beach, CA
Project Advisor/Project Manager**

CLIENT: City of Long Beach

Project advisor who assisted in developing overall approach and development standards for the Downtown Long Beach Community Plan as well as overseeing a Program EIR to facilitate tiering. The Community Plan combines form based design guidelines and development standards intended to facilitate and incentivize revitalization in the downtown. The framework for development in the Downtown focuses growth and density near transit, while ensuring transition areas to the surrounding communities. A graphic approach to design guidelines and standards are provided to illustrate key components of a pedestrian-friendly downtown, including topics such as building massing, mixed-use development, and the design of street frontage and streetscape. A

YARA FISHER

key component of this process is the development of a Program EIR that will ensure a streamlined environmental process for future development. Ms. Fisher was the Project Manager for the EIR portion of the work program.

General Plan and EIR, Seaside, CA**Assistant Project Manager**

CLIENT: City of Seaside

Assistant project manager for this general plan program, responsible for coordination of the general plan update, Housing Element and preparation of the associated EIR. Located in Monterey County, Seaside has a population of approximately 32,000 residents and now includes about 6.2 square miles of the former Fort Ord military base. The acquisition of the Fort Ord property brought new opportunities and challenges for the coastal community that had to be addressed by the updated general plan. A primary purpose of the general plan was to comprehensively address issues, opportunities, and constraints facing both the established portion of Seaside and the newly acquired portions of the former Fort Ord military base. Along with the required elements, the general plan program focused on redevelopment/revitalization, urban design, and economic development for areas within the older portion of the community, Seaside Proper. HCD certified the 2002-2007 housing element. Work was done prior to joining EDAW.

Downey Zoning Ordinance**Project Manager**

CLIENT: City of Downey

Project manager who assisted in comprehensively updating the City of Downey's zoning ordinance. A key component of this work program was drafting regulations and incentives to support community sustainability. In addition to developing new mixed-use regulations, the code addressed small wind generators, solar access, permeable paving, community gardens, farmers markets, tree preservation, and green roofs.

Commercial/Mixed-Use Zoning Review, Imperial Beach, CA**Project Manager**

CLIENT: City of Imperial Beach

EDAW is conducting a review of the City of Imperial Beach's commercial zoning and mixed-use overlays within the coastal zone portions of the city. The City initiated this project because recent mixed-use projects have not achieved city design and economic development goals. Ms. Fisher is helping lead a team composed of urban designers, mobility/parking planners, zoning experts, and economists to assess the existing zoning and development trends in order to craft amendments that better achieve the community's vision. The public participation program will engage community members and stakeholders in the identification of development priorities and opportunities as well as land use compatibility issues. Future success of the new zoning—and future development—relies on addressing the diversity of community perspectives in this city known for its active citizenry.

Zoning Ordinance, Salinas, CA**Assistant Project Manager**

CLIENT: City of Salinas

Assistant project manager and primary author who assisted the City in comprehensively updating its zoning ordinance to reflect current city policy and administrative procedures, new technology, and changes in state and local laws. A major component of this work program was drafting New Urbanism regulations and a Transfer of Development Rights ordinance to reflect the goals and policies of their recently updated general plan. Drafting of the New Urbanism regulations and design standards included extensive community outreach and a hybrid traditional/form-based approach to development regulations. Work was done prior to joining EDAW.

EDUCATION

MS, Architecture and Urban Design,
Columbia University, 1987

Bachelor of Architecture, University of
Cape Town, South Africa, 1984

Studio Arts Center International, Firenze,
Italy, 1982

Bachelor of Architecture Studies (BAS),
University of Cape Town, South Africa,
1982

AFFILIATIONS

USC Guild, Board Member

Institute of South African Architects (ISAA)

Board Member Los Angeles Economic
Development Corporation (LAEDC) 2005

Urban Land Institute (ULI)

West Side Urban Forum, LA

Congress of New Urbanism (CNU)

Institute for Urban Design, Fellow

HONORS + AWARDS

Harry Crossley Scholarship

Des Baker Award

Osborne Prize

Helen Gardener Travel Prize

Premio Vittoria

Thornton White Prize

Fulbright Scholarship

Hollywood Chamber of Commerce

LA Chapter AIA

APA_LA 2009

Westside Urban Forum, 2009

SPEAKING ENGAGEMENTS

Urban Land Institute

Westside Urban Forum

Railvolution Conference

California Chapter APA

National APA

TEACHING

Suprastudio – School of Architecture,
University of California, Los Angeles,

Design Instructor, 2008/2009

EDAW Summer Student Program 2008

University of S. California - Guest Critic
2005

EDAW Summer Student Program 2005

CAL Arts, Pasadena – Guest Critic

School of Architecture, University of Cape
Town, Design Instructor, 2000 -2001

VAUGHAN DAVIES, ISAA**Urban Designer**

As an architect and urban designer, Vaughan Davies has produced dynamic urban plans for waterfront, retail/entertainment destinations, transit centers and mixed-use environments with an emphasis on creating pedestrian urban neighborhoods in cities large and small, nationwide and abroad.

Vaughan develops visionary plans and designs with a solid basis in reality, both in their authenticity and in their ability to be implemented successfully – a pragmatic visionary. Collaborating with major developers, cities, and agencies, he has demonstrated a unique ability to create significant added value for all interests involved, by creating one-of-a-kind addresses and focusing his design solutions on the establishment of a superior public realm as a one-of-a-kind amenity.

Vaughan is based in Los Angeles, where he has led the design efforts for many of the region's precedent setting projects, including: Paseo Colorado in Pasadena; Union Station; Hollywood & Highland; Rainbow Harbor; the 'Bridge to Breakwater Master Development Plan' in San Pedro for the Port of Los Angeles; Houston's Main Street Master Plan and METRO Light Rail; and, internationally the Dublin Bay Vision Plan.

SELECTED PROJECT EXPERIENCE**Los Angeles Waterfront Revitalization Project, Wilmington-San Pedro, CA
Design Principal-in-Charge**

CLIENT: The Port of Los Angeles

The LA Waterfront, formerly "Bridge to Breakwater" project consists of a comprehensive revitalization development plan for this 400-acre underutilized port district including, but not limited to, a comprehensive open space system with an expansive water's edge promenade, a great civic "central park," public gardens, new public piers, a cruise terminal and new harbors for additional boat activity areas, future public parking structures, major landscape improvements, roadway realignments and improvements, and public art installations. Additionally, the program will include retail and restaurant design/build packages. Vaughan successfully completed the recent master plan phase of the project, guiding the design team and its response to fulfilling the client and community needs, goals, and objectives.

**Downtown Vision and Action Plan, San Bernardino, CA
Design Principal-in-Charge**

CLIENT: San Bernardino's Economic Development Agency

EDAW is working with the City of San Bernardino's Economic Development Agency (EDA) on a major re-visioning of its downtown. The study area encompasses over 60 blocks of the CBD (approx 550 acres) and includes the City Hall, Hotel and Convention center, Carousel Mall, County Courts, the historic core and proposed new Metro Link commuter rail station. The Vision is to establish San Bernardino as the "next great place" and a center of growth for the Inland Empire and the greater Los Angeles region. EDAW is to develop an economically sustainable plan which radically repositions San Bernardino for the next 20 years.

**Park 101, Los Angeles, CA
Design Principal-in-Charge**

CLIENT: Caltrans & City of Los Angeles

EDAW is leading a major re-visioning of Los Angeles' downtown with the proposed capping of the 101 Freeway which currently occupies a deep trench, severing the historic El Pueblo from City Hall and Government Center. The study area encompasses over 150 acres and includes El Pueblo at the historic core, Union Station, the new Cathedral and High School for the performing Arts.

VAUGHAN DAVIES, ISAA

The Vision is to establish a pedestrian oriented focus in the downtown, with a “campus” of new buildings and a “Central Park” in a bold and economically sustainable plan which radically repositions the downtown of Los Angeles for the next 10 - 20 years of sustainable urban growth.

Dublin Bay Vision Plan, Ireland**Principal Urban Designer**

CLIENT: The City of Dublin

The City commissioned a wide-ranging economic, amenity and environmental study of Dublin Bay. The proposal calls for port lands to be redeveloped to create an urban village that is a model for sustainable development and quality of life, and for Dublin Bay to be recognized as a “national reserve” to protect the heritage and environment of the city and region.

The following projects include work performed by Vaughan prior to joining EDAAW.

Queensway Bay Development Plan, Long Beach, CA**Project Designer**

CLIENT: The City of Long Beach

The Queensway Bay Plan developed by Vaughan is a comprehensive waterfront park plan comprising approximately 300 acres of prime river and oceanfront property adjacent to the commercial core of California’s fifth-largest city. Designed to re-establish Long Beach as one of California’s most popular waterfront destinations, it today includes the revitalized Shoreline Village restaurants and shops, the new Aquarium of the Pacific, the restored Queen Mary, a new cruise terminal, and an entirely new town center.

Rainbow Harbor, Long Beach, CA**Project Designer**

CLIENT: The City of Long Beach

Not only is Rainbow Harbor the first commercial harbor in over 50 years to gain the approval of the California Coastal Commission, but it marks the return of Downtown Long Beach’s front door on the Pacific and a connection with its now vibrant oceanfront. Vaughan led the design of the great promenade and pier, paying homage to both the historic Pike Amusement Park and the Queen Mary, once the world’s largest ocean liner, with the creation of a contemporary deck-like promenade set in a great Southern California waterfront park. Ever since it’s completion Rainbow Harbor has been instrumental in setting the tone and quality for much of the public realm in Downtown Long Beach.

North Embarcadero Waterfront Revitalization Project, San Diego, CA**Project Designer**

CLIENT: The City + Port of San Diego

The North Embarcadero project consists of both new work and major renovation of San Diego’s downtown waterfront, including but not limited to an expansive new bayfront esplanade, a civic “wharf” at the Beaux Arts County Administration building, public gardens, new public piers and harbor boat activity areas, major streetscape improvements, roadway realignments and improvements, and public art installations, which will recast San Diego’s downtown waterfront as one of California’s premier civic environments. While at EE&K, Vaughan successfully completed the recent pre-schematic design phase of the project, guiding the design team and its response to fulfilling the client’s needs, goals, and objectives. He has been able to skillfully navigate the design process to accomplish the desired goals of the project and its sponsors. The project is currently in schematic design with Phase 1 soon to be identified and moved forward to completion in 2006.

EDUCATION

Master of Urban Design w/ honors, Graduate School of Design, Harvard University, Cambridge, Massachusetts, 1980

Bachelor of Science, Landscape Architecture, Iowa State University, 1976

AFFILIATIONS

Urban Land Institute, Project Advisory Panel Member

Building Industry Association

Orange Section of California APA Board of Directors, Executive Advisor, 2009

TEACHING EXPERIENCE

University of Southern California, Associate Professor

Graduate School of Design, Harvard University, Guest Lecturer & Critic

University of California, Berkeley, Guest Lecturer

University of California, Irvine, Guest Lecturer

PUBLICATIONS

"10 Keys to a Low Carbon Community," The Costs and Benefits of High Performance Buildings, Lessons Learned Vol. V, Earth Day New York 2009, Contributing Author

"Developing Sustainable Planned Communities," Urban Land Institute, 2007, Co-Author

"Great Planned Communities," Urban Land Institute, 2002, Co-Author

"Green Building: Links Economic & Social Objectives" Builder News, May 2005, Author

"New Benchmarks for Green Development" Builder News, April 2005, Author

"Valencia Town Center: Creating a Sense of Place," *Apartment Professional* September/October 2004, Author

"Lean and Green," *Home Energy*, July/August 2004, Author

"Making Town Centers: A Close Look at Valencia," *Scot sman Guide*, July 2004, Author

"Urban Living on a Smaller Scale," *Builder + Developer*, June 2004, Author

"Making Green Communities Work," *Real Estate Issues*, Spring, 2004, Author

"Built Green – from Concept to Completion," *Builder + Developer*, March 2004, Author

"Making Green Communities Work," *Scot sman Guide*, February 2004, Author

"Obtaining Community Consent," *Multi family Trends*, Winter 2004, Co-Author

"Green Communities," *Urban Land*, May 2003, Author

PRESENTATIONS

"Reimagining Public Spaces to be Purposeful Spaces," ULI-Orange County, PCBC, San Francisco, CA, June 2009

"Developing + Investing Green: The Future is now. Are you Ready?", ULI: Developing Green, Los Angeles, CA, May 2009

Make the Smart Moves First, AIA, San Francisco, CA, April, 2009

STEVEN KELLENBERG**Master Planner / Urban Designer**

Steven Kellenberg has over 25 years of experience on large scale community and urban center planning. His focus on the integration of urban design, economics, market analysis and sustainability resulting in highly successful, value-added communities, districts and master plans. He has worked with numerous national developers at the management level assisting in strategic and vision development, framework planning, detailed design and builder process through implementation. He has been the lead planner for projects such as Rancho Santa Margarita and Ladera Ranch in Southern California and Verrado in Phoenix. His projects have won numerous regional and national awards with Ladera Ranch receiving the prestigious ULI Award of Excellence in 2006.

Steve is the leader of EDAW's Sustainable Communities Global Initiative and speaks nationally on sustainability strategies for large, complex projects. He has co-authored two books for Urban Land Institute, *Great Planned Communities* and *Sustainable Planned Communities*. His Terramor Village, in Orange County California, is currently the largest photo voltaic community in the country.

Recently his Sustainability Studio has developed several models that serve as tools in developing designs with reduced carbon footprint, including SSIM (Sustainable Systems Integrated Model) allows a developer to optimize energy, water, transport, green building and ecological resources within a project. This cost/benefit oriented approach allows decision makers to pick those high performance measures that return the highest environmental benefit for a given financial investment. His team has also developed a gaming model that helps projects in California simulate energy demand and renewable generation measures that assist in reaching compliance with AB32 standards.

Steve's team has also been selected to develop a comprehensive sustainability program and climate change strategy for the 180,000 acre Superstition Vistas project outside of Mesa Arizona. Working with the Lincoln Institute, Sonoran Institute, Rocky Mountain Institute and University of Arizona, his team will be developing strategies (including net zero carbon and net zero water import) for an ultimate population growth of over 900,000 people over a 50 year period. He is also an expert in the practice of Conservation Development, where land development revenues help fund natural land preservation and long term stewardship.

Steve is an Associate Professor at USC's Masters in Real Estate Program and is in the Leadership Group of the Urban Land Institute. He graduated with Honors from Harvard University's Graduate School of Design.

SELECTED PROJECT EXPERIENCE**East Edisto Sustainability Planning, East Edisto, SC****Principal Planner****CLIENT:** MeadWestvaco

Sustainability and ecological planning for a 70,000-acre site including multiple new villages, hamlets, a transit oriented town, rural development zones and 50% conservation land. Quantitative modeling, programming and design of carbon sequestration programs for urban and rural forestry; community agriculture programs; and habitat conservation at the urban nature interface.

Tustin Legacy Community Core, Tustin, CA**Principal Planner****CLIENT:** Centex/ Shea Homes

Master plan for a mixed-use Main Street in the community core on the former Tustin Marine Base. This core is part of the new development for the Greater Tustin Legacy re-use plan which will contain a new community, schools, a parks system, and the Orange County urban regional park. The mixed-use

STEVEN KELLENBERG

Climate Change Seminars, ULI-Orange County, ULI- San Diego, CA, March-April, 2008

Keynote Address, Florida Green Building Coalition- Green Development Conference, Orlando, FL, March, 2009

"Low Carbon, Low Water Communities in a Recovering World Market," Keynote Address Greenbuild South Asia, Singapore, March, 2009

"How will Climate Change will affect Arizona and What is our Response as Planners," Arizona APA,AZ, October 2008

"Water: The New Development Constraint," ULI Fall Meeting, Miami, FL, October, 2008

"Creating Sustainable Communities: Strategies for Succeeding in Florida's Unique Environment" ULI-Orlando, Orlando, FL, March 11, 2008

"Nurturing Growth in a Climate Changing Environment" ULI-Orange County, Irvine, CA, November 1,2007

"The Suburban Fringe" Policy and Practice Committee, Silver Council, ULI Fall Conference, Las Vegas, NV, October 28, 2007

"Design Strategies for the Fast Growing Mature Household Market" ULI Fall Conference, Las Vegas, NV, October 28, 2007

"Designing the Canvas" CCAPA, San Jose, CA, October 01, 2007

"New Ideas in New Urbanism" PCBC, San Francisco, CA, May 30, 2007

"Integrated Design and Technology, Construction and Occupancy" Municipal Green Building Conference, Tom Bradley Green Technology Institute, Downey, CA, April 12, 2007

"The Green Scene Doesn't Have to be Mean" APA, Garden Grove, CA, October 23rd, 2007

"Sustainable Site Planning and Implementation Strategies" ECOBuild America, Anaheim, CA, May 16, 2007

"Integrated Design and Technology, Construction and Occupancy" Municipal Green Building Conference, Tom Bradley Green Technology Institute, Downey, CA, April 12, 2007

"Formation of a Green Community" San Diego Green 2006, AIA, San Diego, September 14, 2006

"Urban Overlay Zones: A New Tool for Planning & Managing Urban Development" PCBC, San Francisco, CA, June 21, 2006

"Sustainable Communities" Spring Council Forum, ULI, Daybreak, South Jordan, UT May 12, 2006

"CDC Gold Council Day Chair" Spring Council Forum, ULI, Daybreak, South Jordan, UT May 12, 2006

"New Communities: Mixed Use & Green/Sustainable & Profitable" Spring Conference, ULI, Daybreak, South Jordan, UT April 10, 2006

"Town and Evolution: Trending in New Communities" Real Estate Trends (ULI), Phoenix, AZ, January 10, 2006

"Developing Master Planned Communities: Partnering for Success," ULI, Denver Marriott Tech Center, June 2005

community plan being developed by EDAW is market responsive and is planned for anticipated future growth and to absorb an ambitious business plan.

IBC Mixed Use Development, Irvine, CA**Principal Planner**

CLIENT: City of Irvine

The City retained EDAW to develop a vision and implementation strategy to transform the IBC into a vibrant mixed-use district. EDAW is taking the lead in developing town center alternatives for evaluation within the EIR. Using a GIS database EDAW shall develop a parcel based inventory of current trip allocations within the Irvine Business Complex. EDAW shall test the town center alternatives for impact on trip internalization for the project area based on a GIS based model. The model shall test variables such as diversity of land uses, design of projects, and density of residential as well as employment uses. EDAW is also exploring the use network analyst based indicators and tools within a GIS environment to assess pedestrian access to transit, impact of transit on different town center alternatives in terms of trip capture, park access, as well as the design of trails and bike ways.

Provenance, Henderson, NV**Principal Planner**

CLIENT: The Landwell Company

Master plan, town center and neighborhood design utilizing New Urbanist principles. The 6,500 dwelling unit brownfield project blends site remediation with comprehensive sustainable building techniques.

Platinum Triangle Mixed Use Development, Anaheim, CA**Principal Planner**

CLIENT: City of Anaheim

Mixed-use framework plan, design guidelines and zoning ordinance for the Anaheim Stadium area adjacent to a transit station.

Ambassador Campus, Pasadena, CA**Principal Planner**

CLIENT: Worldwide Church of God

Master plan for development of the 48-acre former Ambassador College campus site, which will include mostly housing on the 34 acres west of the Long Beach (710) Freeway and a denser, mixed-use development on the 14 acres to the west, including a transit-oriented village.

Kaka'ako Master Plan, Honolulu, HI**Principal Planner**

CLIENT: Kamehameha Schools

Develop a Strategic Implementation Plan (SIP) for 52.7-acres within the Kaka'ako Community Development District in central Honolulu. A Design Guideline was developed to help identify the overall vision, master plan, and urban design principles for the revitalization of the underdeveloped downtown. The SIP identified "catalyst projects" that would jumpstart development and provide the nucleus for redevelopment of KS' lands in Kaka'ako.

Kapalama Master Plan, Honolulu, HI**Principal-in-Charge**

CLIENT: Kamehameha Schools

Master plan and development implementation strategy for 102-acres within the Kapalama redevelopment area of Honolulu.

Rancho Santa Margarita Town Center, Rancho Santa Margarita, CA**Principal Planner**

CLIENT: RSM Management Company

Master plan for mixed-use, urban core of the Rancho Santa Margarita community, which includes 1 million square feet of retail, central park, library, seniors housing, office and 2,400 market residential dwellings.

CHRISTINE BABLA, AICP, ASSOCIATE AIA, LEED AP
Urban Designer

AREAS OF EXPERTISE

Focus on urban redevelopment, smart growth, and sustainable design

Multidisciplinary perspective integrating architecture, planning, and urban design

EDUCATION

Master of Architecture in Urban Design (MAUD), Harvard University Graduate School of Design (GSD) Cambridge, MA

Bachelor of Architecture, Illinois Institute of Technology (IIT) Chicago, IL

AFFILIATIONS

American Planning Association (APA)

Associate Member, American Institute of Architects (AIA)

Urban Land Institute (ULI)

CERTIFICATION

American Institute of Certified Planners (AICP)

LEED Accredited Professional

PRESENTATIONS AND AWARDS

Waukegan Lakefront/Downtown Master Plan/Urban Design Plan: Congress for New Urbanism (CNU) Charter Award, 2005

Waukegan Lakefront/Downtown Master Plan/Urban Design Plan: Burnham Award for Excellence in Planning, 2005

Chicago Central Area Plan: American Institute of Architects (AIA) Honor Award for Urban Design, 2004

Christine Babla has substantial experience in the master planning, urban design, and architectural design of large, complex projects. Ms. Babla has worked with numerous public sector agencies and governments, as well as private development interests throughout the United States and internationally. She is recognized for her skill in bringing together a variety of disciplines and stakeholders to establish a distinctive vision. Ms. Babla is the recipient of numerous awards, including two Congress for New Urbanism (CNU) awards for planning and urban design. Her project experience includes urban design and master plans, design guidelines, urban redevelopment, housing design, and development feasibility studies, with a special emphasis on smart growth and sustainable design.

SELECTED PROJECT EXPERIENCE

City of Long Beach Downtown Community Plan, Long Beach, CA
Senior Urban Designer and Project Manager

CLIENT: City of Long Beach

Responsible for the overall project management and urban design for the Downtown Community Plan. The community plan document will integrate a revised planned development ordinance with form-based zoning, development standards, and design guidelines to achieve a user-friendly guide for revitalization of the Downtown area. The framework for development in the Downtown focuses growth and density near transit, while ensuring transition areas to the surrounding communities. A graphic approach to design guidelines and standards are provided to illustrate key components of a pedestrian-friendly downtown, including topics such as building massing, mixed-use development, and the design of street frontage and streetscape. A key component of this process is the development of a Program EIR that will ensure a streamlined environmental process.

City of Long Beach General Plan Framework Element, Long Beach, CA
Senior Urban Designer

CLIENT: City of Long Beach

Responsible for the urban design element of this comprehensive update of the City's General Plan, with a focus on establishing integrated development strategies for infill and redevelopment opportunity areas. At the heart of the effort will be framework that incorporates citywide mobility, urban design, sustainability, and preservation strategies. Major issues include recycling of long commercial corridors, knitting together downtown and other activity centers, and addressing significant public health issues largely related to port activity and truck traffic.

Commercial/Mixed-Use Zoning Review, Imperial Beach, CA
Project Manager and Senior Urban Designer

CLIENT: City of Imperial Beach

EDAW is conducting a review of the City of Imperial Beach's commercial zoning and mixed-use overlays along the coast and in other commercial portions of the city. The City initiated this project because recent mixed-use projects have not achieved city design and economic development goals. The project team includes urban designers, mobility/parking planners, zoning experts, and economists, working to assess the existing zoning and development trends in order to craft amendments that better achieve the community's vision. This effort includes a comprehensive public participation program engaging community members and stakeholders in the identification of development priorities and opportunities as well as land use compatibility issues. Future success of the new zoning – and future development – relies on addressing the diversity of community perspectives in this city known for its active citizenry.

CHRISTINE BABLA**El Dorado Neighborhood Plan/Specific Plan, Fresno, CA****Project Manager and Lead Planner/ Urban Designer****CLIENT:** City of Fresno Planning Department

El Dorado Park is an isolated community in northern Fresno, with one of the highest poverty and crime rates in the country. Working closely with the City of Fresno and the El Dorado Park community, led a detailed community engagement process that culminated in an action-focused redevelopment plan for the community. The team worked with community service organizations, HUD, the Housing Authority, Fresno State University, and a 30-member Working Group to engage this diverse community in two interactive workshops/charrettes and a series of public meetings. The consultant team used the workshops as a way to help the community communicate their vision and needs for their neighborhood, and to vote on their own preferred plan, which later became the basis for all subsequent planning. Important components of the plan included a mix of uses and incomes, the addition of open space, and the incorporation of "Eyes on the Street" concepts for defensible space. The first in a series of neighborhood redevelopment efforts, the planning process will provide a model for similar neighborhood planning efforts throughout the City of Fresno. Work was performed prior to joining EDAW.

Otay Mesa Community Plan Update, San Diego, CA**Senior Planner/Urban Designer****CLIENT:** MNA Consulting

Led the urban design effort for this 9,300-acre element of the San Diego General Plan. The area includes much of the remaining undeveloped land in the city and defines a broad mix of community-sustaining uses supported by transit. Community workshops, open houses, and stakeholder outreach were a key part of this effort. Work was performed prior to joining EDAW.

Waukegan Lakefront-Downtown Master Plan / Urban Design Plan:**Vision, Master Plan, and Design Guidelines, Waukegan, IL****Senior Planner/ Urban Designer****CLIENT:** City of Waukegan

As the senior urban designer for the Waukegan Master Plan, worked with a team of experts, including economists, ecologists, environmental scientists, engineers, and landscape architects, to develop a plan for the phased infill, redevelopment, and restoration of Waukegan's underutilized waterfront. Community workshops and stakeholder outreach efforts were an important part of this effort and were key components of the planning process. Visual simulations were used to help the community and stakeholders envision the incremental phasing of this long-term redevelopment effort and were important tools in communicating the community's goals. The effort concluded with a detailed master plan and design guidelines, and included the reconfiguration of port areas, and rail and highway infrastructure, as well as strategies for site remediation. The Waukegan Master Plan is the recipient of a Burnham Award, as well as a Congress for New Urbanism (CNU) Charter Award for planning. Work was performed prior to joining EDAW.

Chicago Central Area Plan, Chicago, IL**Urban Designer****CLIENT:** City of Chicago

The Chicago Central Area Plan is based on a core belief that growth should be directed to the historical center of the region, thereby limiting sprawl, protecting regional open space, enabling the greatest number of people to commute by transit, maximizing the value of existing infrastructure, and improving the region's environmental quality. The plan identifies requirements for high-density, mixed-use, in-fill neighborhoods that honored Chicago's urban character, enhanced its gravitational pull, and provided a framework to guide and support future growth. Work was performed prior to joining EDAW.

SHAWN GODKIN, LEED AP
Urban Designer / Visualization Specialist

EDUCATION

Arizona State University SALA
 Master in Architecture, May 2006
 Occidental College, Los Angeles, CA
 BA in Art History and the Visual Arts,
 May 2002

REGISTRATIONS

LEED, AP

HONORS + AWARDS

Edward L. Varney Scholarship, 2003-2004
 Arizona State University

An urban designer with formal training in architecture, Shawn Godkin has worked on conceptual designs ranging from large-scale government buildings to small-scale residential projects. He has extensive experience in the production of architectural drawings, renderings, as well as construction documentation and detail drawings. Shawn is exceptionally skilled at integrating both state-of-the-art computer modeling, AutoCAD, 3-D SketchUp and Photoshop simulations, freehand sketches and diagrams, as well as developing rough physical study models as design tools and more formal presentation models.

SELECTED PROJECT EXPERIENCE

Los Angeles Waterfront Revitalization Project, Wilmington-San Pedro, CA
Design Team Member, Visual Resources Specialist

CLIENT: The Port of Los Angeles

The LA Waterfront, formerly "Bridge to Breakwater" project consists of a comprehensive revitalization development plan for this 400-acre underutilized port district including, but not limited to, a comprehensive open space system with an expansive water's edge promenade, a great civic "central park," public gardens, new public piers, a cruise terminal and new harbors for additional boat activity areas, future public parking structures, major landscape improvements, roadway realignments and improvements, and public art installations. Additionally, the program will include retail and restaurant design/build packages. The project is currently in the entitlements phase with the new "Downtown Harbor" identified as the next phase to be moved forward to completion in 2007.

Bremore Port Master Plan, Ireland

Design Team Member, Visual Resources Specialist

CLIENT: Bremore Ireland Port

An ambitious and internationally significant project, Bremore Port will be the first new European port in modern history. Located 30 miles northeast of Dublin and near the city of Balbriggan, the greenfield site selected for the new port poses several challenges to the planning and design team. EDAW has been retained to prepare a master plan that ensures sustainable development that is designed, built and operated in a manner that brings positive environmental gains while allowing the anticipated, immense economic advantages for the area and wider country, bringing significant employment and economic development opportunities.

Dublin Bay Vision Plan, Ireland

Design Team Member, Visual Resources Specialist

CLIENT: The City of Dublin

The City commissioned a wide-ranging economic, amenity and environmental study of Dublin Bay. The proposal calls for port lands to be redeveloped to create an urban village that is a model for sustainable development and quality of life, and for Dublin Bay to be recognized as a "national reserve" to protect the heritage and environment of the city and region.

POLA Waterfront Downtown Harbor, San Pedro, CA

Design Team Member, Visual Resources Specialist

CLIENT: Port of Los Angeles

This project intends to enhance the overall experience of being on the water in San Pedro, while enjoying the activities of its working harbor. Improvements to the Downtown Harbor adjacent to Downtown San Pedro along Harbor Boulevard and between 3rd and 7th Streets include new waterways, a waterfront promenade and open spaces intended to help invigorate Downtown San Pedro and physically reconnect the town to its waterfront. These improvements have been designed to highlight San Pedro's existing treasures – the Maritime

SHAWN GODKIN

Museum, Ralph J. Scott and Veterans Memorial Park – provide cohesion with the existing investments and to enhance Downtown San Pedro and its timeless relation to the water.

MTA Eastside Phase II Transit Corridor Study, Los Angeles, CA**Design Team Member, Visual Resources Specialist**

CLIENT: AECOM and Los Angeles County Metropolitan Transportation Authority, Metro

Land use planning and urban design study of proposed transit stations along the Phase II Eastside Transit Corridor defined as the extension from the Edward R. Roybal Metro Gold Line Light Rail Eastside Extension eastern terminus at Pomona and Atlantic Boulevards in East Los Angeles approximately ten miles to the east to the City of Whittier.

CleanTech Manufacturing Center Planning Feasibility Study, Los Angeles, CA**Design Team Member, Visual Resources Specialist**

CLIENT: Community Redevelopment Agency of the City of Los Angeles
CRA/LA selected EDAW AECOM to prepare a land use planning and traffic, transportation analysis feasibility study for the proposed CleanTech Manufacturing Center. The goal of this study is to identify potential redevelopment scenarios that will maximize land use flexibility and economic efficiency to help assure future project success. The project team is analyzing a full range of potential land uses for the target industrial tenants of the project, including companies engaged in the assembly, manufacture or development of products in clean energy generation, sustainable building materials and furnishings, clean water technology, reduced emissions vehicle technology, manufactured products using recycled or organic materials and similar cleantech initiatives.

Beach and Orangethorpe Mixed-Use Development, Buena Park, CA**Design Team Member**

CLIENT: M+D Development

Envisioned for Beach Boulevard is a mixed-use development, totaling 1.7 million square feet, that integrates retail and commercial opportunities within the public realm. Reaching out into the community, the project endeavors to connect with city hall and transform a local drainage channel into a recreational amenity providing various outdoor activities for the community.

NBCU Residential, Los Angeles, CA**Design Team Member, Visual Resources Specialist**

CLIENT: Thomas Properties Group, NBC Universal

On the current “backlot” of Universal Studios in the hills of Los Angeles, this 130-acre hillside site is destined to become LA’s next great neighborhood. EDAW is engaged to develop a master planned community, entitlements and design guidelines for the development of up to 2,900 new residential units in this unique setting. The approach has been to create a new address, a great hillside boulevard which will become synonymous with other great boulevard addresses such as Sunset Boulevard and Mulholland Drive in LA.

Fisherman’s Wharf Vision, San Francisco, CA**Design Team Member, Visual Resources Specialist**

CLIENT: Fisherman’s Wharf CBD

The Fisherman’s Wharf Community Benefits District, comprising both residents and businesses, as well as the Port of San Francisco, retained EDAW to help craft a community vision of the district’s future - one that would once again make it San Francisco’s destination of choice for both locals and tourists. Part of EDAW’s work included leading an interactive two-day community visioning workshop with business owners, adjoining residents and public agencies.

RICHARD D. BARRETT, LEED AP
Parks Planner/Landscape Architect

EDUCATION

BS, Landscape Architecture and Environmental Planning, Utah State University, 1979
 Certificate in Project Management, George Washington University, 2001

HONORS AND AWARDS

2004 Firm of the Year Award, American Society of Landscape Architects
 2000 Honor Award: Urban Design Category, National American Institute of Architects, Mid-Embarcadero Open Space/Transportation project (with ROMA)
 1998 Best-in-Category, Westside Urban Forum, Open Space Element and Parks and Recreation Master Plan, Santa Monica (with ROMA)
 1995 Ahwahnee Community Design Award, Local Government Commission, Suisun City Redevelopment Plan, Suisun, CA (with ROMA)
 1994 Citation Award, General Services Administration National Program, U.S. Courthouse & Federal Building, Sacramento, CA (with ROMA)
 1987 Second Place – International Design Competition for the Frankfurt Zoo, in Frankfurt, Germany.
 1979 American Society of Landscape Architecture Merit Award

TEACHING EXPERIENCE

Associate Professor, Dept. of Landscape Architecture, Utah State University, 1985
 Lecturer, University of California Extension, Dept. of Landscape Architecture, 1987-1988
 Lecturer, Dept. of Architecture, Boston Architectural Center, 1982-1984

PROFESSIONAL MEMBERSHIPS/REGISTRATIONS

Project Manager Professional (PMP)
 Citizens Coordinate for Century 3 (C-3) - President

Richard D. Barrett is Director of Design and Principal for EDAW AECOM. Mr. Barrett has over 30 years of experience in all phases of land planning, urban design, and landscape architecture. With a degree in landscape architecture and environmental planning, Mr. Barrett is also certified as a Professional Project Manager (PMP) with the Project Management Institute. Mr. Barrett has expertise in project formulation, site design, and project management for large-scale, complex, and challenging projects. He has worked on projects throughout California and the United States, as well as Asia, Europe, and the Middle East.

SELECTED PROJECT EXPERIENCE

San Diego River Discovery Center, San Diego, CA
Project Director

CLIENT: San Diego River Park Foundation

Project director for the design of a 17-acre nature preserve on the banks for the San Diego River. Located in the heart of highly urbanized Mission Valley, the Discovery Center will provide a much-needed ecological oasis for thousands of people who live and work in the area. The Discovery Center will focus on the role of water in today's society and will include a series of trails, and indoor and outdoor interpretive exhibits. Sustainable features will be incorporated including photovoltaic panels, bioswales, roof gardens, and porous paving.

Oceanside Waterfront Master Plan, Oceanside, CA
Co-principal-in-Charge and Project Manager

CLIENT: Oceanside Economic and Redevelopment Commission

Co-principal-in-charge and project manager for the revitalization of Oceanside's historic waterfront. Today a mixture of cherished historic structures and hastily planned and constructed waterfront improvements has created a waterfront that lacks cohesion and a sense of place. Determined to keep pace with increased property values in the area and the development of over four blocks of luxury resort hotels overlooking the waterfront, the City of Oceanside undertook this plan to seek improvements to all publicly owned waterfront amenities. This included two parks; outdoor amphitheater; public restrooms; the Beach Community Center; lifeguard facilities; police substation; parking lots; and a variety of lighting styles, playgrounds, and site furniture. Under current conditions, all stormwater drains directly onto the beach creating unsightly pockets of contaminants and oil. The project includes the creation of bioswales on the landside edge of the beach allowing stormwater from adjacent streets and parking lots to be cleansed prior to entering the Pacific Ocean. Work was completed prior to joining EDAW.

Channel Islands Harbor Landside Improvement Plan, Oxnard, CA
Principal-in-Charge

CLIENT: County of Ventura Harbor Department

Principal-in-charge for the design of waterfront improvements surrounding the 2,500-slip marina built in the boating boom of the 1970s. For over 35 years many of the original landside improvements remain but have suffered from the harsh maritime climate, including scattered parks, dated landscaping, poor lighting, and a noncontinuous promenade around the marina. Built initially only for boaters, the landside amenities have become popular destinations for nonboaters from throughout Ventura and Los Angeles counties, leading to their overuse. Implementation of the master plan will create additional parks, new landscaping, new lighting and signage, water quality improvements, and a continuous wider promenade encircling the marina. Under current conditions, all stormwater directly enters the Harbor that borders in the Pacific Ocean. The master plan includes the integration of new continuous bioswales to capture

RICHARD BARRETT

and cleanse stormwater prior to entering the Harbor. Work was completed prior to joining EDAW.

Quarry Falls, San Diego, CA**Project Manager**

CLIENT: Sudberry Properties

Project manager for planning and landscape architecture of 250-acre mixed-use development project in Mission Valley, San Diego. The site is an active gravel mining plant that will be reclaimed for housing, retail, and offices. The project includes extensive interface with project architects, civil engineers, traffic engineers, and community outreach for development of the project. A major central park in the heart of the project includes a 2,500 foot bioswale that will capture and cleanse stormwater from adjacent development areas prior to entering San Diego Bay. Work was completed prior to joining EDAW.

Baldwin Hills Scenic Overlook, Culver City, CA**Project Director**

CLIENT: California State Parks

Project director and landscape designer for the design and construction of over 2 miles of trails and site improvements featuring native plantings for the Baldwin Hills Scenic Overlook. Working closely with California State Parks and the Baldwin Hills Conservancy, the design team addressed issues such as steep terrain, erosion, invasive plants, sustainable materials and practices, cultural interpretation, and focused community involvement. Construction of the project was completed in 2009, and features a dramatic overlook 400 feet above the Ballona Creek and Los Angeles basin. Work was completed prior to joining EDAW.

Cabrillo Isle Marina, San Diego, CA**Project Manager**

CLIENT: Cabrillo Isle Marina

Project Manager for the landside redevelopment of a 200-car marina parking lot on San Diego Bay. Under previous conditions, parking lot was a continuous expanse of asphalt paving that drained directly into San Diego Bay. The parking lot was redesigned, regraded and repaved to create continuous bioswales between the parking bays. The bioswales now capture and cleanse the stormwater before entering San Diego Bay. In addition, two-foot wide strips of porous paving separate the asphalt paving from the bioswale and capture the first flush of oils from the large number of sport utility vehicles and boats. The bioswales includes plantings specifically selected to remove toxins from stormwater. Work was completed prior to joining EDAW.

Santa Monica Recreation Master Plan and Open Space Element, Santa Monica, CA**Project Manager and Assistant Planner**

CLIENT: City of Santa Monica Parks and Recreation Department

Project manager and assistant planner for the Recreation Master Plan for the City of Santa Monica. Also included development of the Open Space Element that identified new areas of open space, including creation of median planted boulevards, transformation of city-owned and school parking lots into playing fields, street-end parks, etc. Work was completed prior to joining EDAW.

Dana Point Harbor Master Plan, Dana Point, CA**Project Director and Master Planner**

CLIENT: County of Orange Harbors, Beaches, and Parks

Project director and master planner for proposed improvements to the landside development of the 2,400-slip, scenic harbor located in Orange County. Improvements include new retail development and parking structures, plazas, and significant landscape improvements. Work was completed prior to joining EDAW.

JOAN ISAACSON, AICP, IAP2

Outreach Leader

AREAS OF EXPERTISE

Public participation and community outreach specialist

Career focus on long-range planning for diverse environments, with special concentration on urban redevelopment and infill

Multidisciplinary perspective integrating built, natural, and human components

EDUCATION

M. A., Geography, San Diego State University

B. S., Psychology, California State University Fullerton, High Honors

AFFILIATIONS

American Planning Association (APA)

CERTIFICATION

International Association of Public Participation (IAP2)

American Institute of Certified Planners (AICP)

PRESENTATIONS AND AWARDS

"Engaging the Cross-Section in Outreach," California APA Conference, 2009

"New Strategies for Public Involvement in TOD," RailVolution, 2007, Miami, FL

"Public Participation: Strategy and Techniques in Urban Planning," University of California, San Diego Extension, 2007

"TOD and Infill Development Opportunities," Pomona Economic Development Summit, Pomona Redevelopment Agency, 2005

Downtown Community Plan Update, Smart Growth Plan Award (while with Dyett & Bhatia), Urban Land Institute, San Diego/Tijuana Chapter, 2006, and Comprehensive Plan Award, California Chapter American Planning Association, 2007

"Role of Arts and Culture in Community Revitalization," Citizens Coordinate for Century 3, San Diego, June 2002

Joan Isaacson, AICP, has nearly 20 years of consulting experience with special emphasis on community involvement. Ms. Isaacson's creative skills in public participation, consensus building, media relations, and integrating input into the planning process are highly regarded among clients. She also leads EDAA's Public Participation Practice and conducts training for the firm. Ms. Isaacson has considerable experience in urban settings and with the issues and opportunities encountered in redevelopment. Principles of infill development and land recycling, mixed-use and transit-oriented development, economic development, urban design, environmental justice, and healthy communities are integral to her practice. Ms. Isaacson regularly balances technical, political, and legal considerations. Her project experience includes general plans, specific and master plans, redevelopment and housing studies, development feasibility studies, environmental impact assessments, and zoning, in addition to working as extension of staff for municipalities. She has also served as an instructor at San Diego State University, teaching urban and cultural geography.

SELECTED PROJECT EXPERIENCE

Downtown San Diego Community Plan Update, San Diego, CA Project Manager and Public Outreach Leader

CLIENT: Centre City Development Corporation

Ms. Isaacson supervised the working papers and the plan, in addition to overseeing EIR preparation. She also managed the extensive public outreach process, which involved synthesizing vision, issue, and design input from downtown's business stakeholders, the growing residential population, public agency representatives, surrounding communities, and advocacy groups. The program coordinated by Ms. Isaacson encompassed a 30-person Steering Committee and its five subcommittees, stakeholder and neighborhood meetings, periodic newsletters, website, media relations, public workshops, and a resident survey. Work was performed prior to joining EDAA.

Public Workshops for the L.A. Solar Plan, Los Angeles, CA Public Participation Leader

CLIENT: City of Los Angeles Department of Water and Power

Ms. Isaacson worked with LADWP staff to formulate and implement an outreach strategy for the highly politicized and controversial solar plan. In addition to facilitating the 6-workshop series, Ms. Isaacson supervised all collateral materials including the website, presentation content, and fact sheets. The success of this project is in part contributed to Ms. Isaacson's ability to effectively coordinate among the departmental technical and communications staff and create an outreach program that nimbly responded to longstanding communication constraints and challenges.

Downtown San Diego Comprehensive Parking Plan, CA Public Participation Leader

CLIENT: Centre City Development Corporation (CCDC)

Parking is a critical issue that permeates many facets of downtown San Diego's renaissance, including livability, economic development, circulation and transit, pedestrian environment, wayfinding, and arts and culture. Understanding the diversity of stakeholders with interests in downtown parking, CCDC has made public involvement a central focus of the Downtown San Diego Comprehensive Parking Plan project. Finding long-term strategies that address the diversity of perspectives is considered essential for sustaining downtown development. Ms. Isaacson is leading this outreach effort, including overall public involvement strategy, stakeholder focus groups, fact sheets, and public workshops.

JOAN ISAACSON, AICP**Laguna Hills General Plan, CA****Public Participation Leader****CLIENT:** City of Laguna Hills

For the Laguna Hills General Plan, Ms. Isaacson managed the public involvement process. Laguna Hills is a city of built-out master plans and the City focused on opportunities for strategic infill development in several aging business parks and shopping centers. The community was also interested in exploring opportunities for integrating principles of sustainability and healthy communities into their long-range vision and development plan. The public participation program involved a General Plan Advisory Committee, a series of public workshops, periodic newsletters, graphic “branding” for all collateral materials, and a planning forum where experts in sustainability and healthy communities worked with community members on local applications.

Community Vision and Strategic Plan for the Speedway Commercial District, CA**Public Participation Leader****CLIENT:** County of San Bernardino Redevelopment Agency (CoRDA)

The 3,436-acre Speedway Commerce District, also known as the Speedway Redevelopment Project Area, has historically served as a major industrial, warehousing, manufacturing center. Large clusters of underutilized industrial lands, pockets of residential, and sporadic vacant properties contribute towards the district’s mixed character. Ms. Isaacson plays a strategic role on the project team as the public participation coordinator and is supervising all facets of community outreach, involvement, and communications.

Commercial/Mixed-Use Zoning Review, Imperial Beach, CA**Project Director and Public Participation Leader****CLIENT:** City of Imperial Beach

EDAW is conducting a review of the City of Imperial Beach’s commercial zoning and mixed-use overlays along the coast and in other commercial portions of the city. Ms. Isaacson is leading a team composed of urban designers, mobility/parking planners, zoning experts, and economists to assess the existing zoning and development trends in order to craft amendments that better achieve the community’s vision. The public participation program led by Ms. Isaacson is engaging community members and stakeholders in the identification of development priorities and opportunities as well as land use compatibility issues.

Off-Highway Vehicle Siting Criteria Public Process, CA**Public Participation Leader****CLIENT:** County of Los Angeles Parks and Recreation Department

Ms. Isaacson is leading a unique consensus-building process to establish criteria for use by the County of Los Angeles Parks and Recreational Department to locate and develop new off-highway vehicle parks and facilities. The County has elected to engage the public in the first step of siting new facilities due to the controversial nature of off-highway vehicle parks, the wide array of interests and stakeholders, environmental sensitivities, limited land availability, and growth surge in the popularity of off-highway vehicle use. The step-by-step process involves identifying issues, formulating a shared set of guiding themes, and then creating of a set of siting criteria to be used by County parks planners for locating new facilities. This is supported by an advisory committee process, public workshops conducted throughout the County, media relations, elected officials briefings, fact sheets, a project website, and technical research, all conducted under Ms. Isaacson’s direction.

EDUCATION

Professional Certificate in Urban Planning,
University of California - San Diego

MA, Geography, San Diego State
University

BA, Geography, Baylor University

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

Association of Environmental
Professionals

National Charrette Institute

TEACHING EXPERIENCE

San Diego Mesa College, San Diego, CA

Southwestern College, Chula Vista, CA

NANCY GRAHAM, AICP**Outreach Specialist**

Nancy Graham has a wide range of experiences in public outreach, workshop facilitation, information management, and urban planning. She has managed and participated in multiple outreach projects, addressing issues related to land use, urban development and revitalization, natural resource management, transportation, and environmental impacts. This work includes public meeting planning and facilitation, advisory committee building, newsletter and website development, media relations, and participant surveys.

With a background in urban planning, Ms. Graham has worked on a broad variety of urban and environmental planning assignments including general plans, specific plans, housing studies, zoning ordinances, and environmental impact assessments. She brings this solid understanding of public policy into workshops, and uses this experience to communicate complex information to stakeholders in order to build consensus among competing interests. She is proficient in graphic recording is certified in charrette planning from the National Charrette Institute.

SELECTED PROJECT EXPERIENCE

Laguna Hills General Plan, Laguna Hills, CA
Public Participation Specialist / Urban Planner

CLIENT: City of Laguna Hills

The City of Laguna Hills, originally incorporated in 1991, recently completed an update to its General Plan to foster a more walkable city and neighborhoods. The General Plan focuses on a return to urban forms and amenities that encourage community interaction; schools and shops within pleasant walking distance of neighborhoods; and public spaces alive with social, cultural, and commercial activity. A major component of the new policies is the encouragement of sustainable development. The cornerstone of this project is a public participation component that engages the broad spectrum of Laguna Hills residents and business community in planning their city's vision for the future using a variety of public involvement techniques that spur new ways of thinking about the community. Ms. Graham worked as a facilitator in the public participation process as well as provided analysis for general plan development.

San Diego Analysis of Impediments to Fair Housing, San Diego, CA
Public Participation Leader

CLIENT: Fair Housing Resources Board of San Diego

To meet U.S. Department of Housing and Urban Development requirements the San Diego region is working collaboratively to complete an assessment of locale fair housing obstacles. A comprehensive review of the laws, regulations, and administrative policies, procedures, and practices related to fair housing is currently underway. The project also includes a public outreach program consisting of a community survey, stakeholder meetings, and public workshops. Ms. Graham is managing all aspects of the public outreach program including stakeholder meetings, public workshops, a project website, and a community survey.

Long Beach General Plan, Long Beach, CA
Urban Planner / Public Participation Specialist

CLIENT: City of Long Beach

The City of Long Beach is in the process of updating their General Plan for the year 2030. In 2000, Long Beach completed and adopted a new 10-year citywide strategic plan designed to guide the city into the future. The vision identified four key goals for the city including: green building, focusing on youth and education, offering economic opportunities for all, and governing in a responsive and accountable manner. The updated General Plan will

NANCY GRAHAM, AICP

encourage sustainable community development by identifying development patterns for the city, increasing mobility, preserving and protecting the environment, encouraging jobs and economic growth, and balancing new development with historic preservation. Ms. Graham worked to develop policies, programs, and objectives to meet the needs of Long Beach residents through the general planning process and is provided outreach on the general plan process to the community.

City of Imperial Beach Commercial / Mixed-Use Zones & Regulations Review, Imperial Beach, CA

Public Participation Specialist / Urban Planner

CLIENT: City of Imperial Beach

The City of Imperial Beach has initiated a planning process to refine existing commercial zoning and mixed-use overlays applied primarily around the main commercial corridors of Palm Avenue and Seacoast Drive. Through the Commercial/Mixed-Use Zones and Regulations Review project, the existing development regulations are currently being analyzed collectively with stakeholders to establish a long-term strategy and promote a healthy commercial sector for Imperial Beach. Ms. Graham is serving as a facilitator for public outreach events and providing GIS support in the development of project materials.

Solar L.A., Los Angeles, CA

Public Participation Specialist

CLIENT: Los Angeles Department of Water & Power

The City of Los Angeles is currently evaluating green power technologies to meet the growing demand for sustainable energy within the city. As part of this project, the Department of Water & Power is soliciting input from the community to guide the development of an alternative energy strategy focused highly on solar power. Ms. Graham is serving as the facilitator for a public outreach process to engage the community in utility-owned solar development. The outreach program includes a series of public workshops, newsletters, fact sheets, and a project website.

Downtown Comprehensive Parking Plan, San Diego, CA

Public Participation Specialist

CLIENT: Centre City Development Corporation

Ms. Graham served as an outreach specialist for Downtown Comprehensive Parking Plan. The Plan is a guiding document and implementation tool for parking strategies regarding infrastructure solutions, supply and demand, policy, requirements, management, and other elements of parking in downtown San Diego. As part of plan development, a community outreach strategy was developed, including public workshops. These workshops provide participation opportunities for the community-at-large to give input on plan direction and solutions. As an outreach specialist, Ms. Graham was tasked with facilitating at community workshops.

Community Vision and Strategic Plan for the Speedway Commercial District, San Bernardino, CA

Public Participation Specialist

CLIENT: County of San Bernardino Redevelopment Agency (CoRDA)

EDAW has been retained by CoRDA to help guide a new vision for urban design and community character of the former Kaiser steel mill redevelopment district in the unincorporated areas west of Fontana. This is being accomplished by a multifaceted community outreach plan to engage stakeholders, including hard to reach community members. Ms. Graham is serving as a facilitator in public outreach events.

TRINA MEISER
Architectural Historian

SUMMARY

Historic preservation specialist and architectural historian

EDUCATION

MA, Historic Preservation Planning, Cornell University, 2003

BA, History, Kenyon College, 1998

AFFILIATIONS

National Trust for Historic Preservation

Society of Architectural Historians

California Preservation Foundation

Trina Meiser is a historic preservation specialist and an architectural historian with 6 years of experience in documenting, evaluating, and planning for historic structures, districts, sites, and cultural resources. Her background is based on a solid knowledge of architectural history, architectural styles and terminology, building materials conservation, and historic preservation theory. She has led seminars on architectural styles and the history of historic preservation, charrettes for the design treatments of historic districts, as well as workshops in materials conservation. She has completed cultural resource technical reports, National Register of Historic Places nominations, historic structures reports, and Federal Rehabilitation Tax Credit applications. She has consulted on a variety of historic structure rehabilitation plans with clients, architects, engineers, and agency representatives for regulatory review. Her experience in historic preservation planning provides a strong understanding of federal, state, and local historic preservation laws. She has a thorough knowledge of the *Secretary of the Interior's Standards for the Treatment of Historic Properties* and their functions in historic preservation planning.

SELECTED PROJECT EXPERIENCE

San Marcos General Plan Update, Historical Resources Working Paper, San Diego County, California
Architectural Historian

CLIENT: City of San Marcos

Ms. Meiser is currently conducting an evaluation of cultural resources within the limits of influence of the updated General Plan. This includes a review of known cultural resources, an assessment of the area's cultural sensitivity to potential development, and the identification of preservation goals.

North Torrey Pines Bridge "Sorrento Overpass" Restoration, Del Mar, California
Historic Preservation Specialist

CLIENT: City of Del Mar

Ms. Meiser consulted with engineers for the restoration of the 1933 North Torrey Pines Bridge. Established the historic character-defining features to be preserved. Evaluated restoration plans in compliance with the *Secretary of Interior Standards for Restoration*. Completed a Level-II Historic American Engineering Record for the structure.

Exposition Light Rail Transit Phase 2 EIS, Historical Resources Study, Los Angeles County, California
Architectural Historian

CLIENT: Exposition Light Rail Authority

Ms. Meiser conducted evaluations of historic resources along the Exposition Corridor ROW. Completed technical studies to determine eligibility to the National Register of Historic Places and the California Register of Historical Resources. Provided the cultural resources portion of Environmental Impact Statement, including mitigation measures for the treatment of evaluated historical resources.

SR-76 Mission to I-15 Historical Resources Study, San Diego, California
Architectural Historian

CLIENT: San Diego Association of Governments/Caltrans

Ms. Meiser conducted survey and evaluation of ranching buildings and residences. Completed a Historical Resources Evaluation Report per Caltrans standards for the evaluation of historical resources for eligibility to the National Register of Historic Places and the California Register of Historical Resources.

TRINA MEISER**SFVAMC Environmental Assessment, Section 106 Consultation,
San Francisco, California****Architectural Historian****CLIENT:** Department of Veterans Affairs

Ms. Meiser consulted on the seismic retrofit of the 1930s-era Art Deco San Francisco Veterans Affairs Medical Center buildings. Reviewed plans to evaluate design of new additions and alterations per the *Secretary of Interior's Standards*. Engaged in consultation with the State Historic Preservation Office for Section 106 compliance.

**National Register Eligibility Assessment for Naval Base Ventura
County, Port Hueneme, California****Architectural Historian****CLIENT:** U.S. Navy, Southwest Division

Ms. Meiser recorded and evaluated 18 buildings at the Naval Construction Training Center at Port Hueneme for eligibility to the National Register. Conducted research on the Disaster Recovery Training School for incorporation into the historical context. Completed DPR forms and incorporated findings in a historic resources evaluation report.

**Ramona Air Center Historic Resources Assessment,
Ramona, California****Architectural Historian****CLIENT:** TCR Properties

Ms. Meiser conducted a survey and historical research of structures more than 50 years old to evaluate and document historic resources. Results were recorded on DPR forms and summarized for inclusion in the project Environmental Impact Report.

**Main Street Bridge Replacement Project Historical Resources
Evaluation Report,
Temecula, California****Architectural Historian****CLIENT:** City of Temecula

Ms. Meiser conducted a survey and historical research of historic resources in Old Town Temecula adjacent to the Main Street Bridge. Results were recorded on DPR forms and in a historical resources survey report per Caltrans guidelines.

**301 University Avenue Historical Evaluation and Technical Report,
San Diego, California****Architectural Historian****CLIENT:** Allen, Matkins, Leck, Gamble, Mallory & Matsis, LLP

Ms. Meiser evaluated the condition and integrity of the former supermarket building dating from 1942. Prepared historic resources evaluation report and survey forms. Summarized findings for inclusion in the 301 University Uptown Environmental Impact Report.

**Ithaca Downtown Commercial Historic District
National Register Nomination, Ithaca, New York
Historic Preservation Planner****CLIENT:** City of Ithaca

Ms. Meiser completed research and documentation of downtown commercial buildings dating from the 1830s to the 1930s. Document included architectural descriptions of each building. Successful nomination to the National Register. This historic preservation planning project was completed prior to joining EDAW.

SHWETA SHAH

GIS Specialist

EDUCATION

MS, Building Design,
Arizona State University
Bachelor of Architecture, University of
Mumbai, India
Geographic Information Systems Certification,
Arizona State University

AWARDS AND AFFILIATIONS

Student Assistant for ESRI (Environmental
Systems Research Institute) for International
User Conference, 2004
National Association of Students of
Architecture, India, (Past member)

Shweta Shah has over 5 years of experience with a multidisciplinary design background that enables her to get involved in a variety of planning and design related projects. Her architectural, research, and analytical skills along with experience in utilizing geographic information systems (GIS) have aided in the successful completion of area drainage master plan projects focusing on scenery and recreation resource analysis. Her responsibilities for the projects have been data inventory and collection, site investigation and analysis, and creation of maps and graphics in GIS. Other responsibilities include assisting in the development of conceptual designs and themes and documenting the process and results.

SELECTED PROJECT EXPERIENCE

City of San Marcos General Plan, San Marcos, CA **GIS Specialist**

CLIENT: City of San Marcos

A General Plan is being prepared for the City of San Marcos that will be the sole planning document for guiding growth and development. The document integrates context sensitive development standards and design guidelines into a highly illustrative, hybrid SSIM modeling. Ms. Shah is responsible for GIS data management, analysis and mapping for various elements of the general plan including Land Use, Parks, Open Space and Recreation, Community Facilities, Environmental Resources and Safety and is also involved with the development of strategies for future Land Use design.

Regional San Diego Impediments to Analysis of Fair Housing, San Diego, CA **GIS Specialist**

CLIENT: Fair Housing Resources Board (FHRB)

Ms. Shah was involved in assessing the Community Profile section of the report and evaluating geographic relationships among the demographic, income, employment and transportation, and housing variables using GIS to identify potential impediments to fair housing choice.

Parks, Trails and Open Space Master Plan, Town of Marana, AZ **GIS Specialist**

CLIENT: Town of Marana

This project was undertaken to update the Town of Surprise's existing parks and trails facilities plan and make recommendations to improve their existing standards. The planning process involved evaluating the existing recreation facilities; evaluating parks, trails, open spaces and other public community facilities; and projecting future recreation needs based on growth and needs of the public. Efforts involved inventorying and GIS mapping of all the existing facilities from regional to local level and determining service areas for analyzing future needs for parks and recreation facilities within the city. The proposed plan addresses the changing recreation needs of the city and also establishes management standards and recommendations for various recreation facilities.

General Plan Update 2020, Casa Grande, AZ **GIS Specialist**

CLIENT: City of Casa Grande

Casa Grande has experienced tremendous growth in the past few years stimulating a general plan update of the 2001 General Plan. As GIS specialist for the project, worked closely with the City staff processing, updating and mapping data that can be used in analyzing existing land uses. The results will be used to develop a strategy for planning future land uses in one of the fastest growing cities in Maricopa County.

SHWETA SHAH**22nd Street Corridor Improvement, Kino Blvd. to I-10, Tucson, AZ
GIS Specialist****CLIENT:** City of Tucson

The project involves urban and transportation planning to broaden the major roadway along 22nd Street between Kino Boulevard and I-10. The roadway redesign will enhance the unique surroundings around the corridor and plan for alternative modes of transport, establishing a pedestrian-friendly and context-sensitive solution. Design effort will entail GIS mapping for land use planning, analyzing corridor development opportunities, and for business outreach and education.

**Upper New River Area Drainage Master Plan, Maricopa County, AZ
GIS Specialist****CLIENT:** Flood Control District of Maricopa County

The project area is around 169 square miles, located in mostly undeveloped and relatively pristine Sonoran Desert along the New River watercourse. In line with the District's vision to mitigate flooding while preserving the scenic resources and improving the recreational benefits of the lands within Maricopa County, the objective of this project was to conduct a Scenery and Recreation Resource Assessment. The assessment included landscape character analysis, scenic quality analysis, and visual sensitivity analysis that addresses the various scenic features in and around the project area that should be preserved, enhanced, and/or improved. Another vital aspect of evaluation involved analyzing the potential of a solution to incorporate multiple-use areas, open space opportunities, and regional trails for year-round recreation that would benefit the residents of the community.

**Wittmann Area Drainage Master Plan, Maricopa County, AZ
GIS Specialist****CLIENT:** Flood Control District of Maricopa County

The project is located in the West Valley encompassing 308 square miles within the Trilby watershed and along McMicken Dam. The goal is to maximize opportunities for preserving and enhancing the picturesque landscapes while providing flood protection to the current and future residents. A primary objective of this project was developing compatible and context sensitive flood protection solutions that blend with the surrounding landscapes. Work involved assessing the existing and future landscape character that includes features such as landform, topography, vegetation, etc. as well as exploring recreation opportunities within the study area in GIS. The analysis also involved assessing the compatibility of each alternative system with various flood protection methods and developing appropriate landscape design themes that would blend within the surrounding Sonoran Desert.

**Anthem Community Investment Plan, Phoenix, AZ
GIS Specialist****CLIENT:** Anthem Community Association

Project includes an assessment of existing facilities to develop an investment plan to meet residents' needs within the Anthem community. The process includes studying and mapping existing facilities and assessing current and future demand for various types of community infrastructure.

EDUCATION

BA Geography with an Emphasis in Urban and Regional Analysis, San Diego State University, 2007

AFFILIATIONS

Association of Environmental Professionals

TRAINING

CEQA Basics Workshop, Association of Environmental Professionals, 2007

SHANNON FRATTONE**Environmental Planner**

Shannon Frattone prepares policy planning and environmental documents for projects subject to compliance with the California Environmental Quality Act (CEQA) and the National Environmental Quality Act (NEPA). Ms. Frattone conducts research and analysis, and has assisted with a variety of other planning activities. Her environmental planning experience includes preparation of general plans, program- and project-level environmental impact reports/statements, mitigated negative declarations, initial study checklists, as well as other documents required by CEQA. Ms. Frattone also has experience integrating sustainability concepts and strategies into general plans. She brings a wide range of abilities to any project including strong analytical, written, and verbal skills, as well as training in GIS analysis.

SELECTED PROJECT EXPERIENCE**Laguna Hills General Plan Update, Laguna Hills, CA****Environmental Planner**

CLIENT: City of Laguna Hills

Laguna Hills completed a comprehensive update of its General Plan with a focus on establishing integrated development strategies for infill opportunity areas. At the heart of the effort will be a "framework" that incorporates citywide land use, mobility, urban design, and preservation strategies into a single element based on the theme of sustainability. Ms. Frattone was the co-author of the General Plan Update and the primary author of the corresponding Program Environmental Impact Report. Ms. Frattone was also responsible for preparing special assignments as given by the project manager, coordinating graphics, production, and other personnel in the preparation of finished products.

San Marcos General Plan Update, San Marcos, CA**Environmental Planner**

CLIENT: City of San Marcos

The City of San Marcos is beginning work on a comprehensive update of the San Marcos General Plan and preparation of the accompanying Program EIR. Environmental and sustainability issues will be woven throughout the General Plan, with focus on issues such as ecological systems, water supply, storm water management, residential and non-residential building energy, transportation, and total carbon footprint/greenhouse gas emission reduction. Ms. Frattone co-authored several background working papers and will serve as co-author of the General Plan, and help to prepare the Program EIR analyzing the environmental impacts associated with adoption and implementation of the City's updated General Plan.

SDG&E Focused Environmental Impact Assessments – Wood to Steel Pole Replacements, San Diego County, CA**Environmental Analyst**

CLIENT: San Diego Gas and Electric (SDG&E)

Co-author of three focused environmental impact assessments prepared for SDG&E's Wood to Steel Pole Replacement Project. The project involved the one-for-one replacement of existing wood transmission poles with steel transmission poles along three existing transmission utility lines. Prepared three CEQA-based initial study checklist questions for aesthetics, agriculture, air quality, biological resources, cultural resources, geology and soils, hazards and hazardous materials, and hydrology/water quality; provided analysis for technical reports and studies; performed on-site assessment of visual characteristics; and coordinated graphics production.

California Prison Receivership EIR**Environmental Analyst**

SHANNON FRATTONE**CLIENT:** California Prison Receivership (CPR)

Primary researcher and author of the land use, geology and soils, mineral resources, and paleontological resources sections for EIR for the California Prison Health Care Receivership (CPR) to evaluate the environmental effects associated with development of a new sub-acute medical care facility with approximately 1,500 patient beds on an approximately 193-acre site adjacent to the existing R.J. Donovan State Correctional Facility.

Downey Zoning Ordinance Initial Study, Downey, CA
Environmental Analyst

CLIENT: City of Downey

Primary author of the initial study to analyze the potential environmental impacts associated with the implementation of the comprehensive zoning ordinance update. Duties included preparation of CEQA initial study checklist questions for aesthetics, agriculture, air quality, biological resources, cultural resources, geology and soils, hazards and hazardous materials, and hydrology/water quality; analysis of technical reports and studies; and coordination of graphics production.

Padre Dam Municipal Water District Initial Study and Mitigated Negative Declaration, Lakeside, CA
Environmental Analyst

CLIENT: Padre Dam Municipal Water District

Assisted in the preparation of an initial study and mitigated negative declaration for the Padre Dam Municipal Water District ESA Secondary Connection Project in the unincorporated area of Lakeside, in San Diego County. The project involved the construction of water pump station facilities and an associated pipeline for the District. Key environmental issue areas analyzed included biological resources, cultural resources, hydrology and water quality, and noise. Duties included preparation of CEQA initial study checklist questions for aesthetics, agriculture, air quality, biological resources, cultural resources, geology and soils, hazards and hazardous materials, and hydrology/water quality; analysis of technical reports and studies; coordination of graphics production; and the preparation of the mitigated negative declaration.

SDG&E Firestorm Reporting, San Diego County, CA
Environmental Analyst

CLIENT: San Diego Gas and Electric (SDG&E)

Assisted in the preparation of SDG&E's Firestorm 2007 Regional General Permit 63: Emergency Activities Report. This report describes SDG&E activities that occurred immediately following the catastrophic fires of October 2007 and identifies impacts to waters of the U.S. that occurred during the repair of SDG&E facilities that were damaged or destroyed during the fires. Duties included the analysis of each SDG&E distribution and transmission line affected by the fires; documentation of areas where BMPs were implemented; interpretation of biological assessments; and the identification of impacts to water crossings.

Ramona Air Center EIR, Ramona, CA
Environmental Analyst

CLIENT: County of San Diego

The Ramona Air Center Development Plan proposes a public-private aviation development on both County-owned land and privately-owned parcels adjacent to the Ramona Airport. Ms. Frattone is assisting staff in the preparation of the EIR and her duties include the analysis of technical reports and studies; preparation of the geology and soils section of the document as well as portions of the agricultural technical report.

JEFF HEALD, PE, PTOE

Senior Associate

(949) 859-3200

J.Heald@fehrandpeers.com



FEHR & PEERS
TRANSPORTATION CONSULTANTS



Jeffrey B. Heald, P.E., PTOE received a Bachelor's Degree in Civil Engineering from Michigan State in 1988. He has over 21 years of experience in transportation planning and traffic engineering. Mr. Heald has led projects including circulation/mobility elements of general plans, evaluating corridor studies, signal system projects, parking facility evaluations, site access designs, as well as the planning and deployment of Intelligent Transportation Systems. He has provided professional consulting services to public and private sector clients throughout California, Michigan and Ohio.

EDUCATION

Bachelor of Science in Civil Engineering, Michigan State University, 1988

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers (ITE)

PROFESSIONAL REGISTRATION

Licensed Civil Engineer, State of California (C49164)

Licensed Civil Engineer, State of Michigan (49622)

Licensed Civil Engineer, State of Ohio (69460)

Professional Traffic Operations Engineer

Access Management, MDOT

Interchange Justification Studies, ODOT

Project Development Process, ODOT

Traffic Safety Studies, ODOT

AREAS OF EXPERTISE

Traffic Engineering · Traffic Impact Analysis · Transportation Planning · Parking Analysis & Planning · Signal Coordination/Synchronization · EIR/CEQA Traffic Studies · Traffic Signal Design · Traffic Channelization and Signing Design

PROJECT EXPERIENCE

SANDAG Smart Growth Trip Generation and Parking Study

Fehr & Peers led a regional investigation of trip and parking generation rates for smart growth development throughout the SANDAG region. The study approach accounted for the fact that smart growth may contain different degrees and combinations of: intensity and mix of uses, transit orientation, demand management, urban design, pedestrian amenities, and occupant characteristics, and may be situated in a metropolitan center, urban center, town center, community center, transit corridor, specialty use center or rural community. To that end, the process employed a set of organizing principles that capture the diversity of smart growth attributes and create a normative framework for conducting analysis and forming well-supported conclusions on the relationships among various smart growth features and the generation of traffic, parking, transit users,

PROJECT EXPERIENCE CONTINUED

bicyclists and pedestrians. In technical terms, this will enable trip generation surveys to produce statistical relationships that create a broad but specific understanding of how smart growth factors, individually and in combination, affect travel and parking.

San Marcos General Plan

Fehr & Peers was retained by EDAW AECOM to prepare the Mobility Element of the General Plan for the City of San Marcos. As project manager, Mr. Heald will lead the review of existing conditions within the City, the development of a sub-area travel demand forecasting model, the assistance in development of transportation policy elements, and the development of a circulation element based on the existing and future year forecasts within the City. Along with the Mobility Element, he will help lead the development of traffic study of the General Plan's impacts for use in an Environmental Impact Report

Dana Point Town Center Parking Study

Fehr & Peers was contracted by the City of Dana Point to provide data collection, analysis, evaluation and recommendations as part of the City's redevelopment of the Town Center area. As project manager, he led the development of recommendations. Mr. Heald identified potential parking solutions to address existing and potential future parking impacts within the Town Center area and adjacent neighborhoods. The project also identified future parking facility locations, feasibility, cost estimates and evaluated funding sources such as an in lieu fee program to assist the City of Dana Point with future demand.

San Juan Capistrano Downtown Parking Study

Fehr & Peers was contracted by the City of San Juan Capistrano to conduct a parking study for their downtown core area. Mr. Heald was the project manager for the project, which involved a variety of constraints in the area, including special uses (churches, Amtrak and Metrolink, Mission, high school) and historic constraints and uses without parking. Fehr & Peers performed a user and employee survey, as well as occupancy surveys, conducted during the peak summer months, which provided information on current demand. Fehr & Peers developed recommendations identifying potential parking solutions to address existing and potential future parking impacts within the downtown San Juan Capistrano core area.

Fullerton Go-Local

Fehr & Peers was contracted, by the City of Fullerton, to identify the feasibility of enhancements to the Fullerton Transportation Center and help increase ridership in accordance with the Orange County Transportation Authority Go-Local program. Mr. Heald was the project manager for the project which involved: the evaluation of existing parking around the Transportation Center and in the downtown area, pedestrian connectivity in downtown Fullerton, way finding signing, local and regional transit service and region-wide rail service via Metrolink and Amtrak. Specific evaluation approaches included: station-area ridership forecasts, parking demand forecasts, and transit connectivity analyses.

Homestead – Miami Speedway Traffic Management Plan

Mr. Heald was the project manager for the development of a Traffic Management Plan to address 85,000 expected visitors for future Winston Cup Races. The Traffic Management Plan addressed the expected traffic volumes and guided visitors to appropriate parking areas for the events, as well as, directed them to the Florida Turnpike and alternative routes once the events were over. Five routes were identified as necessary to address the expected traffic volumes before, during, and after the events utilizing over 300 police staff, stationary routing/detour signing and several portable Electronic Variable Message Signs (VMS).

CHRIS TZENG

Transportation Planner

(949) 859-3200

C.Tzeng@fehrandpeers.com



FEHR & PEERS
TRANSPORTATION CONSULTANTS



Mr. Tzeng has over four years of experience in transportation planning. He is currently providing transportation planning support on a variety of projects ranging from transportation impact studies to parking studies. He received a Bachelor of Science in Environmental Policy, Analysis, and Planning from the University of California, Davis and a Master's in Urban and Regional Planning from the University of California, Irvine.

EDUCATION

Master of Urban and Regional Planning, University of California, Irvine, 2008

Bachelor of Science in Environmental Policy, Analysis and Planning, University of California, Davis, 2004

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

AREAS OF EXPERTISE

Traffic Impact Studies · Parking Assessment · Transit Studies · Mixed-Use Trip Generation · Site Access & Circulation

PROJECT EXPERIENCE

SANDAG Smart Growth Trip Generation and Parking Study

Fehr & Peers led a regional investigation of trip and parking generation rates for smart growth development throughout the SANDAG region. The study approach accounted for the fact that smart growth may contain different degrees and combinations of: intensity and mix of uses, transit orientation, demand management, urban design, pedestrian amenities, and occupant characteristics, and may be situated in a metropolitan center, urban center, town center, community center, transit corridor, specialty use center or rural community. To that end, the process employed a set of organizing principles that capture the diversity of smart growth attributes and create a normative framework for conducting analysis and forming well-supported conclusions on the relationships among various smart growth features and the generation of traffic, parking, transit users, bicyclists and pedestrians. In technical terms, this will enable trip generation surveys to produce statistical relationships that create a broad but specific understanding of how smart growth factors, individually and in combination, affect travel and parking.

San Marcos General Plan

Fehr & Peers prepared the Mobility Element of the General Plan for the City of San Marcos, which is currently on-going. As project planner, Mr. Tzeng will perform the technical analysis for the existing conditions within the City, write the report summarizing the existing conditions within the City, develop a sub-area travel demand forecasting model, assist in the development of transportation policy elements, and assist in the development



FEHR & PEERS
TRANSPORTATION CONSULTANTS

PROJECT EXPERIENCE CONTINUED

of a circulation element based on the existing and future year forecasts within the City. Along with the Mobility Element, he will help in the development of the traffic study of the General Plan's impacts for use in an Environmental Impact Report

9900 Wilshire Boulevard

Fehr & Peers prepared a traffic study for a mixed-use project in Beverly Hills. The project contained 250 condominiums and replaced an existing Robinsons-May Department Store. A key component of the traffic study included the local collection of trip generation data and application of micro-simulation software (VISSIM). F&P analyzed existing conditions data, conducted travel time runs to identify key access routes used to travel to/from the site, and estimated impacts of the project upon the adjacent roadway network. As project planner, Mr. Tzeng conducted the transportation analysis, which studied the impact the 9900 Wilshire Boulevard development would have on transportation surrounding the project site, and wrote the project report indicating the results of the analysis.

9876 Wilshire Boulevard

Fehr & Peers prepared a traffic study for inclusion in an EIR for a 250 luxury condominium project in Beverly Hills. Key elements of the traffic study include the collection of local trip generation and the application of traffic simulation software. As project planner, Mr. Tzeng conducted the transportation analysis, which studied the impact the 9876 Wilshire Boulevard development would have on transportation surrounding the project site, and wrote the project report indicating the results of the analysis.

Irvine Business Center Smart Growth

Fehr & Peers conducted traffic counts and other data collection efforts at various mixed-use sites in the City of Irvine to determine trip characteristics for mixed-use developments within the City. F&P prepared a smart growth study to determine the optimal mix of uses with several proposed town centers in the Irvine Business Center. For this project, as project planner, Mr. Tzeng conducted analyses on several mixed-use sites in Irvine to determine the trip generation characteristics for mixed-uses in the City of Irvine.

35101 Camino Capistrano

Fehr & Peers performed a traffic study for a proposed residential development in Dana Point. As project planner, Mr. Tzeng conducted the transportation analysis, which studied the impact the 35101 Camino Capistrano development would have on transportation surrounding the project site, and wrote the project report indicating the results of the analysis.

La Habra Site Access & Circulation Study

Fehr & Peers prepared a site access and circulation study for an existing gas station redevelopment project. The proposed development included the construction of a convenience market on a site that currently has 10 fueling islands and a four bay self-serve car wash. Key issues in the evaluation included on-site circulation, efficient movement of delivery vehicles, space on site for the variety of uses proposed and an evaluation of the potential circulation impacts the new development would create. As project planner, Mr. Tzeng prepared the existing and anticipated future conditions analysis for site access and circulation and provided recommendations to the developer and City of La Habra to improve the site plan from a site circulation standpoint.

Dana Point Town Center Parking Study

Fehr & Peers was contracted by the City of Dana Point to provide data collection, analysis, evaluation and recommendations as part of the City's redevelopment of the Town Center area. Focus of the project was on the identification of potential parking solutions to address existing and potentials parking impacts within the Town Center area, as well as adjacent neighborhoods. Fehr & Peers assisted the City in the presentation of the study results in public meetings and to obtain consensus on recommended approaches. As project planner, Mr. Tzeng conducted the existing parking supply and demand analysis in the Dana Point Town Center study area.

JASON PACK, PE

Associate

(951) 274-4800

J.Pack@fehrandpeers.com



FEHR & PEERS
TRANSPORTATION CONSULTANTS



Mr. Pack is an Associate with Fehr & Peers and manages our Inland Empire office. He began working for Fehr & Peers after receiving his degree in Civil Engineering from the University of California, Davis in 1999. He worked in the Bay Area market for over four years and worked in the Sacramento market for another five years before moving to the Inland Empire. He has worked on a wide variety of transportation projects, from general plans and specific plans to detailed corridor and interchange operations studies. Additionally, he has applied or developed travel demand forecast models on over 50 projects in the State of California. In his time at Fehr & Peers, he has worked on the Traffic Report for over ten PSR/PR documents. In addition to opening the Fehr & Peers Inland Empire office this year, Jason has had papers/presentations accepted to the TRB National Roundabout Conference, the ITE National Conference, and the California APA Conference.

EDUCATION

Bachelor of Science in Civil Engineering, University of California, Davis, 1999

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers – Northern California Section Treasurer and Secretary
Urban Land Institute
American Planning Association
American Public Works Association

PROFESSIONAL REGISTRATION

Licensed Traffic Engineer, State of California (TR 2402)

AREAS OF EXPERTISE

General Plans · Specific Plans · CEQA/NEPA Assessment · Interchange and Corridor Studies · Travel Demand Forecasting Projects/Development · Transportation Impact Fee Programs

PRESENTATIONS

Roundabout Analysis Framework – Transportation Research Board Annual Roundabout Conference, 2008.
Roundabout Analysis Framework – Institute of Transportation Engineers (ITE) National Conference, 2008
Circulation Elements – Who Shifted my Transportation Planning Paradigm – California APA Annual Conference, 2008

PROJECT EXPERIENCE

General Plans

Jason has worked on a wide variety of General Plans throughout the state of California. The most notable is the City of Rancho Cordova's, in which we developed a refined City-wide travel demand forecasting (TDF) model based on the SACOG regional TDF model, assisted in developing and evaluating the Circulation Element, and completed the transportation assessment for the EIR. The General Plan ended up winning SACOG's Blueprint Excellence Award for consistency with SACOG's blueprint efforts.

In addition to the Rancho Cordova General Plan, Jason has worked on the City of Chico, Metro-Bakersfield, City of Jackson, City of Taft, City of Saratoga, and City of Upland general plans and/or circulation elements.

PROJECT EXPERIENCE CONTINUED



Specific Plans

Jason has completed assessment for more than twenty specific plans throughout the State of California. The most notable of these are the Fresno South-East Growth Area (SEGA) specific plan and the Downtown Roseville Specific Plan.

For the SEGA study, Jason worked with Calthorpe Associates to assist in the development of a sustainable, smart-growth specific plan for approximately 9,000 acres (expected to accommodate the next 100,000 residents of the City of Fresno). Our work consisted of refining the regional travel demand forecasting model to include our 4-D process of quantifying the transportation benefits of smart growth planning. We also developed the transportation system and transportation policies to integrate and support the smart growth land use plan.

For the Downtown Roseville Specific Plan, Jason assisted the City by working on the transportation element of the specific plan (transportation facilities and policies), developing a GIS based parking model (which accounted for shared parking concepts within the downtown core) to identify parking surplus/shortfalls, and completion of the transportation section of the EIR.

CEQA/NEPA Assessment

Jason has completed transportation assessments for over 100 projects which were dictated by either CEQA or NEPA. These included impact assessment to support negative declarations, transportation sections for EIRs, and transportation sections for EISs or joint EIR/EISs.

Notable projects include the Palm Desert Westfield Expansion EIR, Rancho Cordova Rio del Oro EIR/EIS (9,000 d.u. specific plan), NASA Moffitt Field Reuse EIS, and San Bernardino Valley Community College Master Plan EIR.

Interchange and Corridor Studies

Jason has completed the Traffic Report for numerous transportation infrastructure studies throughout California. The most notable of these studies are described below:

SR-32 Project Study Report (PSR) – Completed the Traffic Report for the PSR for widening SR-32 in Chico, California, from two- to four-lanes east of the SR-99 interchange. The assessment was conducted in VISSIM micro-simulation to verify that signals, particularly at the closely spaced intersections near the interchange, were coordinated appropriately to provide acceptable operations. Additionally, VISSIM was used to assess potential roundabout control at intersections through the corridor.

Jefferson Boulevard/South River Road/U.S. 50 PSR – Completed the Traffic Report for potential interchanges at South River Road and at Jefferson Boulevard in West Sacramento, California. The assessment included evaluation of multiple interchange alternatives at both locations, including performance measures to identify improved operations at each interchange (since there was no feasible way to provide sufficient capacity to maintain acceptable operations along the corridor).

Fresno-Madera Infrastructure Deficiency Study (FIDS) – Oversaw the technical assessment for identifying interchange improvements along SR-99, SR-41, and SR-168 in Fresno and Madera Counties. The assessment included existing deficiency identification, creation of one travel demand model to forecast future volumes at the interchanges, future analysis of the interchanges, and future geometric needs at the interchanges. The study included extensive coordination with Caltrans, MCTC, FresnoCOG, both Counties, and the Cities of Fresno, Madera, and Clovis.

Travel Demand Model Development

Jason has completed applied or completed travel demand models on over 50 projects within the State. His use of models has given him an extensive understanding of forecasting and its integration with operations assessment.

Noré V. Winter

Historic Preservation / Urban Design

Noré Winter is an urban design and planning consultant with more than twenty-five years of experience nationwide. He specializes in services to communities with special amenities, distinctive natural settings and traditional neighborhoods who seek to protect their heritage.

He developed preservation plans and guidelines for historic and conservation districts across the country, including Salt Lake City, San Antonio, Denver and Atlanta. Smaller communities he has served include Beaufort, South Carolina, Brattleboro, Vermont, Ste. Genevieve, Missouri, Lahaina, Hawaii and Oyster-ville, Washington.

Colorado communities include Aspen, Breckenridge, Durango, Steamboat Springs and Telluride.

In California, he produced citywide preservation design guidelines for Pasadena and San Jose and developed a citywide system of design review for Carmel. Other guidelines projects were for neighborhoods in Napa and Davis and a conservation district for Cannery Row in Monterey.

In Texas, he also has produced design guidelines for Georgetown and Nacogdoches and assisted in writing guidelines for residential districts in Galveston. His recent projects in Texas include Residential Infill Standards for Alamo Heights and Terrell Hills, as well as a Height and Density Development Plan and Design Guidelines for Galveston.

His work in urban design includes downtown plans for Boulder, Colorado, Flagstaff, Arizona, Canton, Ohio, Georgetown, Texas and Walla Walla Washington. He also has developed neighborhood plans for Lexington, Kentucky, Memphis, Tennessee and Bellingham, Washington.

Mr. Winter is frequently a featured speaker at conferences and conventions, including the National Trust for Historic Preservation, the National Park Service and the American Planning Association. From 1992-1996, he served as Chairman of the National Alliance of Preservation Commissions. He has received awards for "Contributions to the Built Environment" from the Colorado and Western Regional divisions of the American Institute of Architects.

Mr. Winter has provided design review training for a wide range of locations, including the commissions of New York City, Boston, Indianapolis, and Seattle. He has conducted statewide and regional training workshops in design review in Arizona, Florida, Georgia, Hawaii, Kansas, Kentucky, Maine, Missouri, New Hampshire, New Jersey, New York, South Carolina and Washington.

He is based in Boulder, Colorado. He holds a Bachelor's degree in Architecture from Tulane University and a Masters in Architecture and Urban Design from UCLA.

Julia L. (Julie) Husband
Historic Preservation / Urban Design
Winter & Company

Julie Husband offers eighteen years of experience in architecture, urban design and related fields. She has worked for Winter & Company for the past fifteen years on urban design, historic preservation, design review, and architectural rehabilitation projects.

Currently, Julie is the project manager for Downtown Design Guidelines for Dubuque, Iowa, the Neighborhood Development Criteria project for the City of Ft. Lauderdale, Florida, and Boulder, Colorado's Compatible Development in Single Family Neighborhoods project. She recently completed a Downtown Subarea Plan and Design Guidelines for Monroe, Washington, and Design Guidelines for the Historic District and Waterfront Overlay Area in Juneau, Alaska. She also played a key role in the following projects: the Galveston Height and Density Study for Galveston, Texas, Downtown Design Guidelines for Athens, Georgia, Residential Infill Design Standards for Durango, Colorado, the Truckee Preservation Plan for Truckee, California, and the North 7th Avenue Design and Connectivity Plan for Bozeman, Montana.

Ms. Husband also produced plan strategies for the Bellingham City Center Plan in Washington, which includes a network of gateways and different character areas reflecting the design traditions of the community. In addition, she developed design concepts for the mountain resort towns of Silverthorne and Breckenridge in Colorado and for the Flagstaff, Arizona Downtown Plan. Her plan for downtown Rolla, Missouri, received award recognition from the state APA chapter.

She has helped draft design guidelines for residential and commercial buildings in historic districts, conservation districts, and new neighborhoods throughout the country. Such assignments include guidelines for Bellingham, Washington; Carmel, California; Durango, Colorado; Lexington, Kentucky; and San Antonio, Texas. The guidelines for the Third Street area of Durango won awards from Colorado Preservation, Inc. The Truckee Preservation Plan won the California Preservation Foundation Award and the Governor's Historic Preservation Award.

On many planning and design review projects, Ms. Husband has generated computer and/or hand-drawn illustrations to model existing conditions or regulations and the effect that alternative development scenarios might have on an area. This modeling of the design implications of alternative zoning regulations has helped communities make informed decisions about policies they may adopt. A project for the core area of Ketchum, Idaho, featured this approach.

Ms. Husband is based in Boulder, Colorado. She holds a Bachelor's degree in Architecture from Montana State University and studied abroad at the Taller de Arquitectura de Barcelona/Ricardo Bofill in 1984.

Timothy McLarney, Ph.D.

Survey Leader, True North Research

Doctor of Philosophy, Government, Cornell University, 1999

Master of Arts, Government, Cornell University, 1996

Bachelor of Arts, Politics, University of California, Santa Cruz, 1992

As President of True North, Dr. McLarney is directly responsible for the design, management and analysis of True North's qualitative and quantitative research projects, including those that address community needs assessments, strategic planning, program evaluation, performance management, and public outreach issues. Dr. McLarney's work to date has provided California cities, counties, special jurisdictions, transportation planning agencies, councils of government, school districts, corporations, and political campaigns with research to address their often complex marketing, planning and/or policy needs. During his career, Dr. McLarney has occupied a key role in over 500 research studies for public agencies, including dozens related to developing, updating, and evaluating community outreach programs.

Dr. McLarney is a recognized expert in survey research methodology, sampling theory, weighting and the use of statistical methods to generalize survey results. His research has been recognized at national and state conferences, has been published in academic journals, and has earned him honors including the title of Visiting Scholar at the Institute of Governmental Studies at UC Berkeley. He has also served as an independent expert witness in survey research methodology for California legal cases.

**Kristen McDade Byrne, Vice President, Communications and
Public Affairs
MJE Marketing Services**

Professional Profile

- Expertise is in message development, strategic planning, and the development and implementation of community outreach, public involvement, and government relations programs.
- Manages the Public Affairs and Public Relations departments.
- Former Vice President and principal for MNA Consulting, a government and community relations firm which merged with MJE in 2008.
- Manages the CEQA public input process for a number of clients
- Experienced in helping clients work with key stakeholders and government representatives throughout project approval processes.
- Experience with high-profile projects and major policy initiatives in San Diego County, including San Diego State University's Campus Master Plan, the Salk Institute Master Plan Update, SANDAG's Region 2020 comprehensive growth strategy, MTDB's TransitWorks Strategic Planning effort, the San Diego Zoo's Park Boulevard Promenade project and the San Diego Rescue Mission's relocation.

Career Summary

- Byrne began her career in community and government relations as a Council Representative for a San Diego City Councilmember.
- Subsequent to her work for the San Diego City Council, Byrne worked for an established government affairs agency where she served as an on-site consultant to the City of San Diego's Metropolitan Wastewater Department.
- Byrne joined MNA Consulting in 1995.

Affiliations

- Member of the Board of Directors of the San Diego County Taxpayers Association.
- Member of the San Diego Regional Chamber of Commerce's Infrastructure Committee.
- Special Advisor for San Diego Youth and Community Services.
- Secretary of BIA Cares for Kids, the charitable arm of the Building Industry Association.

Education

- Byrne received her Bachelor of Arts degree in Political Science, University of California, Santa Barbara: 1990.
- Certification through the International Association of Public Participation.

CONNECT  INSPIRE

Susanne Bankhead, Associate, Communications & Public Affairs

MJE Marketing Services

Professional Profile

- Coordinates and provides support for a variety of projects under the direction of MJE principals.
- Interacts with clients, elected officials and their representatives, and a variety of community, business and civic organizations
- Supports four City of San Diego community planning groups: Carmel Valley, Del Mar Mesa, Otay Mesa, and Sabre Springs. Administrative support at monthly meetings, prepare their monthly agendas, draft meeting minutes, field questions from the community, disseminate information to planning group members and residents, and arrange for special presentations to the planning groups.
- Prepares letters and other correspondence on behalf of the planning group as needed.
- Supports to two highly engaged property owners associations in the Otay Mesa area: the East Otay Mesa Property Owners Association (EOMPOA) and the Otay Mesa Property Owners Association (OMPOA). For both groups, she provides administrative support at their monthly meetings, which includes preparing their monthly agendas, drafting meeting minutes, and arranging for reports on issues of concern to the property owners at the meetings. She is the key point of contact information for the respective POA's, disseminating key updates on projects/issues impacting development in Otay Mesa.

Career Summary

- Training coordinator, efi Sports Medicine, a health and fitness company in San Diego.
- Marketing outreach coordinator for AYSO.
- Marketing intern with Anschutz Entertainment Group, the owner of the Los Angeles Kings and operator of STAPLES Center.

Affiliations

- Carmel Valley Community Planning Board.
- South County EDC Marketing Committee.

Education

Master's degree in Kinesiology with an emphasis in Sports Management, California State University Long Beach: 2003.

Bachelor's in Kinesiology, Arkansas State University: 2001.

CONNECT  INSPIRE



John E. Ponder

Partner

San Diego/Downtown
501 West Broadway
19th Floor
San Diego, CA 92101

Tel: 619.338.6646
Fax: 619.234.3815
jponder@sheppardmullin.com

PRACTICE AREAS

- Environmental
- Real Estate
- Land Use and Natural Resources

INDUSTRIES

- Construction

OVERVIEW

John E. Ponder is a partner in the Real Estate, Land Use and Environmental Practice Group in the firm's San Diego office.

Area of Practice

Mr. Ponder specializes in the representation of clients involved in real estate development. His practice focuses on advising and representing major residential, industrial and commercial developers through all phases of the land use regulatory process and environmental compliance. His land use experience includes real estate due diligence investigations, negotiating and drafting development agreements, processing land use entitlements, and appearing before governmental agencies and commissions. He has represented some of the largest real estate developers in San Diego County over the past 20 years, including Pardee Homes, McMillin Land Development, Brookfield Homes, DR Horton, Centex Homes, KB Homes, Integral Properties, and Sudberry Properties.

Real Estate Development

Real estate development has grown increasingly complex and controversial requiring knowledge of applicable federal, state and local laws, as well as the ability to work with a wide range of diverse interests including governmental agency staff, elected officials, landowners, environmental organizations and citizen groups. Mr. Ponder's ability to work with such diverse interests to develop creative, practical and economical solutions is demonstrated by his involvement in the successful approval and permitting of thousands of residential units during the past several years. Most of these residential units were master planned projects in the communities of Sabre Springs, Mira Mesa, Carmel Valley, and Otay Mesa in the City of San Diego. Current projects include redevelopment, infill and mixed use developments in northern, southern, and eastern San Diego County, as well as an additional 3,500+ residential units in the Otay Mesa and Mira Mesa Community Planning Areas in the City of San Diego.

Environmental Compliance

Mr. Ponder has assisted clients in obtaining permits and approvals from various federal agencies including the U.S. Army Corps of Engineers (ACOE) and U.S. Fish and Wildlife Service (USFWS). He has successfully guided clients through the maze of state and local environmental clearances necessary for development including the requirements of the California Environmental Quality Act (CEQA), California Fish and Game (CDF&G) 1602 Streambed Alteration Agreement, and the City of San Diego Multiple Species Conservation

Program (MSCP). His working knowledge of environmental constraints and the development process proves invaluable when investigating the potential purchase of real estate and the subsequent preparation of acquisition documents.

Litigation

An experienced litigator, Mr. Ponder has handled actions involving development disputes, condemnation, environmental compliance, real estate transactions, and construction defect. He has managed complex civil litigation for several residential developers and defended challenges to development approvals.

Professional Qualifications and Activities

Mr. Ponder's practice includes strong ties to the local, state and national Building Industry Associations. The Building Industry Association of San Diego County (BIASD) is the largest independent chapter of the California Building Association (CBA). BIASD works closely with CBA and the National Association of Home Builders (NAHB) on issues related to housing, environmental reform, streamlining permit processing, reducing building fees and construction dispute resolution. The existing relationship with these associations provides continued involvement in the latest issues which impact the development industry.

Mr. Ponder has been active in a variety of civic committee meetings regarding natural resources, employment and real estate development. He has participated in the preparation and implementation of local legislation regarding the Multiple Species Conservation Plan, revisions to the Environmentally Sensitive Lands Regulations to allow impacts to wetlands, updates to the City of San Diego Zoning Code and the Equal Employment Opportunity Ordinance. Mr. Ponder worked with the San Diego Association of Governments Employment Lands Inventory Committee to examine issues surrounding the supply and demand of land that will be available for development of office, industrial and research and development facilities. Mr. Ponder has been appointed by the San Diego County Regional Airport Authority to the Airport Land Use Compatibility Plan Technical Advisory Group (ATAG). The goal of the ATAG is to enable interested parties to express their concerns regarding the preparation of Airport Land Use Compatibility Plans being prepared for San Diego County airports.

Mr. Ponder is a registered lobbyist with the City of San Diego and the San Diego County Regional Airport Authority.

EDUCATION

- J.D., California Western School of Law, 1980
- B.A., San Diego State University, 1976

EXPERIENCE

Representative Clients and Projects

Aspen Growth Properties, Inc.

La Costa Town Square – 80-acre mixed-use center in Carlsbad, California, consisting of retail, warehouse, office, affordable apartments and condominiums. Land use matters and entitlements include environmental impact report (EIR), General Plan Amendment, Master Tentative Map, conditional use permit and Hillside Development Permit.

Brookfield Homes

Sears 101 Ranch – 5,968 single-family dwelling units, 1,082 multi-family dwelling units, four schools, extensive park system, and 14.6-acre multi-use site for commercial retail office located on a 1,800-acre site in Imperial County, California. Land use matters and entitlements include EIR, development agreement, specific plan, formation of County Service Area, negotiation for the release of property subject to the Williamson Act, preparation of mitigation plan for the burrowing owl, and negotiation of water rights with the Imperial Water District.

University Commons – 416-acre site consisting of 477 single-family dwelling units, 747 multi-family dwelling units, a 12.8 industrial site, and a 2.1-acre commercial site located in San Marcos, California. Land use matters and entitlements include EIR, defense of challenge to EIR, development agreement, tentative map, specific plan, ACOE 404 Permit, CDF&G 1602 Streambed Alteration Agreement, conservation easements, acquisition of mitigation property, affordable housing agreement, formation of community facility district (CFD), opposition and legal challenge to a referendum, and processing of permits through the Redevelopment Agency.

Catholic Diocese of San Diego

St. Jerome's Parish – 17.6-acre site for proposed church, private school and associated facilities in San Diego, California. Land use matters and entitlements include preservation and enhancement of 5.85 acres for a vernal pool preserve, ACOE 404 Permit, USFWS Section 7 consultation related to impacts on the San Diego fairy shrimp, Clean Water Act 401 Water Quality Certification, Caltrans encroachment permit, and conditional use permit.

Centex Homes

Spring Canyon Ranch – Proposed very low- to medium-density residential and mixed-use commercial master-planned community with approximately 1,200 to 1,500 dwelling units on a total of approximately 180 acres in San Diego (Otay Mesa), California.

The Corky McMillin Companies

Clovis Northeast Urban Center – 1,000-acre site in County of Fresno, California. Land use matters and entitlements include proposed master planned community, negotiation and preparation of agreement between developers to fund and prepare technical studies for EIR, General Plan Amendment, annexation, resource permits, and specific plan.

Lonestar Ridge – Proposed low- to medium-density residential master-planned community with up to 1,067 dwelling units on a total of 87.6 acres in San Diego, California. Land use matters and entitlements include EIR, tentative map, general plan and community plan amendments, airport consistency determination from San Diego County Regional Airport Authority, ACOE 404 Permit, California Regional Water Quality Control Board Section 401 Certification, and multiple habitat planning area (MHPA) boundary adjustment.

JOHN E. PONDER

KENNETH WILSON

Safety/Geotechnical Specialist

EDUCATION

University of California at Riverside, B.S. Geological Sciences, 1967

University of California at Riverside, M.S. Geological Sciences, 1972

PROFESSIONAL REGISTRATIONS

Registered Geologist, California, #3175 [Issued 1-08-1974; Expires 2-28-2011]

Certified Engineering Geologist, California, #928 [Issued 1-08-1974; Expires 2-28-2011]

PROFESSIONAL SUMMARY

Kenneth Wilson is responsible for management, technical supervision and performance of engineering geology, geotechnical, environmental impact, and environmental geology projects, and is a Registered Geologist (#3175) and Certified Engineering Geologist (#928) in California. He performs and supervises environmental assessments for commercial, industrial and government projects covering the disciplines of hydrogeology, engineering geology, geology, hydrology, seismicity, tectonics, faulting, mineral resources, and waste management. Geotechnical studies include fault evaluations, ground failure assessments, slope stability and foundation materials characterization, liquefaction potential, flooding hazards and site selection. The emphasis of his work is on defining geologic and geotechnical conditions, and hazards, which may affect the feasibility and design of any type of development project. Mr. Wilson has over 30 years of technical performance and project experience in critical facilities studies, radioactive/mixed/hazardous waste management, energy plant site licensing, impacts to surface and groundwater resources, waste disposal site development, dams and reservoirs and numerous other engineered structures. Specialized experience is in engineering geology in support of geotechnical studies, site selection/evaluation, seismic safety, integration of multidisciplinary technical teams, project management, and EIRs, EAs, and EISs.

PROFESSIONAL EXPERIENCE

Wilson Geosciences, Engineering and Environmental Geology [1989-Present]

Principal Engineering Geologist: Responsible for all management, technical and marketing activities for engineering geology, environmental impact, and environmental geology projects. Performs and supervises environmental assessments for commercial, industrial and government projects covering the disciplines of hydrogeology, engineering geology, geology, hydrology, seismicity, tectonics, faulting, mineral resources, and waste management. Geotechnical studies include fault evaluations, ground failure assessments, slope stability and foundation materials characterization, liquefaction potential, flooding hazards and site selection.

The Earth Technology Corporation [1974-1989]

Corporate Vice President: Mr. Wilson worked from late-1987 to mid-1989 for the Chairman/CEO and the President/COO performing the following tasks: assisting in evaluation of several potential acquisitions; management of pre-acquisition due diligence; evaluation of four new office geographic expansion options; managed preparation of corporate health and safety program and H/S technical procedures. In 1989 was principal-in-charge for start-up of environmental engineering and hydrogeology portion of Technical Assistance Contract with DOE/Nevada Operations, Environmental Safety and Health Branch.

Vice President; Director, Program Management: Mr. Wilson reported to the President of the Western Division (1985-1987) and was responsible for business development, project execution and strategic planning for market areas related to radioactive (high, mixed, and low-level) waste management programs, energy and mineral resources, geophysics and offshore technology. Emphasis was on geosciences, engineering, environmental, and program management disciplines for site selection, site evaluation/characterization, site remediation and specialized advanced technology considerations in hydrologic modeling, rock mechanics testing and geophysical exploration.

Vice President, Associate and Senior Manager: Mr. Wilson had numerous challenging technical and management responsibilities and assignments during the period 1974-1988. There was a wide range of projects for which he had a

technical role, either performance, supervisory, or management in scope. A substantial portion of the time he was Program Manager for the Missile-X (MX) ICBM, Siting and Characterization Studies in the Western and Midwestern United States: for United States Air Force, Ballistic Missile Office, and the Southern Region Geologic Project Manager (SRGPM) in Mississippi, Louisiana, Texas, Georgia, South Carolina, Virginia, Maryland for Office of Nuclear Waste Isolation (ONWI) and Office of Crystalline Repository Development (OCRD). These projects were national in scope and involved most geologic, geotechnical, geophysical, environmental, and hydrologic disciplines

Converse Consultants (formerly Converse, Davis and Associates) [1970-1974]

Staff and Project Geologist: Conducted and supervised investigations in southern, central, and northern California, southern Nevada, and eastern Washington. Groundwater and related studies included permeability, transmissibility, and storage coefficient studies at Searles Lake, California; earth dam projects at Yucaipa, Littlerock, and Anaheim, California; groundwater contamination (hydrocarbons) evaluation in the Glendale, California area; wastewater and water treatment facilities in Solvang, Lompoc, Victorville, Thousand Oaks, and Sylmar, California. Numerous earthquake and fault risk studies were performed for earth dams and reservoirs, high-and low-rise buildings, hospitals and schools, proposed nuclear power plant sites, water storage tanks, and large-diameter pipelines. Landslide and other slope failure studies were performed in rock and soil terrains. Offshore studies planned and conducted include coastal geophysical (seismic reflection, side scan sonar, fathometer), sampling and scuba investigations near Monterey and Dana Point, California.

PROFESSIONAL ORGANIZATIONS

Member Association of Engineering Geologists, National and Southern California Sections
American Geophysical Union

REPRESENTATIVE WILSON GEOSCIENCES INC. GENERAL PLAN EXPERIENCE

Wilson Geosciences Inc. has been responsible for the geology, seismic, and soils [safety element technical background report and/or EIR section] portions of the following City General Plan updates:

- | | |
|--------------------|-------------------------|
| ▪ San Marcos | ▪ Ontario SOI Amendment |
| ▪ Huntington Beach | ▪ Riverside |
| ▪ San Clemente | ▪ Chino |
| ▪ Laguna Hills | ▪ Los Angeles Framework |
| ▪ Arcadia | ▪ South El Monte |
| ▪ Azusa | ▪ California City |
| ▪ Claremont | ▪ American Canyon |
| ▪ Rosemead | |

COURSES, SEMINARS, AND WORKSHOPS

- Seismic Interpretation for Geologists, by the Oil and Gas Consultants International, Inc., Intensive Short Course, Houston, Texas
- Engineering Geophysics Short Course, Colorado School of Mines, Office of Continuing Education, Golden, Colorado
- Fundamentals of Ground-Water Monitoring Well Design, Construction, and Development, Las Vegas, Nevada
- Field Practices for Collecting Representative Ground-Water Samples, Las Vegas, Nevada
- New Developments in Earthquake Ground Motion Estimation and Implications for Engineering Design Practice, Seminar organized by Applied Technology Council and funded by U.S. Geological Survey, Los Angeles, California
- Seismic Hazards Analysis, Course sponsored by Association of Engineering Geologists, Los Angeles, California

I.III Specifications



“Public input is essential in ensuring that tailored community needs are addressed in the community plan. Stakeholders in a community, along with the recognized community planning group, play a major role and are key partners in creating a plan that sets forth a joint vision for the future of a community.”

- San Diego General Plan

A. CORE REQUIREMENTS

1. Project Management and Administration

Approach

We understand that the key to a successful work program is effective leadership. Accordingly, we take pride in identifying the most qualified and experienced principal-in-charge/project manager, and overall project team. For the Community Plans, our Principal-in-Charge/Project Manager John Bridges, FAICP; Assistant Project Manager Yara Fisher, AICP; and Public Participation Specialist Joan Isaacson, AICP, IAP2, will collaborate closely with the City throughout the work program. As principal-in-charge and project manager, Mr. Bridges will be responsible for overall program direction, strategy, quality control, and success. Ms. Fisher will assist Mr. Bridges in the management of the project by directing staff resources and assisting in the maintenance of schedule and budget. Ms. Isaacson will also support Mr. Bridges and Ms. Fisher by directing our public outreach for the Community Plans. Ms. Isaacson is an innovative public participation leader skilled in the integration of public input with planning policy.

Although EDAW AECOM services will be focused on the Community Plans, one of our key responsibilities is coordinating our efforts with City staff and those consultants selected for other related components of the work plan. This effort will ensure proper sequencing and timely completion of all work plan tasks. A main component of this will be to coordinate with the economic/fiscal consultant to gain an understanding of the economic conditions and trends within the Community Plan areas that may affect the development and selection of land use alternatives, circulation and infrastructure system needs, and buffer/co-location strategies.

Scope

During the course of completing the work effort, our EDAW AECOM Principal/Project Manager will provide overall project direction and control over our team's work, including responsibility for the quality and timeliness of all deliverables. EDAW AECOM will participate in weekly coordination phone meetings as needed, acting as the consultant team leader, along with other key team members. Our scope of work assumes approximately 20 in-person meetings, with the remaining meetings performed by conference call. For project meetings with staff and working groups, EDAW AECOM will prepare agendas in consultation with the City project manager and will distribute

meeting notes for regular project status meetings, project working group meetings, and public meetings, as needed. Meeting minutes will be distributed within 7 days of the meeting and will include the issues discussed, action items, and responsible parties. Agendas and meeting minutes will be provided in electronic format.

We will use Microsoft Project, Word, or Excel software, to maintain an up-to-date project schedule/progress report. On a monthly basis, EDAW AECOM will provide the City with a schedule/project report identifying:

- A description of recently completed tasks,
- A listing and schedule of upcoming tasks,
- The percentage of work completed (including subconsultants) during the past month and the total percentage of work completed since project initiation,
- Budget expended during that month and since project initiation, and
- Budget remaining on all work program tasks and subtasks.

These monthly progress reports will be reviewed by City's project manager prior to submission of a monthly invoice that includes the progress report as substantiation for the efforts reflected in the invoice. This overall project management approach and team leadership will provide a clear strategy for completing innovative planning products and a legally defensible EIR within the project schedule and agreed upon budget.

B. Scope of work

1. Community Outreach and Participation

Approach

If the Community Plans are to clarify a long-range vision and establish policy guidance for addressing growth and development, providing public services, and maintaining the characteristics that define the individual communities, the plans must reflect the values, priorities, and concerns of the residents and stakeholders of these communities. Ensuring effective public involvement in the update process is thus a critical component of the overall project and one of the keys to developing successful community plans.

EDAW AECOM's approach and proposed work tasks respond to our understanding of the City's objectives for the public participation program depicted in the RFP. These include:

- A consensus-based process with intense collaboration between disciplines, with City staff, and with stakeholders and the public.
- Constructive stakeholder involvement and issue resolution through use of the Stakeholder Advisory Committees.
- A commitment to broader community involvement using a public workshop series, a survey, a walk audit, and a charrette in each plan area to balance the more focused stakeholder interests with other community voices.
- Context-sensitive planning, in part accomplished by separate Stakeholder/CPU Advisory Committees, public workshops, walk audits, and surveys for the plan areas, to inform recommendations, while also acknowledging functional interrelationships and opportunities. Additionally,

we have brought Winter & Company to our Urban Design and Planning. They bring additional specialized knowledge and experience related to urban design, planning, and the creation of design guidelines for historic districts.

Considerable effort was given to laying out the proposed process presented on page 22, E. Implementation Plan. The process integrates planning steps with a consensus-based public participation program consisting of components identified in the RFP (stakeholder advisory committees, public workshops, charrette, survey, etc.). Descriptions of each step and key deliverables are identified in the following section.

Scope

1. Overall Outreach/Public Participation Program/Strategy

The first step for the outreach team at project kick-off will be preparing a detailed public participation strategy plan. EDAW AECOM, with assistance from the City of San Diego and MJE Marketing, will prepare a community outreach and public participation program and strategy. This plan will specify public involvement goals and overall strategy for synchronizing outreach efforts with the technical work.

As described in the RFP goals and deliverables, the program and strategy will include a Stakeholder/Community Plan update advisory committee process, four (4) public workshops, one (1) walk audit for each area, one (1) community survey, two (2) community charrettes, and one (1) visual preference survey. For each outreach component, the objective, timing, and targeted participants will be identified. The strategy plan will also contain:

- An assessment of stakeholders, including their probable concerns and the best way to productively include them in the process.
- Needs for special accommodations to engage populations with unique ethnic and/or language needs.
- Graphic identity template that will be used for all outreach materials. We will design a standard identity template for the overall project as well as variations for each plan area, balancing goals for acknowledging both interrelationship and individuality.
- Dates, times, and locations of meetings, workshops, and charrettes will be scheduled in coordination with the City Project Manager to achieve the greatest level of stakeholder and public participation.

2. Ten Stakeholder/CPU Advisory Meetings

At the onset of the community plan update process, the City of San Diego will organize a community plan update advisory committee. This committee will allow for community involvement and public input on various issues, goals, priorities, elements, and land use plan alternatives. EDAW AECOM will have lead responsibilities for attending and participating in the ten (10) advisory committee meetings outlined in the RFP.

3. Four Public Workshops

It will be important for the City to hold public workshops/forums at key milestones in the plan update process. The workshops will be highly interactive and will focus on the development of concepts and alternatives, plan elements,

and implementation. Responsibilities for the four (4) public workshops outlined in the RFP will be split between MJE Marketing, EDAW AECOM, and the City. MJE Marketing will take a lead role in coordinating the public workshops. This will include facilitation, preparation of all handouts and presentation materials in conjunction with the project team, and coordination with City staff on the agenda and approach to the meeting. City staff will organize the workshops; prepare notices, agendas, and minutes; and handle coordination of the facility and room setup for the workshop.

4. One Walk Audit for Each Community Plan Area

The EDAW AECOM team will conduct one (1) walk audit within each community area. This will be an opportunity for stakeholders and the public to walk the community with the consultant team and identify issues and opportunities. Participants will be provided a hand-out consisting of a survey to evaluate specific conditions, including elements such as existing levels of activities and types of uses, streetscape, and public amenities. Input from this survey will be used throughout the development of the alternatives and the design guidelines.

5. One Community Survey

To better understand the communities of Midway-Pacific Highway Corridor and Old San Diego, the consultant team will conduct one (1) survey. This survey will assist in understanding the needs, goals, and issues of residents, business owners, and property owners in the affected communities. True North Research will conduct the survey. True North, working with the project team and City staff, will design and conduct a 15-minute telephone survey of 400 residents/stakeholders selected at random. A sample of this size will allow for results within a $\pm 5\%$ margin of error due to sampling at the 95% level of confidence. The work scope will include all tasks necessary to complete the survey, including designing and refining the questionnaire, developing an appropriate sampling methodology, programming the survey instrument to assist the interviewers in navigating the survey and recording data, conducting interviews according to a strict protocol, performing quality control checks throughout the data collection period, processing and analyzing the data, preparing thorough reports of the findings, and presenting the results aided by a PowerPoint presentation. The final report and presentation will be designed to be accessible to those with little or no understanding of statistics and survey research methodology.

6. Charrette Process

In addition to the advisory committee meetings and public workshops, the City and consultant team will conduct an intense community charrette process. The charrette is an opportunity for the community and stakeholders to provide input on the vision for the communities of Midway-Pacific Highway Corridor and Old San Diego. Charrettes will include two (2) charrettes, each for 2 days, one for the Old San Diego Community and one for the Midway-Pacific Highway Corridor Community. The charrette process for each community will focus on land use, zoning, urban design, public amenity, and mobility principles. Significant stakeholder input and participation will be sought. EDAW AECOM, with consultation from City staff, will take the lead in facilitating the community



charrette process. The charrette process will include real-time technical analysis of concepts and alternatives.

Winter & Company will participate in the Old San Diego Community charrette process, providing expertise in historic preservation related to planning and urban design. Fehr & Peers will participate in both charrettes, providing expertise in traffic and transit planning. MJE Marketing will be available to provide support to EDAW AECOM throughout the charrette process, as well as assist with preparation of the summary of public input at the completion of the charrette. Deliverables for each of the two charrettes include the following:

- a. Meeting Strategy and Agenda
- b. Training Manual
- c. Charrette Presentation and Facilitation by EDAW AECOM and Consultant Team
- d. Preparation Material limited to \$2500
- e. Charrette Summary to include a summary of public input, with an emphasis on primary issues and outcomes, and guiding themes.

7. Other Activities

The EDAW AECOM team will provide input to City staff on the following additional components of the outreach process:

- a. Stakeholder interviews
- b. Presentations/updates to public officials and community groups
- c. Project website
- d. Project information brochure
- e. Regular project newsletters
- f. Visual displays
- g. Media participation through interviews, public service announcements, etc.

Note: The Visual Preference Survey component of the outreach program is described in Special Studies, Urban Design Analysis.

2. Preparation of the Community Plan Updates

Approach

The EDAW AECOM team will help develop strategy and materials to comprehensively update the current Midway

“While the community plan addresses specific community needs, its policies and recommendations must be in harmony with other community plans, the overall General Plan, and citywide policies. Overall, the General Plan and community plans are intended to be used as a means to maintain or improve quality of life, and to respect the essential character of San Diego’s communities. ”

- San Diego General Plan

and Old San Diego Community Plans. Building upon the wealth of outreach and planning already performed for these areas, EDAW AECOM will strategize with staff to develop comprehensive yet efficient Community Plan documents consistent with the General Plan, Community Preparation Manual, and General Plan Action Plan. Although EDAW AECOM will be responsible for developing the Urban Design and Mobility Elements, we will provide support, strategy, and general oversight of the preparation of the Community Plans as a whole. Specifically, we will review and provide comments to staff on all remaining plan elements and develop graphics and visual simulations in support of the elements.

Our approach is to facilitate the Community Plan updates through an inclusive process working with local stakeholders, the business community, the redevelopment agency, developers, and the City of San Diego. Our team is dedicated to creating a more meaningful urban environment with the goal of strengthening the area’s “sense of place.” The Community Plan update will focus on the development and rehabilitation of quality employment-generating uses, and residential and mixed-use projects, while enhancing and preserving the communities’ historic and cultural heritage. Consistent with the updated City of San Diego General Plan, the Community Plans will also place an emphasis on sustainable design principles and policies for water and energy conservation, green buildings, and local environmental conditions. We will also coordinate with the economic/fiscal consultant to ensure that the Plans include strategies for encouraging economic viability and sustainability.

Creating an illustrative, graphically based and action-oriented document that reflects the communities’ goals, objectives, and recommendations is a key aspect of the work program. To achieve this, EDAW AECOM will coordinate closely with City staff and the other consultants to ensure that the Plans developed reflect the best efforts of all parties. The following identifies the general steps in the update process.

- Program Strategy
- Land Use Alternatives
- Staff Review Community Plans
- Public Review Community Plans
- Final Community Plans



Kapālama Strategic Implementation Plan

Scope

Program Strategy

Building off of the approach developed and described within the General Plan, Community Plan Preparation Manual, and General Plan Action Plan, EDAW AECOM will develop a draft strategy matrix and/or outline for each Community Plan. After review and comment by City staff, we will develop a final matrix/outline. This work product will also include a list of potential figures, tables, and graphics. We anticipate the Community Plans to include the following sections:

- Land Use
- Mobility
- Urban Design
- Economic Prosperity
- Public Facilities, Services, and Safety
- Recreation
- Conservation
- Noise
- Historic Preservation
- Implementation

Land Use Alternatives

In preparation for the Land Use Alternatives Analysis also described in the Special Studies section below, EDAW AECOM will generate performance-based evaluation criteria to help gauge the success of the alternatives in meeting the goals for the two communities. Criteria may include items such as: average density, distance to transit, jobs generated, vehicle miles traveled, and ratio of open space per population. For this task, we will coordinate with Fehr & Peers, Winter & Company, and the fiscal consultant to ensure a broad range of physical, social, economic, and environmental criteria is considered. For this task EDAW AECOM will develop a draft set of criteria in digital form. After review and comment by the City and other consultants (as applicable), we will prepare a final set of evaluation criteria.

The General Plan identifies Midway and Old San Diego as having High Village Propensity. Midway is also identified as a Subregional Employment Area. The current land use mix and circulation patterns within and between the Community Plan areas have resulted in ongoing concerns about traffic, community cohesion, economic and environmental sustainability, and visual form. The relationships between

traffic generation, employment generation, economic viability, and overall quality of life need careful study and documentation during the land use/mobility alternatives process. The land use alternatives process must strike a thoughtful and realistic balance between the goals of for the growth and redevelopment of these two areas with the quality of life goals for reduced congestion and enhanced amenities.

EDAW AECOM will lead the effort of developing up to three land use/mobility alternatives for the Community Plan updates. Using the agreed-upon evaluation criteria, EDAW AECOM will also be providing information to the project team that will help assess the potential public facility, fiscal, and environmental impacts of each alternative. We will coordinate with our team to identify any potential mobility and infrastructure system deficiencies, constraints, or opportunities that may affect the selection of a preferred alternative. As part of this effort the EDAW AECOM team will also coordinate closely with City staff and the selected economic/fiscal consultant.

Through this process, we will work with staff and the community to define a preferred land use/mobility plan that becomes the basis for preparing the Draft Community Plans described below. The alternatives will be cognizant of concurrent planning processes related to high speed rail, airport master planning, and adjacent military installments.

Staff Review Community Plans

Based on the matrix/outline developed for the Community

Goals

- ◆ Community plans that are clearly established as essential components of the General Plan to provide focus upon community-specific issues.
- ◆ Community plans that are structurally consistent yet diverse in their presentation and refinement of citywide policies to address specific community goals.
- ◆ Community plans that maintain or increase planned density of residential land uses in appropriate locations.
- ◆ Community plan updates that are accompanied by updated public facilities financing plans.
- ◆ Community plans that are kept consistent with the future vision of the General Plan through comprehensive updates or amendments.

- San Diego General Plan

Plans, EDAW AECOM will develop the Urban Design Element and Mobility Element for review by City staff. These elements will include implementation measures as described in the Community Plan Preparation Manual. For those elements not prepared by EDAW AECOM, EDAW AECOM will review and comment on all elements prepared by City staff. As part of this effort, we will also develop graphics, tables, and illustrations for the City-prepared elements. We will develop format and graphics for 3D visualization, and massing for inclusion into the Plans. When applicable, data will be developed in GIS format consistent with the City's requirements. EDAW AECOM will compile the City staff-prepared elements into two complete and separate Community Plan documents for review by staff. After review and comment by staff, we will generate a second draft for review by staff prior to developing a public review draft. Our approach to the Urban Design and Mobility Elements is described in more detail below:

Urban Design

The Midway-Pacific Highway Corridor and Old San Diego are two distinct communities each with a rich history, and a complex mixture of urban forms including historic uses, modern structures, some reminiscent of the community's past, a diversity of housing types, and typical aged industrial and strip commercial uses. EDAW AECOM, with the assistance of Winter & Company for historic preservation design and planning, will provide the urban design component of this Community Plan update to address the two communities' many forms and functions. After the initial investigation of the existing conditions, visioning, and goal setting, the team will produce two dimensional plan studies and three-dimension models to begin to develop an urban design framework for each community. These plans and models will be used to test the density, building area, height, and development types, as well as evaluate strategies for balancing new development with existing character, open space, and public amenities, and to evaluate mobility, transit, and connectivity options in light of the community's vision, stakeholder input, and other technical studies. A key part of the process will be to understand the key character-defining features of the study areas that should form the base for any context-sensitive plan concepts and guidelines.

These development models and options will be vetted through a series of community meetings and tested with all the stakeholder groups, with the goal of developing urban design strategies that lay a framework for livable, sustainable, and viable neighborhood development balanced with preservation and the enhancement of each existing community. Recommendations for the mix of uses, development character, design, and public arts opportunities will be based on the history of each community's neighborhoods, information gathered through the initial investigation, community workshops and charrettes, walk audits, and visual preference survey. The goal is to create a framework for urban design that reinforces each community's identity, celebrates its unique history, and animates public spaces and the pedestrian realm. Sustainable (green) building design and concepts, as well as concepts for sustainable community design and open space, will be incorporated as part of this element.

Subsequent design guidelines will define community character

through guidelines and standards for development types, architectural character, massing, streetscape, open space, and public amenities. A key element for Old Town San Diego will be how to craft development standards for new development that will be compatible with the historic context. Drawing from existing subareas in the PDO, as well as the public outreach process, a series of different character areas will be evaluated, which may be used to establish policies for different contexts.

Mobility

Midway and Old San Diego have the right ingredients for a superb mobility system—access to rail, light rail, bus, air travel, and a variety of roadway types. Several corridors create a framework for shopping and circulation. There is a local trolley station as well as bus routes along many of the major streets. Adjacency to I-5 and I-8 provides nearby freeway access. Additional planned developments, such as the Mid-Coast Corridor Transit Project, further enhance the potential mobility opportunities in this area. However, there are problems that affect the functionality of the local and regional circulation system, such as:

- The Old Town trolley station is not well connected to adjacent uses and community plan areas.
- Multidirectional intersections create confusion and safety hazards.
- Directional signage and gateway connections to other areas should be enhanced.
- Multiple crossings of rail lines and high traffic roadways inhibit safe pedestrian and bicycle travel.
- High traffic speeds and the urban form on Pacific Highway inhibit its use for walking and bicycling.
- Roadways such as Rosecrans, Midway, Juan Street, and San Diego Avenue are often heavily congested.
- High volumes of truck traffic are generated by industrial, airport, and military operations as well as businesses operating within and adjacent to the Planning Areas.
- Parking demand is excessive in Old San Diego and at key centers within Midway.

EDAW AECOM will work closely with the Community Plan team and Fehr & Peers to address the constraints identified above and develop a mobility plan that takes advantage of the numerous opportunities for a lively, safe, and well-connected mobility system that will meet the goals of businesses and residents. Opportunities to develop community-specific information that can be used to help meet short- and long-term goals within the General Plan Action Plan exist. For example, these may include developing community-specific information that may feed into Citywide plans:

- Parking incentives for implementing voluntary TDM measures including car sharing
- Multi-modal corridor mobility concepts
- Parking master plans for parking-deficient areas

For more information on the approach to the mobility analysis, please refer to the Special Studies Mobility Analysis section.

Public Review Community Plans

Based on comments received throughout the process, EDAW AECOM will develop three public review drafts of each Community Plan.

Final Community Plans

Following the hearing process and incorporation of all revisions into the Community Plans, EDAW AECOM will prepare the Final Community Plans.

3. Special Studies

Approach

Our team understands the importance of preparing special studies that are designed to simultaneously meet the needs of both the outreach process as well as the planning and environmental documents. Our approach includes incorporating special issues raised during the community outreach process into the studies to ensure that topics unique to the two communities are adequately addressed. Baseline and future assessments will be performed. These studies will be developed in a manner that facilitates easy description to the public at-large while at the same time providing enough detail to support the planning and environmental documents. Any documents or reports resulting from the special studies will use plain language with ample graphics, tables, and illustrations.

Scope

Special Studies: Land Use Alternatives Analysis

Consistent with the Land Use Alternatives approach and scope of work described in Section 3. Preparation of the Community Plan updates above, EDAW AECOM will develop up to three land use and mobility alternatives for review by the City and community. Quantifiable outputs based on the agreed-upon evaluation criteria (e.g., average density, distance to transit, percentage or ratio of open space per population, vehicle miles traveled, and jobs generated) will be presented for each alternative. Further, in coordination with the Urban Design Analysis below, visual illustrations of the land use alternatives will be provided. Through this process, we will work with staff to define a preferred land use/mobility plan that becomes the basis for preparing the Draft Community Plans.

Special Studies: Urban Design Analysis

EDAW AECOM will perform the following tasks as part of the Urban Design Analysis:

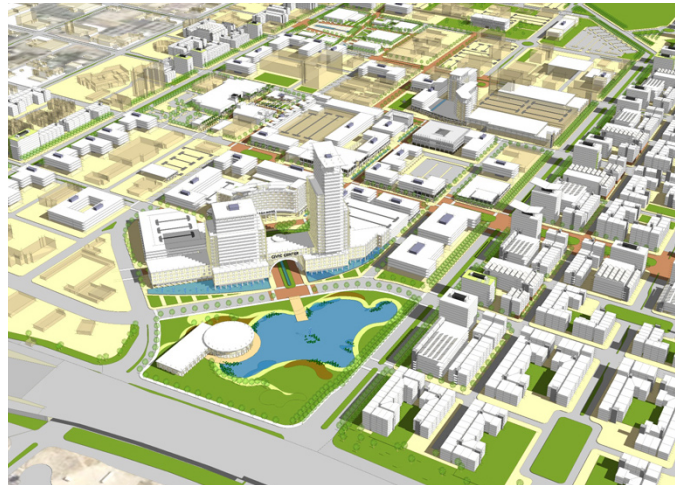
Task 1

- Conduct an analysis of the built environment. The EDAW AECOM Consultant team will prepare an Existing Conditions Assessment, to be formatted in an interim report, for each Community Plan area. The analysis will create the knowledge base that includes the character of the built environment, its relationship to the natural environment, special areas that need attention, the existing pattern of growth, etc. The Assessment will include the following components:
 - a. Issues and opportunities goals matrix, which may also be used as an evaluation criteria matrix
 - b. Existing conditions discussion
 - c. Physical analysis drawings of the built environment, including photographic survey of the community character

Drawings will include the mapping of special interest areas



San Bernardino Vision & Action Plan Implementation - Before



San Bernardino Vision & Action Plan Implementation - After

on physical analysis drawings, including corridors that need special attention, opportunity sites, existing character areas, or other issues and opportunities. These areas could include, but are not limited to, urban villages, commercial corridors, conservation areas, transitional areas where infill development could occur, candidate transit oriented development areas, etc. *Note: This task overlaps with Task 2 of the Community Plan Update.*

Task 2

- Define boundaries and characteristics of potential conservation areas or character areas based on other aspects of the Urban Design Analysis, as described in this section, as well as historic survey materials and the Historic Resources Reconnaissance Survey, to be completed by the City.

Task 3

- Lead the charrette process on the visualization of the pertinent planning/urban design issues. EDAW AECOM's urban designers, together with Winter & Company will have a lead role in facilitating the charrette process related to issues of physical planning, urban design, historic preservation, and visualization. Please refer to Community Outreach and Participation Approach for more detail on the charrette process.

Task 4

- Prepare conceptual themes

Task 5

- Based upon the Existing Conditions Assessment, and initial meetings, workshops, and the charrette, EDAW AECOM will develop conceptual themes or guiding themes to guide the evaluation and refinement of alternatives and guidelines.

Task 6

- Develop visual illustrations of alternative concepts that are coordinated with the land use scenarios:
 - Illustratives of plan scenarios for each community plan area including both traditional land use plan maps (2d) and three dimensional base maps
 - Illustrations of alternative plan scenarios will also

be created using concept maps, plan diagrams, detailed plan blow-ups of selected areas, and sectional drawings or diagrams. Other tools are described below under urban form analysis.

- Illustratives may be used to illustrate density either during or after the charrette process.

Task 7

- Define TOD centers, and corresponding design concepts, in coordination with the Mobility Element and land use alternatives.

Task 8

- Prepare Design Guidelines Criteria to enhance the aesthetics of the community (with recommendations for public space and streetscape), for each Community Plan Area.

EDAW AECOM, with assistance from Winter & Company, will craft a strategy paper describing the options for implementing standards, including amending the existing PDO, amending existing development standards and criteria, or incorporating new form-based standards into the City's zoning ordinance. This will include an outline of potential design guideline topics to be addressed. EDAW AECOM and Winter & Company will present these recommendations in a meeting or workshop-type format for discussion.

Task 9

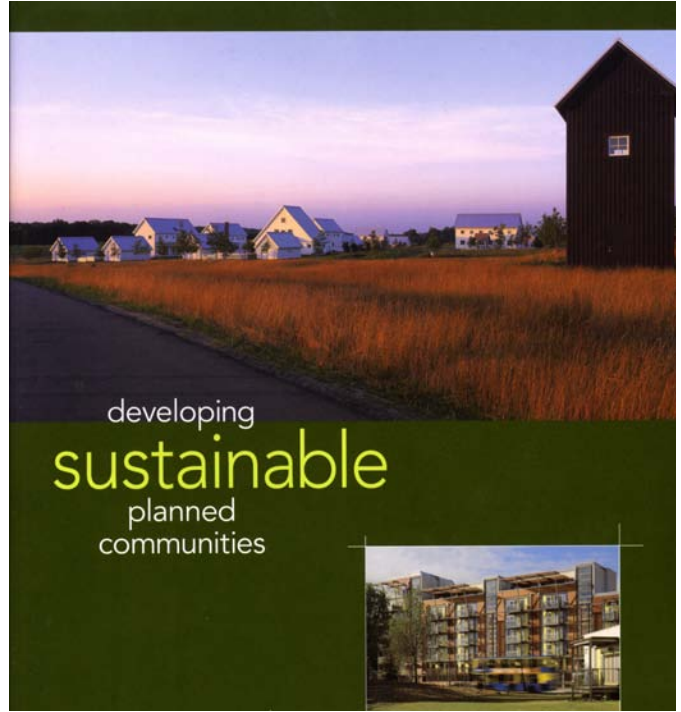
- Conduct a visual preference survey for each community plan area

The visual preference survey is a tool that may be utilized as part of a workshop, in tandem with a walk-audit, or as part of the charrette process. The consultant team will work with the City to determine the best approach for integrating the survey.

The visual preference survey will include a hand-out type survey that compares photos of existing conditions to photos of other communities, including components such as land use types, streetscape types, and public amenities. Participants will be asked to score their preference for certain types of character or amenities based on what they would like to see in their community. Input from this survey will be used throughout



Eye level visual simulation



A book developed by EDAW AECOM's Steve Kellenberg

the development of the alternatives and the design guidelines.

Task 10

- Develop policies and tools related to Urban Design
 - a. Develop policies to guide new development related to density, volume, scale, and placement of new buildings in relation to the existing community character. Policies will be communicated with both text, and graphics, to create a user-friendly document with clearly communicated principles.
 - b. EDAW AECOM, with Winter & Company, will provide input on the available tools to visualize the policies and coordinate these efforts with the Zoning Program. This will include the potential implementation through zoning packages, possibly with form-based code components, and within the City's existing LDC framework.
 - c. EDAW AECOM's urban designer and planners focus on creating walkable communities. They will develop policy tools to design walkable connections, primarily to connect residents to work, school, and public places so that they could choose to walk, bike, or utilize public transit.
 - d. Throughout the process, EDAW AECOM will strive to incorporate sustainability within the community plan process, the alternatives, and the policies and guidelines. EDAW AECOM's urban designers and planners are well versed in developing policies for green communities, green buildings, sustainable landscape design, and social sustainability.

Task 11

- Prepare Urban Design Guidelines for each Community Plan area:
 - a. The design guidelines will be developed to be user

friendly and graphic intensive, utilizing photos and imagery to describe key guidelines.

- b. Design guidelines will incorporate recommendations for built form, public space, and streetscape. Design guidelines will be developed for any conservation areas, or character areas based on other aspects of the Urban Design Analysis, as described in this section, as well as historic survey materials and the Historic Resources Reconnaissance Survey, to be completed by the City.
- c. Design guidelines will be developed toward the end of the update process. Wherever possible, photos and imagery will be incorporated from the other stages in the process, such as the visual preference survey, the photographic survey, the 3d density analysis, and the visual simulations. This will help to ensure community buy-in, since the community will see key graphics as they are developed, and will also provide budget and process efficiencies.
- d. Design guidelines may be seen as a companion document to the zoning program, as in a "form-based code." The approach to the design guidelines will be addressed in the development of the Design Guidelines Criteria, as discussed above, and will be discussed and finalized in subsequent meetings and/or workshops. As discussed above, it is expected that many of the drawings, diagrams, and materials developed throughout the community plan process can be incorporated into the development of the zoning program and the design guidelines.

Task 12

- Urban Form Analysis and Massing Studies to include:
 - a. 3D Density Analysis for each community plan area, including one 3D Density Analysis using multiple

- phased drawings to describe before and after, as well as potential phasing if applicable, for selected project areas within each Community Plan Area
- b. Visual Simulation Images for each community plan area, including up to four before and after visual simulation comparisons for each community plan area. Visual simulation comparisons will be completed using either hand-sketched techniques or digital rendering techniques. The technique chosen may be specific to the community depending upon initial discussion with the City, community, and/or stakeholders.

Special Studies: Mobility Analysis

The following scope of work closely follows the RFP and has been specifically developed to satisfy the requirements of the Mobility Element portion of the Midway-Pacific Highway Corridor and Old San Diego Community Plan updates. The tasks identified in this section are provided to ensure that the transportation components in the study area ("Plan Update area") are fully integrated into the Midway-Pacific Highway Corridor and Old San Diego Community Plan Update. It is assumed that the Mobility Element will be completed in close consultation with the stakeholder group and affected agencies.

1. Research and Data Collection

Task 1.A – Research Available Materials

Fehr & Peers will review related transportation studies in and around the Plan Update area. The transportation studies will cover all aspects of the transportation spectrum and are expected to include studies such as: Midway-Pacific Highway Corridor and Old San Diego Community Plans, the North Bay Redevelopment Project Area Plan, and the Rosecrans Corridor Study, among others. In addition, environmental documents for projects and programs in the vicinity of the Plan Update area will be requested and reviewed.

This scope of work assumes that all applicable transportation studies will be provided to the project team by the City of San Diego or SANDAG.

Following a review of the available data, Fehr & Peers will meet with City staff to discuss the adequacy of existing data and specific needs and requirements for any additional information and study.

Task 1.B – Data Collection

Traffic Data Collection

The following new data will be collected:

- Intersection Turning Movements Counts – Fehr & Peers will work with City staff to determine the intersections where 2-hour peak period turning movement traffic counts will be collected. The count data will be assembled for a typical weekday and weekend, for the a.m., midday (as needed), and p.m. peak periods. The number and location of these peak hour turning movement counts will be limited to those needed to assist in calibrating and validating the travel demand forecasting model, and to satisfy the needs of the area mobility analyses for the three study areas. This scope of work assumes that up to 15 intersections will be selected for analysis.
- Average Daily Traffic Counts – Fehr & Peers will work

with City staff to determine where new average daily traffic (ADT) counts will be collected. The number and location of these 24-hour machine counts will be based on the need to supplement the peak hour counts for the model calibration and the needs of the area mobility analyses for the three study areas. This scope of work assumes that up to 10 roadway segments will be selected for analysis.

Bicycle and Pedestrian Data Collection

Fehr & Peers will collect information on pedestrian and bicycle activity in the project areas. This will consist of the following:

- Peak pedestrian and bicycle counts along key routes
- Identification of pedestrian routes as defined in the Pedestrian Master Plan Phase 2
- Review of existing documentation identifying bicycle routes through the three study areas
- Identification of accessibility barriers to pedestrian and bicycle activity in the Plan Update area

This scope of work assumes that up to 10 locations (nonintersection) will be selected for bicycle and pedestrian volume data collection. Bicycle and pedestrian counts will be collected at all study intersections during the vehicular peak periods.

Transit Data Collection

Fehr & Peers will collect information on the public transit system in the project areas. This will consist of the following:

- Descriptions of transit routes including operational details such as routing, hours of operation, and frequency
- Fleet size and composition
- Review of the vehicle ridership data available and service levels
- The fare structure for transit

Roadway Characteristics Data Collection

An inventory will be made of the intersections selected for analysis in the study area, including roadway lane configurations, median type, and parking data for all designated roadway segments. With regard to intersection data, specific attention will be applied to number of lanes, street widths, traffic control devices, and operational characteristics including spot traffic speed data at key locations. Any additional, pertinent data will also be collected from recent sources and field checked. It is anticipated that the City will provide as built drawings, right-of-way information, functional classifications, signal locations, posted speed limits, and any planned/programmed improvements as required.

Deliverable – Results of Data Collection

Fehr & Peers will compile the traffic data collection document for the City. This documentation will include hard copies and electronic files for traffic counts in an approved format by the City and roadway geometry that relates to the location of the count (both intersections and street segments); signal phasing data; transit data; and pedestrian, and bicycle data collected. We will prepare suitable graphics and tables to summarize the information.

2. Existing Conditions and Mobility Assessments

Throughout the course of the mobility study, our team will maintain consistency with other studies in the vicinity of the Plan Update area, specifically with the Rosecrans Corridor



Old Town Transit Center



Mobility through Old Town

Study. The team will strive to ensure that data collection and evaluation efforts are not duplicated among the studies.

Task 2.A – Pedestrian Facilities Evaluation

Fehr & Peers will prepare an existing conditions analysis of pedestrian facilities identified for evaluation. They will focus on accessibility, connectivity, walkability, safety, and level of service in accordance with the Pedestrian Master Plan methodologies. In addition, pedestrian crossings of intersections will be incorporated into the vehicle level of service analysis. All pedestrian evaluations will be documented and graphically shown.

Task 2.B – Bicycle Facilities Evaluation

Fehr & Peers will prepare an existing conditions analysis of bicycle facilities identified for evaluation. They will focus on accessibility, connectivity, level of service and convenience, as well as bicycle safety at key intersections. In addition, pedestrian crossings of intersections will be incorporated into the vehicle level of service analysis. All bicycle evaluations will be documented and graphically shown.

Task 2.C – Mapping

All relevant pedestrian and bicycle facilities and counts will be mapped for easy dissemination by the project team, stakeholder group, and interested agencies.

Task 2.D – Transit Facilities Evaluation

Fehr & Peers will prepare an existing conditions analysis of transit facilities identified for evaluation. They will focus on measuring the effectiveness and level of service of the transit services and their performance. They will look at the accessibility and linkages to adjacent land uses as well.

Task 2.E – Traffic Circulation

Fehr & Peers will prepare an existing conditions analysis of the traffic circulation network including regional accessibility, safety, capacity, and evaluations of levels of service for the selected study intersections and corridors.

Task 2.F – Parking Evaluation

Fehr & Peers will prepare an existing conditions analysis of the availability of parking in the Plan Update area. On-street parking will be evaluated with attention given to public off-

street parking locations as determined necessary for the Plan update. This will include identifying the existing supply and demand within the study areas. They will prepare an evaluation of costs associated with parking demand and supply.

Deliverable – Existing Conditions Assessment

Documentation of the existing conditions, issues, opportunities, and constraints pertaining to the circulation system will be prepared including suitable graphics and tables to summarize the information. Existing traffic volumes and levels of service will be described, including documentation of all electronic files used to perform the analysis such as Synchro, VISSIM or other analysis tools. This document will also summarize issues and concerns regarding the circulation system that were identified. Information that will be included in this document encompasses:

- Street system classifications
- Master Plan of streets
- Local circulation inventory system
- Street descriptions
- Local traffic control devices
- Parking requirements
- Local and regional transit service
- Local designated truck routes
- Local and regional bike facilities
- Traffic volumes and operating conditions
- Levels of service
- Local pedestrian circulation systems
- Special traffic and circulation issues (identified by City staff)

3. Travel Forecasting

As identified in the RFP, Fehr & Peers will support the City's Travel Forecasting section in the development of a calibrated transportation model for the study areas. Additionally, they will coordinate with the City's Rosecrans Corridor Study consultant to verify any forecast information and/or analyses that may have already completed. They will provide updated data collected in the field to the City including roadway classifications, land configurations, traffic controls, transit, and land use inputs. They will work with the City's Travel Forecasting section to compare the results of the base year forecasts to the existing traffic count information collected in the field.

The City's Travel Forecasting staff will complete the build-out model runs (up to eight scenarios) to evaluate potential changes in land use and/or additional transportation network improvements. Link/zone analysis will be completed at select locations to assist in determining O-D patterns and mode share information.

Fehr & Peers will obtain forecasted daily traffic volumes from the City and intersection peak hour traffic volumes taken from the model. They will be prepared to review and adjust the peak hour traffic volumes as necessary to address changes in the network, travel patterns, or other potentials inputs.

Deliverable – Travel Forecasting

Fehr & Peers will document our travel forecast input and assumptions for transportation network improvements and land use updates and provide the City with final plots of models results.

4. Future Conditions Analysis

Task 4.A – Future Pedestrian Facilities Evaluation

Fehr & Peers will prepare a future conditions analysis of pedestrian facilities identified for evaluation. They will focus on accessibility, connectivity, and walkability in the study area and evaluate the impacts of additional transportation improvements and/or land use changes may have on pedestrian circulation within the Plan Update area. All pedestrian evaluations will be documented and graphically shown.

Task 4.B – Future Bicycle Facilities Evaluation

Fehr & Peers will prepare a future conditions analysis of bicycle facilities identified for evaluation. They will focus on accessibility, connectivity, level of service, and convenience, as well as bicycle safety at key intersections and those facilities planned as part of the City's Bicycle Master Plan. All bicycle evaluations will be documented and graphically shown.

Task 4.C – Future Transit Facilities Evaluation

Fehr & Peers will prepare a future conditions analysis of transit facilities identified for evaluation. They will focus on measuring the effectiveness and level of service of the transit services and their performance and look at future transit land use linkages opportunities.

Task 4.D – Future Traffic Circulation

Similar to the existing analyses, Fehr & Peers will prepare a future conditions analysis of the traffic circulation network, including regional accessibility, safety, capacity, and evaluations of levels of service for the selected study intersections and corridors. The future evaluation will incorporate an analysis of performance measures for corridors including system and corridor vehicle delays, travel times, queuing, and number of stops.

Task 4.E – Future Parking Evaluation

Fehr & Peers will prepare a future conditions analysis of the availability of parking, both on-street and those public off-street locations determined necessary for the Plan Update. The parking analysis will be based on information contained in the City's recently adopted General Plan.

Task 4.F – Coordination

Fehr & Peers will coordinate with the consultant for the Rosecrans Corridor Study to ensure that analysis of future conditions is not duplicated.

Deliverable – Future Conditions Analysis

Documentation of the future conditions pertaining to the circulation system will be prepared including suitable graphics and tables to summarize the information and be consistent in format to the Existing Conditions Analysis documentation. Future traffic volumes and levels of service will be described, including documentation of all electronic files used to perform the analysis such as Synchro, VISSIM, or other analysis tools. Information that will be included in this future document encompasses:

- Street system classifications
- Master Plan of streets
- Local circulation inventory system
- Street descriptions
- Local traffic control devices
- Parking requirements
- Local and regional transit service
- Local designated truck routes
- Local and regional bike facilities
- Traffic volumes and operating conditions
- Levels of service
- Local pedestrian circulation systems
- Special traffic and circulation issues (identified by City staff)

5. Draft Mobility and Recommendations

Fehr & Peers will review all federal and state guidelines, legislation, and programs that would have a direct effect on the Mobility Plan. Recommendations will be put forward as to requirements for the Mobility Plan based on this review. Fehr & Peers will formulate updated mobility policies and devise near-term and long-term transportation system improvement recommendations to address capacity deficiencies. This task will focus on identifying physical and non-physical mitigation strategies to improve conditions at intersections/segments operating unacceptably. These may include items such as changes to street classifications; new or improved facilities; and modifications to the bikeway, pedestrian, and public transit subsystems of the City's circulation system. Also included in this task will be the impact of regional roadway improvements, regional transit service changes, and regional signal coordination/synchronization for the near and long term scenarios.

Elements to consider include identifying cost-effective measures or improvements that do the following:

- Are supportive to transit and alternative modes of transportation
- Address vehicular roadway deficiencies
- Address public and private parking demand and balance the use of parking facilities to maximize the availability of spaces
- Address needs related to movement of goods movements needs
- Maintain consistency with other similar studies in the vicinity of the Plan Update area

Deliverable – Draft Mobility Policies and Recommendations

Documentation of the draft mobility policies and recommendations will be prepared including suitable graphics and tables to summarize the information. The Draft Mobility Plan will be prepared in a format consistent with both previous submittals and the City of San Diego.

6. Revisions to Draft Mobility Policies and Recommendations

Based on input received from the Community and the results of our analysis addressing feasibility, relative costs, benefits, and impacts of the recommendations, Fehr & Peers will present alternative recommendations with the goal of balancing the transportation needs of all potential users with the access and mobility needs of the Plan Update area. The recommendations will be consistent with the City's recently adopted General Plan.

Deliverable – Draft Mobility Recommended Revisions

Fehr & Peers will summarize the recommended revisions to the Draft Mobility Study.

7. Refined Mobility Element

Fehr & Peers will analyze the potential revisions to the Draft Mobility Policies and Recommendations. The intent is to develop a truly balanced mobility element for all roadway (and transportation) network users. The potential revisions will be consistent with the City's recently adopted General Plan.

Deliverable – Refine Mobility Policies and Recommendations

Documentation of the refined mobility policies and recommendations will be prepared including suitable graphics and tables to summarize the information.

8. Conceptual Streetscape Designs

Fehr & Peers will utilize the recommendations in the Draft Mobility Policies and Recommendations document to develop conceptual street designs including cross-sections and other perspectives to identify the benefit of the proposed improvements.

Deliverable – Conceptual Streetscape Designs

The conceptual streetscape designs will be presented in digital and hard copy formats, as needed.

9. Planning Level Cost Estimates

Fehr & Peers will develop planning level cost estimates for the recommendations in the Draft Mobility Policies and Recommendations document.

Deliverable – Planning Level Cost Estimates

The planning level cost estimates will be prepared in Microsoft Excel format for inclusion in the Implementation Element.

10. Implementation Plan

Fehr & Peers will develop an Implementation Plan which that summarizes the near-term and long-term recommendations as developed through the previous tasks. The implementation plan will identify those improvements that should be considered a priority, as well as those improvements which

“The City has been continually challenged with financial constraints regarding park development, maintenance, and operations. Therefore, it is essential that new parks and recreation facilities, and improvements to existing parks and facilities, be designed and constructed to ensure their intended use with minimal funding for maintenance or upgrades during the expected useful life of the facility. Sustainable development features include the application of water and energy conservation measures, “green” building technology, low-maintenance plantings, and design that is sensitive to local environmental conditions and can help reduce long-term costs. ”

- San Diego General Plan

that are dependent on other local or regional network modifications. Input from the Community and key groups will be collected, where possible, during public outreach portions of the Plan Update. Potential funding sources will be identified, where applicable.

Deliverable – Implementation Plan

A draft implementation plan will be prepared for review by the stakeholder group and the City. Upon receipt of comments from all parties, the Implementation Plan will be revised once, and a final Implementation Plan will be submitted.

11. Working Paper

Fehr & Peers will prepare a final report which that documents the project process and formalizes the task documents into a single bound report. It will present the technical information studied, including existing conditions; travel forecasting; future conditions; mobility policies and recommendations; the analysis of the mobility policies and recommendations, as well as the transportation/parking CEQA analysis for the Plan Update area; planning cost estimates; and implementation plan.

Deliverable – Final Mobility Report

The Fehr & Peers team will draft the Community Mobility Element that will become part of the Community Plan.

12. CEQA Analysis

Development of the Mobility Element will be conducted in accordance with CEQA; therefore, all necessary analysis, tables, and text to satisfy CEQA requirements will be presented in conjunction with the working paper.

Meetings

This scope of work assumes attendance at five project meetings. Additional meetings will be attended on a time-and-materials basis per the current hourly billing rates.

d. Water and Wastewater Systems Analysis

The EDAW AECOM team will prepare water and sewer systems studies for the Midway and Old San Diego Community Plan updates in accordance with the City San Diego Sewer Design Guide and Water Design document, including any applicable storm water studies or geotechnical reports completed for the area pursuant to Council Policy 400-13 and 14. The objective will be to identify the facility improvements needed to support viable economic redevelopment and growth consistent with the goals for these areas. As part of this process, EDAW AECOM will:

- Define study objectives, planning criteria, and required content for the technical studies.
- Obtain hydraulic models and demand/loading sets from the City.
- Review unit demand/loading factors and update demand/loading sets to reflect preferred land use alternative.
- Perform hydraulic analyses (or alternatively, coordinate with City to have models run in-house).
- Evaluate system deficiencies and identify improvements.
- Provide updated water system demand data for use in the City's Urban Water Management Plan 2010 update and water supply assessment determination.

e. Public Facilities Financing Plan and Phasing Plan

EDAW AECOM recognizes that safe and ample public amenities and infrastructure, including parks and open space, are critical to the success and viability of the Community Plan areas. The primary goal of the Public Facilities Financing Plan and Phasing Plan is to prioritize public facility needs, including parks, recreation, police, fire, library, and other community facilities. It is also imperative to provide clear financing mechanisms to construct and maintain those public spaces and facilities so as to continue a high level of service that does not drain local or citywide resources. Thus, the Public Facilities Financing Plan and Phasing Plan would develop clear park and facility standards and determine order-of-magnitude capital costs. EDAW AECOM will develop a Public Facilities Financing Plan and Phasing Plan Strategy that addresses current and future public facility and park needs in Midway and Old San Diego, offering clear financing mechanisms to build and maintain the proposed facilities. As part of this strategy, EDAW AECOM will review citywide park facility standards as well as any other service standards for library, fire prevention, and police facilities. As part of the baseline public facility assessment, We will inventory current recreation, library, fire, and police facilities that serve the two Community Plan areas. EDAW We will then meet with appropriate City staff to review service standards and identify existing public facility plans already in place that will serve the areas. Interviews with City staff will also help to identify available funding sources for future public facilities as well as any capital or maintenance funding shortfalls that may impede public facilities development in the future.

Upon developing an inventory of existing and planned public facilities, EDAW AECOM will compare the current inventory of public facilities to citywide service standards. In addition, we will project future facility demand based on the identified public facility service standards and the Community Plan areas' projected service population at buildout. The result will be a current and future estimate of public facility surpluses and

deficits. In addition to public financing and priorities, EDAW AECOM will identify potential open space and recreation linkages to surrounding communities, and network local recreation assets to surrounding recreation amenities. This will include re-examining the Bay- to- Bay link.

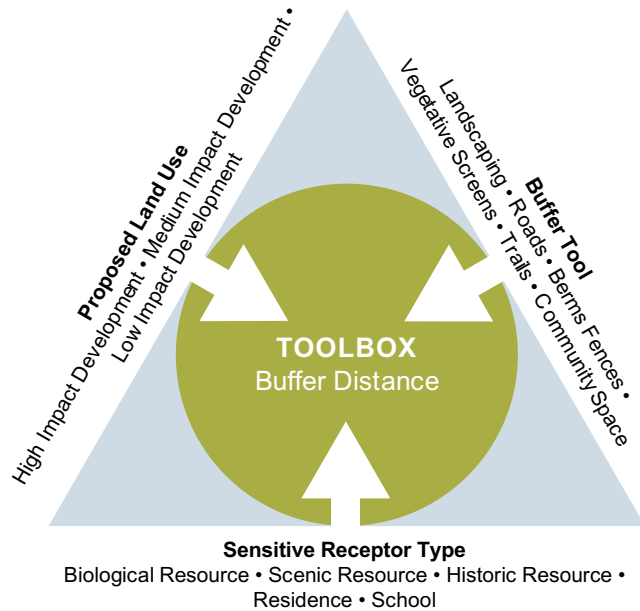
After determining immediate, intermediate, and long-term public facility needs, EDAW AECOM will develop order-of-magnitude cost estimates for public facilities using either recent public facility cost estimates provided by City staff or, if the former is not available, average capital cost square foot multipliers provided by the R.S. Mean Square Foot Manual. This estimate will also include land acquisition costs based on available comparable examples in the areas. Land and public facility capital costs will be projected forward using the historic property appreciation and construction cost inflation rates, respectively. Thus, EDAW AECOM will provide a schedule of public facility costs based on current and projected data. The final Public Facilities Financing Plan and Phasing Plan will identify current sources for near-term public facilities development efforts, which will be incorporated into the City's Master Facilities Plan.

f. Zoning Analysis

EDAW AECOM will discuss ideas with staff on potential land use districts and example codes from which to draw ideas, and will identify LDC regulations and standards that should also be reviewed during this process. The goal will be to develop standards, guidelines, and incentives that can be implemented citywide within the structure of the Land Development Code and Community Plan Implementation Overlay Zone. Following this strategy session, we will perform additional research and analysis, culminating in a memo outlining the recommended approach to the LDC amendments, including example zones and regulations the City may wish to consider. EDAW AECOM assumes new zones will be necessary to implement the Community Plans. The focus of our development and review of the proposed zones will be to ensure that the zones properly implement the land use designations and overall goals and policies of the Community Plan.

As part of this task, EDAW AECOM will also provide a review of supplemental regulations and development standards within the LDC that may require refinement to adequately implement the Community Plan land use designations and policies. The focus of this analysis will be to identify any constraints or limitations the existing standards pose to achieving the type of development envisioned within the Community Plan areas. An analysis of potential nonconforming uses that would result from new standards should also occur during this stage. Being able to develop and apply standard LDC regulations wherever feasible will help provide a clear and streamlined process for future development review. Opportunities for revised standards and potential development incentives will be explored. Development regulations and standards that we will assist the City to analyze include, but are not necessarily limited to:

- Parking standards
- Interim uses
- Landscaping and urban design
- Environmental and nuisance performance standards such as truck idling, noise, and lighting



- Buffering and compatibility standards
- Sustainable and green building principles

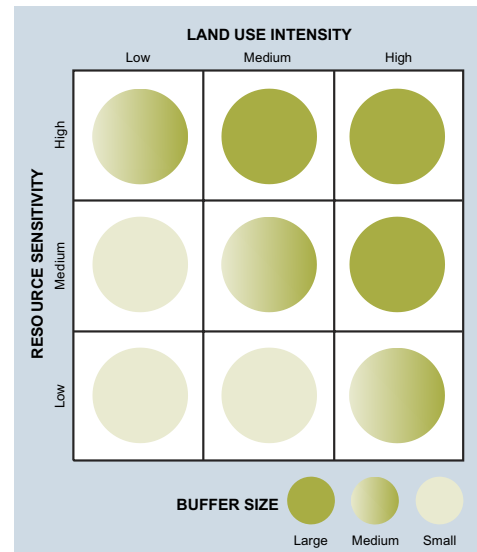
EDAW AECOM will identify imagery from the visual survey, development standards, guidelines, and incentives developed, as well as the Urban Form Analysis and Massing Studies, comparing development allowed pursuant to existing standards, versus development allowed under the proposed standards. Coordinating these tasks wherever possible will be considered as part of the work program to allow for increased budget efficiencies for the City. Other visual and form-based illustrations and photos will be provided to staff in digital form for insertion into the updated zoning program. Once City staff incorporates the graphics into the proposed zoning text, EDAW AECOM will provide third-party review and comment on the proposed amendments prior to development of the public review draft.

For this task, we assume staff will provide us an editable electronic document in which we will provide our comments and recommendations. EDAW AECOM assumes an internal meeting with staff may be necessary to review our comments and finalize the approach to the public review draft document.

g. Optional Scope of Work for the Environmental Impact Report

Approach

As discussed in detail in the Core Requirements Section, our proposal meets and exceeds the specifications identified in the RFP. EDAW AECOM understands that successful completion of the project requires (a) active collaboration with Development Services Department (DSD), City of San Diego City Planning and Community Investment Department (CPCI) staff, and other City departments; and (b) preparation of the environmental documents (Screencheck Draft EIRs, Pre-Print Public Review Draft EIR, Public Review Draft EIR and Mitigation Monitoring and Reporting Program (MMRP), Final EIR and Responses to Comments [RTC]), and related



technical reports. Specific tasks and project management responsibilities that ensure successful completion of the environmental documentation are also outlined in this proposal.

Based upon our understanding of the project and in response to the RFP circulated by the City, EDAW AECOM will prepare a Program EIR that tiers from the General Plan EIR and also facilitates future tiering of projects within the two Community Plan areas. We propose a work plan, to be performed concurrently with the Midway-Pacific Highway Corridor and Old San Diego Community Plan updates, consisting of the following 11 components. Our detailed approach to these 11 components is described in Section B, Core Requirements. For each task, EDAW AECOM satisfies and is fully capable of meeting or exceeding the requirements of the RFP.

1. Project Initiation/Scope of Work

Key team members will meet with staff to finalize the scope of work, including deliverables, schedule, and responsibilities. As part of this effort, we will work with DSD staff and the public to identify the scope of issues that will need to be addressed in the EIR.

2. Thresholds and Analysis Methods

EDAW AECOM will work closely with staff to draft thresholds and analysis methods that address issues identified through the scoping process. Although we will provide recent examples from other appropriate sources, we anticipate tiering closely from the thresholds used in the San Diego General Plan EIR. Additionally, we will collaborate with staff to identify feasible land use and policy alternatives within the Thresholds and Analysis Methods document.

3. Background Data and Technical Studies

During this task, we will collect and review relevant background data. Many of the existing regionally significant plans and environmental documents are already within EDAW AECOM's library. We assume that EDAW AECOM will perform

the following technical studies as outlined in the RFP: Biology Study, Noise Study, Historic Resources Reconnaissance and Archaeological Study, Hydrology Study, Air Quality Study, Water Supply Assessment (in conjunction with the City), Greenhouse Gas Emissions Analysis, Public Utilities Study (including Waste Management), and a Water Quality Technical Report. For technical reports prepared by sub consultants (i.e., Geotechnical and Soils Report, Hazardous Materials Study, Traffic Study, and Paleontological Study) EDAW AECOM will collect and review these reports for adequacy, providing comments regarding approach and potential mitigation, where appropriate.

4. Preparation of the EIR

EDAW AECOM will work closely with City staff during the preparation of the EIR. This includes project team meetings with the CPCU staff as well as the DSD environmental analysis section staff. This EIR will address all issues identified through the scoping process and follow the thresholds and analysis methods agreed upon earlier in the process, and will be prepared in accordance with CEQA and City Guidelines. As indicated in the RFP, it is anticipated that the EIR will be organized into seven sections.

5. EIR Screenchecks

EDAW AECOM will prepare a total of three Screencheck Draft EIRs. For each of the three Screencheck Draft EIRs submitted to the City, seventeen (17) printed copies and one (1) electronic file in Microsoft Word format and Adobe Acrobat PDF format will be provided to the City. Additionally, an Adobe Acrobat PDF file of the draft technical studies will also be submitted to the City.

6. Pre-Print Public Review Draft EIR

Based on comments received on the third Screencheck Draft EIR, EDAW AECOM will prepare a Pre-Print Public Review Draft EIR for final check by City staff prior to submitting the Public Review Draft. EDAW AECOM will provide one (1) printed copy and one (1) electronic PDF copy of the pre-print Public Review Draft EIR to the City for review.

7. Public Review Draft EIR

EDAW AECOM will provide twenty-five (25) printed copies and twenty-five (25) electronic PDF copies on CD of the Public Review Draft EIR to the City. This also includes the Mitigation Monitoring and Reporting Program (MMRP). We assume City staff will prepare the summary cover sheet and, Notice of Completion (NOC), and will distribute the EIR for public review. In addition, EDAW AECOM will work with City staff to create web-ready PDF files of the Public Review Draft EIR for posting on the Plan Update website.

8. Final EIR and RTC

EDAW AECOM will lead the RTC and Final EIR task. This task will require coordination with City staff and other consultants that prepared technical analyses for the project to ensure that all comments are adequately addressed. We will also prepare draft findings and Statement of Overriding Considerations for submittal to staff electronically. Our scope assumes City staff will make any needed revisions to the Findings and Statement of Overriding Considerations once submitted. EDAW AECOM will provide fifty (50) printed copies, fifty (50) electronic PDF

copies on CD, and (1) one electronic copy of reproduction quality of the Final EIR to the City. In addition, EDAW AECOM will work with City staff to create web-ready PDF files of the Final EIR for posting on the Plan Update website. Our Scope assumes responding to a moderate volume of public comments. Responding to a very large number of public comments would require an amendment.

9. Project Management

Our project management team will provide leadership and overall strategy for completing a legally adequate EIR on time and on budget. Close coordination with staff, our in-house project management tools, and progress reporting will be key to the successful management of this project.

10. Meetings and Public Hearings

Our scope assumes attendance by two or more staff members at approximately six meetings at key junctures throughout the work plan.

11. Additional Alternatives Analysis

EDAW AECOM understands that additional alternatives may need to be analyzed beyond the minimum of three (3) CEQA alternatives (including a no project alternative) as indicated in task 4g and outlined in the Final Thresholds and Analysis Methods document. Our budget includes a cost estimate for the analysis of one (1) additional alternative, as applicable. This task assumes that EIR alternatives will be analyzed at a level of detail to allow meaningful evaluation, analysis, and comparison with the proposed project; but less than the level of detail required for analysis of the preferred plan.

1. Project Initiation/Scope of Work

This task will provide the Plan Update team with a solid foundation and understanding of the important issues to be addressed in the work program. EDAW AECOM project managers and appropriate staff will attend a kick-off meeting to meet the Plan Update and EIR team, establish communication protocols, and clarify roles and responsibilities. Key project milestones and deliverables will also be discussed.

As part of this initial phase of the project, EDAW AECOM will prepare meeting materials and attend a public scoping meeting. We will summarize oral comments made at the meeting in matrix form. Further, we expect comments received during the scoping meeting would inform the Scoping Letter that will be issued by DSD staff. EDAW AECOM assumes that the City will be responsible for drafting and distributing the Notice of Preparation (NOP) for the project.

2. Thresholds and Analysis Methods

EDAW AECOM will prepare draft thresholds and analysis methods for review by City staff. The draft thresholds and analysis methods will focus on the 18 issue areas identified in the RFP and through the scoping process described above. Given this document will tier from the San Diego General Plan EIR, we expect to closely build off the thresholds and analysis methods used in that EIR. We will also work closely with City staff and develop alternatives within the Draft Thresholds and Analysis Methods document.

EDAW AECOM understands that up to two meetings could

be necessary with City staff to review the Draft Thresholds and Analysis Method document. Once reviewed by City staff, we will prepare the Final Thresholds and Analysis Methods document to be used in all drafts of the EIR.

3. Background Data and Technical Studies

EDAW AECOM anticipates the need to collect relevant data pertaining to the project area. Through current or past work efforts, we are very familiar with the San Diego General Plan and EIR. Additional background data that would be needed would include any other existing technical reports and those prepared as part of the Plan Update.

EDAW AECOM will use available resources that are readily available to determine baseline information. We will generate a data needs list outlining any additional data that may not be readily available at the beginning of the work program. EDAW AECOM assumes that needs identified in the list that are City documents would be provided by the City.

We have the technical capability and available capacity to perform the technical studies as, outlined in the following table.

Technical Study	Responsibility	Cost
Biology Study	EDAW AECOM	In EIR SOW
Noise Study	EDAW AECOM	In EIR SOW
Hydrology Study	EDAW AECOM	In EIR SOW
Air Quality Study	EDAW AECOM	In EIR SOW
Water Supply Assessment	EDAW AECOM and City	In Plan Update SOW
Greenhouse Gas Emissions Analysis	EDAW AECOM	In EIR SOW
Public Utilities Analysis (including Waste Management)	EDAW AECOM	In EIR SOW
Water Quality Technical Report	EDAW AECOM	In EIR SOW
Geotechnical and Soils Report	Subconsultant (Wilson Geosciences)	In EIR SOW
Hazardous Materials Study	Subconsultant (Ninyo & Moore)	In EIR SOW
Historic Resources Reconnaissance and Archaeological Study	EDAW AECOM	In EIR SOW
Traffic Study	Subconsultant (Fehr & Peers)	In Plan Update SOW
Paleontological Study	Subconsultant (Natural History Museum)	In EIR SOW

SOW = Scope of Work

For technical reports prepared by others, EDAW AECOM will collect and review these reports for adequacy, providing comments regarding approach and potential mitigation, where appropriate.

As indicated in the RFP, other studies may be required pending the investigation of environmental and physical resources and constraints. EDAW AECOM will discuss the need for additional technical studies with City staff, as applicable.

4. Preparation of the EIR

EDAW AECOM will use the City's EIR Guidelines and intends to organize the EIR into the sections identified in the RFP, as itemized below.

a. Section 1 – Executive Summary

The Executive Summary will provide a brief description of the project; identify each significant effect of the project, mitigation measures, and impacts after mitigation; impacts not found to be significant; areas of controversy, including issues raised by the agencies and the public during the NOP review period and scoping meeting; a summary of the alternatives; and issues to be resolved. The summary of significant impacts and mitigation measures will likely be presented in matrix form.

b. Section 2 – Introduction, Environmental Setting, Project Description, and History of Project Changes

(1) Introduction

The Introduction will define the purpose, scope and legislative authority of the EIR; requirements of CEQA; and other pertinent environmental rules and regulations. A brief introduction to the project will be provided as well as any subsequent City actions/permits and any other local, state, and/or federal approvals. An important consideration in the preparation of a program EIR is how that document can be used as CEQA clearance for individual development projects within the project area as they are proposed in the future.

EDAW AECOM has extensive experience preparing program-level environmental documents under CEQA. As stated above, EDAW AECOM's approach will consist of the organization and introduction of this first-tier document describing its function, as well as the approach for preparing related second-tier documentation for future individual development projects proposed in the Plan Update area. EDAW AECOM proposes to utilize the strength of tiering offered under CEQA by connecting the program EIR and individual second-tier project-level EIRs or Mitigated Negative Declarations (MNDs).

This section will also describe the EIR process, structure, and required contents, and the EIR's relationship to the City's General Plan EIR and other environmental documents.

(2) Environmental Setting

Within the environmental setting section, EDAW AECOM proposes to generally describe the environmental setting of the project area, including any key features. Although EDAW AECOM proposes to include an environmental setting section within each issue area of the EIR, as discussed below,



Sports Arena

the environmental setting section would include a general discussion of the land uses and existing environmental resources within the project area, including, but not limited to, biology, geology, hydrology, archaeology, paleontology, and others as determined through meeting and coordination with City staff. A general discussion of the project's potential need for public facilities and services will be included as well as the proximity of the Midway-Pacific Highway Corridor and Old San Diego Community Plan areas to adjacent communities. Finally, the environmental setting section will include a general discussion of the historical context and current configuration of land uses in this project area.

(3) Project Description

The Project Description will include a description of the project and its components, including the Midway-Pacific Highway Corridor and Old San Diego Community Plans, zoning, Local Coastal Program (LCP), and redevelopment aspects. This section will describe the context of the project as well as the goals, characteristics, and objectives of the project. A summary of the Midway-Pacific Highway Corridor Community Plan and Old San Diego Community Plan elements will be provided and the relationship of the elements to the General Plan will be discussed. This section will include quantification of the anticipated land uses and buildout potential of the proposed Community Plan areas. Lastly, this section will include a discussion of the project's discretionary actions, including a listing of the requirements for approval from federal, state, and local agencies.

(4) History of Project Changes

This section of the document will include a record of the changes to the project in response to environmental concerns expressed during the drafting of the Plan Update as well as any input received from the Planning Commission and/or Council committees.

c. Section 3 – Environmental Analysis

The RFP for the proposed project includes 18 issue areas that have been preliminarily identified for analysis within this section. As such, EDAW AECOM has provided a scope of work to address these issue areas. Should additional issue areas be identified during the EIR process, our work scope and budget will require an adjustment. Within each of the



Rosecrans

identified issue areas, EDAW AECOM proposes to include a detailed environmental setting/existing conditions, issues, impact thresholds, summary of impacts, and significance of impact and mitigation measures. A brief synopsis of the discussions to be included within each issue area is provided below.

Environmental Setting/Existing Conditions/Issues

This section will outline the environmental setting for each environmental issue evaluated in the EIR, including the current state of the environment, and any applicable local or regional plans or regulations affecting each environmental issue area. Agencies responsible for setting standards and providing services in each environmental impact category will be identified. This section will provide baseline information about the existing conditions prior to undertaking the project activities. Any known or probable issues associated with the impact category will be disclosed and documented within this section.

Impact Thresholds

This section will use the Final Thresholds and Analysis Methods document developed by EDAW AECOM in conjunction with City staff. Explicit thresholds of significance will indicate what standards apply to the environmental category and will be the basis for determining whether a project effect is or is not significant. Regulatory agency standards, the City's Guidelines and development standards, and other appropriate scientifically based standards will be clearly stated and documented.

Summary of Impacts

In light of the established thresholds, this section will provide a summary of potential project impacts associated with the identified issue area.

Mitigation Measures

The section will identify mitigation measures that will avoid or reduce identified significant impacts. Any mitigation needed in addition to the compliance with existing standards and regulations will be practical and specific. Mitigation measures will be based upon the implementation programs developed for the Plan Update and further refined in a way that allows for easy transfer and use in the MMRP. This section will clearly

identify who is responsible for the implementation of mitigation measures, how the measures will be implemented, and the timing for implementation.

Significance of Impacts and Mitigation Measures

This section will identify the residual impact remaining after the identified mitigation is implemented. While it is likely that some of the impacts may be fully or partially mitigated, potential future significant impacts are likely to be considered significant and unavoidable.

(1) Land Use

This section of the EIR will include a description of the prevailing land use patterns in the project area and analyze the potential impacts associated with adoption and implementation of the Plan Update. Key issues to be analyzed in this section are expected to include potential conflicts with adopted environmental plans, or other land use plans or regulations applicable to the project area; and changes to land use patterns or density and intensity of uses, including future land use projections, particularly in the context of the General Plan and City of Villages growth strategy. This section will also analyze potential physical environmental effects that could result from inconsistencies identified between the Plan Update and any adopted plans for the project area.

(2) Transportation/Traffic Circulation/Parking

EDAW AECOM will use the Traffic Analysis Study prepared by Fehr and Fehr & Peers to address potential impacts to parking, circulation, and alternative modes of travel that would be expected as part of the land use changes proposed by the Plan Update. EDAW AECOM will incorporate the Traffic Analysis Study and any supplemental information into an EIR section, which will summarize the findings of the analysis. As described above in Task 2, we anticipate that close coordination with City staff and the traffic consultant would occur related to the development of thresholds and analysis methods as well as appropriate mitigation measures for this section. EDAW AECOM will notify the project team of any additional data or analysis needs.

(3) Visual Effects and Neighborhood Character

This section of the program EIR will include a discussion of the proposed project area's built and natural visual resources, including public views, scenic vistas, and cultural landmarks. A discussion of how the Plan Update addresses visual and neighborhood character issues will be included. This analysis will likely focus on visual impacts related to height, bulk, intensity, density, and neighborhood design resulting from proposed changes to the Plan Update and Zoning Planned District Ordinance (PDO) regulations. Impacts from public vantage points as well as analysis of potential light, glare, and shading impacts will be evaluated.

(4) Air Quality

EDAW AECOM technical specialists will prepare an Air Quality Study that focuses on the potential impacts associated with implementation of the Plan Update. The analysis and results of the Study will be incorporated into the EIR section. This section will include the analysis of impacts relative to the climatological setting within the San Diego Air Basin and criteria pollutants emitted by mobile and stationary sources,

as stated in the RFP. These include autos, buses, trucks, trains, the trolley, and stationary sources. Criteria pollutant emissions will be estimated using the latest version of the URBEMIS model and vehicle use data provided by City staff and other sources as appropriate. Emissions of trains and other nonvehicle sources will be calculated using methods accepted by the California Air Resources Board (CARB) or similar authority.

The analysis will contain the following information: an explanation of study methodology; an identification of the local air quality impact criteria; a summary of anticipated impacts; identification and analysis of potential mitigation measures, as necessary; and an explanation to support any findings where impacts are identified but where no feasible mitigation is available. The local climate will be characterized. Federal, state, and local air quality regulations will be identified and described. Criteria pollutants will be described. Existing air quality will be characterized using air station monitoring data obtained from the local air quality monitoring station.

For the criteria pollutant analysis, because the San Diego Air Pollution Control District does not have CEQA standards, as part of Task 2, EDAW AECOM will prepare draft thresholds and analysis criteria based principally on the guidelines established by the City of San Diego and the County of San Diego.

(5) Noise

Given the location of the Midway-Pacific Highway Corridor Community Plan and Old San Diego Community Plan areas and mixture of land uses and activities, noise is a critical issue to address within the EIR. The principal noise issues to be evaluated in the EIR are noise—land use compatibility, long-term increases in the ambient noise environment, and construction noise. The analysis shall will focus on potential conflicts between increased development along community transportation corridors and proximity to potentially adverse noise levels.

Special attention will be given to transportation noise sources, such as, I-5, I-8, the train/trolley, aviation aircraft activity at San Diego International Airport, and major industrial noise sources. The proximity of these land uses to residential areas will be discussed.

Since portions of the Midway-Pacific Highway Corridor Plan area are located within the influence area for the San Diego International Airport, EDAW AECOM will coordinate with the San Diego County Regional Airport Authority and City staff to address noise-related impacts associated with the Plan Update.

The basis for the EIR noise analysis will be the noise study prepared by EDAW AECOM technical specialists. We will prepare the noise section of the EIR based on the data from the noise study and other relevant data obtained during the EIR process.

(6) Biological Resources

This section of the EIR will assess whether proposed policies, land use changes, or implementation programs would have

a significant adverse effect on biological resources. EDAW AECOM will evaluate the biological resources within Pacific Highway Corridor Community Plan and Old San Diego Community Plan areas by using technical specialists to prepare a Biology Report. Results of this biological resource evaluation will be incorporated into the EIR where the potential effects of the Plan Update on sensitive species and the fragmentation of existing habitats will be discussed. In consultation with City staff, program-level mitigation will be developed for any significant impacts identified. This information will be provided in a report for inclusion as a technical appendix to the EIR and summarized into the Biological Resources section.

This scope of work does not include protocol-level surveys for potentially occurring sensitive wildlife (i.e., U.S. Fish and Wildlife Service [USFWS]-mandated methods for surveying for some listed species), focused surveys for potentially occurring sensitive plant species (i.e., potentially repeat surveys during blooming periods), formal jurisdictional wetland delineations/determinations, or regulatory permitting.

(7) Health and Safety

The focus of this section will be to evaluate whether the proposed Plan Update would result in increased or decreased exposure of sensitive receptors to hazardous materials. This section will also address the co-location policies in the General Plan and potential impacts to land use compatibility associated with the Plan updates.

Since portions of the Midway-Pacific Highway Corridor Plan area are located within the influence area for the San Diego International Airport, EDAW AECOM will coordinate with the San Diego County Regional Airport Authority and City staff to address impacts related to health and safety related impacts associated with the Plan updates.

This EIR section will rely on information developed in the Hazardous Materials Study.

(8) Historic Resources Reconnaissance and Archaeological Study

The focus of this section of the EIR will be to evaluate whether the proposed Plan Update would negatively affect the preservation of historic resources in the plan area particularly within the Old San Diego Community Plan area. This EIR section will largely be developed by relying on the Historic Resources Reconnaissance and Archaeological Survey Study prepared by EDAW AECOM. In consultation with City staff, program-level mitigation will be developed for any significant impacts identified.

(9) Hydrology

This section of the EIR will provide a qualitative analysis of whether implementation of the proposed Plan Update will result in significant hydrologic impacts related to increased runoff, alteration to drainage courses, and increase in impervious surfaces. EDAW AECOM will prepare the hydrology section of the EIR based on the data from a Hydrology Study prepared by our technical specialists and other relevant data obtained during the EIR process.

(10) Geologic Conditions

EDAW AECOM has teamed with Wilson Geosciences to provide the evaluation of geologic and seismic impacts within the Plan Update area. The geology/soils technical report will evaluate the overall geologic conditions at the site, and geologic hazards or geotechnical constraints potentially affecting existing and future development within the Plan Update update areas. The report will include a discussion of feasible mitigation measures to address any identified significant impacts. We will prepare the geologic conditions section of the EIR based on the data from the technical report and other relevant data obtained during the EIR process.

This section will also analyze whether the proposed policies in the Plan Update could expose people or structures to potential damaging geologic forces, substantial soil erosion or topsoil loss, proximity to expansive soils, etc.

(11) Paleontological Resources

EDAW AECOM has teamed with the San Diego Natural History Museum to provide a brief technical report to serve as the basis of analysis for the paleontological resources section of the EIR. This section of the EIR will include a description of the geologic periods for the project area and the potential for paleontological resources to occur. An evaluation of the proposed Plan updates' potential to impact these resources and mitigation measures, if necessary, will be included.

(12) Public Services and Facilities

EDAW AECOM will evaluate the environmental impacts resulting from the need to construct or expand public services and facilities as a result of the Plan updates. We will include information in this section on how the provision of public infrastructure will occur in the Plan Update area. This information will be drawn primarily from the Public Facilities Financing Plan developed for the Plan updates.

Services and facilities to be evaluated include parks and recreation, library, fire/emergency services, and police. Guidelines or acceptable levels of service as identified in the San Diego General Plan will be used to evaluate the adequacy of public services and facilities in the Midway-Pacific Highway Corridor Community Plan and Old San Diego Community Plan areas.

(13) Public Utilities

EDAW AECOM will evaluate the environmental impacts resulting from the need to construct or expand utilities as a result of the Pacific Highway Corridor Community Plan and Old San Diego Community Plan updates. Utilities to be evaluated include water capacity, and distribution (water supply will be evaluated in Task 14 below); sewer capacity and distribution; storm drains; solid waste disposal; and provisions for energy. EDAW AECOM will collect existing data regarding these utilities developed for the Plan Update and perform independent research to determine current and potential demand and expansion needs. Additionally, we will evaluate the Plan Update's policies and programs regarding energy conservation and resource consumption to determine the Plan's contribution to GHG emissions and sustainable development practices.



Old San Diego Residences

(14) Water Supply Assessment

This section will include an analysis of the Plan updates' potential impacts to water supply, including impacts to regional and local water supply. EDAW AECOM will also evaluate the Plan updates' goals and policies regarding water resource management, which are derived from the City's General Plan.

Consistent with the Water and Wastewater Systems Analysis scope of work for the Community Plan updates, we will generate information to be used by the City to develop a formal water supply assessment. The information in this assessment will be used to write the EIR section.

(15) Water Quality

EDAW AECOM will include an analysis of the Plan Update's potential impacts to water quality. Our technical specialists will prepare a water quality technical report to serve as the basis of analysis for this section of the EIR. To support the development of the water quality sections for the proposed project, EDAW AECOM will conduct a single reconnaissance of the project area to assess existing conditions relative to the proposed project. Site topography, observable infrastructure, land use, impervious surface, and general drainage characteristics will be photographed, documented, and summarized in a brief nontechnical memorandum that provides an assessment of potential impacts to water quality associated with the proposed project. This memorandum may be used by City staff to assist in assessing water quality issues; EDAW AECOM staff will use this information in developing the respective EIR section.

Available information and data supplied by the Plan updates, other similar City plans, hydrologic reports and studies, and public watershed information will be compiled and used to describe surface water quality in the project area. EDAW AECOM will make maximum use of existing documentation to adequately address the anticipated impacts of the project and characterize local and regional water quality issues.

Compliance with construction and postconstruction storm water management requirements will be summarized in terms of jurisdictional (i.e., municipal) regulations as well as state and federal mandates.



Old San Diego Environment

(16) Hazardous Materials

EDAW AECOM will team with Ninyo & Moore to prepare the Hazardous Materials Reconnaissance Report. The report will be prepared in accordance with the criteria outlined in the RFP. The focus of this section of the EIR will be to evaluate whether the proposed Plan updates would result in increased or decreased exposure of sensitive receptors to hazardous materials. The analysis in this EIR section will be primarily based on the information contained in the Hazardous Materials Reconnaissance Report.

(17) Mineral Resources

This section of the EIR will evaluate the existing condition of any mineral resources within the Plan Update area. An evaluation of the proposed Plan updates' impacts to these resources will be included with emphasis placed on the loss of availability of mineral resources.

(18) Population and Housing

This section of the EIR will evaluate the existing conditions of population and housing within the Plan Update area. An evaluation of the proposed Plan updates' impacts to population and housing will be included with emphasis placed on the analysis of displacement of people or housing as a result of implementation of the Plan Update, necessitating the construction of housing elsewhere.

d. Section 4 – Growth Inducement

The growth inducement section will focus on elements of the proposed project that could induce future growth and development in the area, such as construction of additional housing, expanded water and sewer service capabilities, or the provision of improved roadway connections. The analysis contained in this section will include an evaluation of how the accelerated growth may add to the strain of existing community facilities or encourage activities that could result in adverse impacts to the environment. This section will also analyze the proposed Plan updates' policies and how those policies may impact areas surrounding the project area.

e. Section 5 – Cumulative Impacts

This section will identify the potential cumulative effects resulting from the Plan updates in combination with other known projects identified by staff and analyzed in the traffic

study. All cumulative effects will be discussed in this section to clearly separate project effects from those that are only significant when combined with effects of other projects. There is now a strong legal, as well as a scientific, basis for the argument that EIRs should address global warming issues. This basis includes the signing of AB 32 by the Governor, which integrates specific language regarding global warming into the Health and Safety code. In addition, there are several active lawsuits on EIRs where the challenges include the claim that global warming was not adequately addressed.

EDAW AECOM will prepare a global warming section for the EIR. This analysis will include a general summary of state policy and the state's view of the science addressing global warming; a discussion regarding the likely effects of climate change; a discussion about methodologies used to quantify global warming gases and the acceptability of current emissions models (greenhouse gas [GHG] emission estimates will be made based on identified emerging models); and an analysis and description of all the project components that could generate GHG emissions. It is assumed that this analysis will tie from the cumulative climate change analysis contained within the City of San Diego General Plan Final Environmental Impact Report.

f. Section 6 – Other CEQA Required Sections

This section of the EIR will address other CEQA mandated discussions such as the Significant Irreversible Environmental Changes, Unavoidable Significant Environmental Impacts, and Areas of No Significant Impact.

g. Section 7 – Alternative Analysis and Conclusion

As specified in the RFP, EDAW AECOM proposes to evaluate up to three alternatives in detail, including the no project alternative, to provide decision-makers with clear and substantively different options. Other alternatives initially considered but rejected from further consideration will also be described. This section will follow the methodology described in the Final Thresholds and Analysis Methods document. As required by CEQA, the alternatives will be focused on avoiding or minimizing the identified significant impacts of the project. We will use the findings of the environmental analysis as a basis for selecting the most appropriate alternatives. The alternatives will be focused on reducing and avoiding the project-specific impacts, as well as the project's cumulative impacts. Alternatives to Redevelopment Project Area boundaries as well as Community Plan and Zoning policies, land uses, and standards may be explored.

h. Section 8 – Organizations and Persons Consulted

Although not identified in the RFP, we propose to include a Section 8. This section will identify organizations and persons consulted in preparation of the EIR.

i. Section 9 – References

Although not identified in the RFP, we propose to include a Section 9. This section will list references used in the EIR.

j. Section 10 – Mitigation and Monitoring and Reporting Program (MMRP)

We propose to include the MMRP as Section 10 of the Draft EIR. This section will summarize all of the mitigation measures

identified within the EIR in an easy-to-use matrix. The MMRP will include a description of the mitigation measure, responsible agency/department, timing, and a column for verification and updates.

5. EIR Screenchecks

EDAW AECOM anticipates working closely with City staff during the preparation of the EIR. This includes project team meetings with the City planning and Community investment department staff as well as the department of development services, environmental analysis section staff.

In working meetings with City staff, EDAW AECOM will review staff comments on the first Screencheck Draft EIR. We will then revise the first Screencheck Draft EIR to address the City's comments, preparing a complete second Screencheck Draft EIR for review. Comments received on the second Screencheck Draft EIR will be addressed in a third Screencheck Draft EIR.

For each of the three Screencheck Draft EIRs submitted to the City, seventeen (17) printed copies and one (1) electronic file in Microsoft Word format and Adobe Acrobat PDF format will be provided to the City. Additionally, an Adobe Acrobat PDF file of the draft technical studies will also be submitted to the City.

6. Pre-Print Public Review Draft

EDAW AECOM will meet with City staff to discuss the Draft EIR. It is anticipated that the meeting will focus on comments/edits/revisions proposed by City staff to the Third Screencheck Draft EIR prepared in Task 4. EDAW AECOM will incorporate City comments on the third Screencheck Draft EIR into a Pre-Print Public Review Draft EIR and submit for City review. We will provide one (1) printed copy and one (1) electronic copy of the Pre-Print Public Review Draft EIR to the City for review.

7. Public Review Draft EIR

EDAW AECOM will incorporate City comments on the Pre-Print Public Review Draft EIR into a Public Review Draft EIR. EDAW AECOM will provide twenty-five (25) printed copies and twenty-five (25) electronic PDF copies on CD of the Public Review Draft EIR to the City at least 5 calendar days prior to public review distribution. Technical studies will be provided as appendices to the EIR and will be included on the CDs provided to the City. In addition, EDAW AECOM will work with City staff to create web-ready PDF files of the Public Review Draft EIR for posting on the Plan Update website. We will adhere to the standards and procedures as stated in the RFP for the preparation of web-ready PDF files and documents.

Based on the RFP for the proposed project, it is understood that the City will prepare the Notice of Completion, Notice of Availability, and any other CEQA required notices. It is further understood that the City will be responsible for distributing the Public Review Draft EIR as well as the required CEQA notices. Under this task, an MMRP will be drafted, in conjunction with City staff, for inclusion in the Public Review Draft EIR.

8. Final EIR and Response to Comments (RTC)

In conjunction with City staff, EDAW AECOM will assist with the preparation of RTC received on the Public Review Draft EIR as well as drafts of the Findings of Fact (FOF)

and Statement of Overriding Considerations (SOC). We will coordinate with City staff on the RTC, which will be included as an RTC section of the Final EIR. Additionally, comments received from City staff on the FOF and SOC will be incorporated into those respective documents.

Once staff has reviewed the draft RTC, FOF, and SOC, EDAW AECOM will prepare a Final EIR that meets CEQA guidelines and responds to comments on the Public Review Draft EIR.

EDAW AECOM will provide fifty (50) printed copies, fifty (50) electronic PDF copies on CD, and one (1) electronic copy of reproduction quality of the Final EIR to the City. Technical studies will be provided as appendices to the Final EIR and will be included on the CDs provided to the City.

In addition, EDAW AECOM will work with City staff to create web-ready PDF files of the Final EIR for posting on the Plan Update website. We will adhere to the standards and procedures as stated in the RFP for the preparation of web-ready PDF files and documents.

The Final EIRs will include the following:

- Revised cover page
- Revised table of contents
- Revised text of Public Review Draft EIR incorporating changes
- Response to comments on the Public Review Draft EIR
- Appendices with technical reports
- Findings of Fact
- Statement of Overriding Considerations
- EDAW AECOM assumes that the distribution of the Final EIR will be handled by the City.

9. Project Management

The EIR project team will be led by Principal/Project Manager John Bridges, FAICP, and Assistant Project Manager Yara Fisher, AICP. These EDAW AECOM managers will be responsible for meeting with City staff to complete all refinements to the scope of services, project budget, and schedule prior to execution of the professional services contract. During the course of completing the work program, our EDAW AECOM managers will provide overall project direction and control over our consultant team's work, including responsibility for the quality and timeliness of all deliverables. One or more of these EDAW AECOM managers will participate in the meetings identified in our scope of services acting as the consultant team leader, along with other key team members.

We have planned for attendance at approximately six meetings throughout the EIR process. For these project meetings, EDAW AECOM will prepare agendas in consultation with the City project manager.

10. Meetings and Hearings

Meetings

The provision of consistent team meetings helps to facilitate the smooth processing of the environmental clearance document. We have, therefore, included within our scope and budget attendance at approximately six team meetings, exclusive of the hearings described below. As described

throughout the scope of work above, these meetings will occur at key points throughout the work program, including project kick-off, a scoping meeting, developing thresholds and analysis methods, reviewing comments and revisions to the Screencheck Draft EIR documents, developing RTC, and finalizing the EIR.

Public Hearing and Adoption Process

Principal/Project Manager John Bridges and Assistant Project Manager Yara Fisher will attend the public hearings to present findings of the EIR, answer questions, and facilitate the CEQA process. This task includes attendance at four planning Commission hearings and two City Council hearings. It is assumed that these meetings will occur simultaneously with the Plan Update hearings. Therefore, no additional budget is assumed for these public hearing and adoption process meetings.

11. Additional Alternatives Analysis

EDAW AECOM understands that additional alternatives may need to be analyzed beyond the minimum of three (3) CEQA alternatives (including a no project alternative) as indicated in task 4g and outlined in the Final Thresholds and Analysis Methods document. Our budget includes a cost estimate for the analysis of one (1) additional alternative, as applicable. This task assumes that EIR alternatives will be analyzed at a level of detail to allow meaningful evaluation, analysis, and comparison with the proposed project; but less than the level of detail required for analysis of the preferred plan.

4. Public Hearing Process

Approach

EDAW AECOM will provide full support services and help guide the project through the public hearing process.

Scope

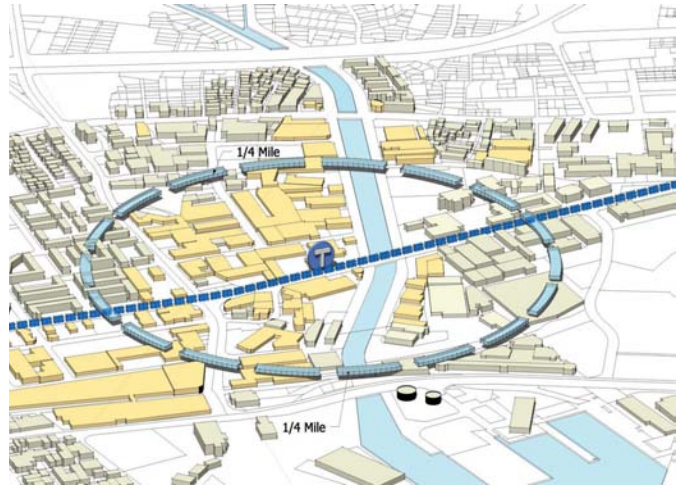
Appropriate EDAW AECOM project managers and team members will provide materials for and attend workshops and decision-related hearings before the San Diego Planning Commission and City Council.

5. Other Consultant Responsibilities

As described in the Project Management task, EDAW AECOM will coordinate with other consultants to ensure complete and acceptable work products. This coordination will be particularly important during development of the land use alternatives, implementation programs, and public facility financing plan and phasing plan. Also, we will provide GIS analysis, mapping, and graphic services for the proposed project, consistent with the RFP requirements. Finally, we will collaborate with City staff to create web-ready PDF files for utilization during various phases of the process consistent with the standards and procedures outlined in the RFP.



Planning Workshop



Kapālama Strategic Implementation Plan

C. DELIVERABLES

1. Project management and administration

Products

- General project management
- Monthly progress reports in a format and level of detail agreed upon by the City and EDAW AECOM
- Meeting agenda and minutes, including action items assigned to responsible parties (for in-person meetings and conference calls)
- Master work program and schedule, updated as needed

Meetings

- Approximately 20 in-person meetings
- Weekly conference calls

2. Community Outreach and Participation

Products

- Overall Outreach/Public Participation Program/Strategy
- One Walk Audit for each Community Plan Area
- One Community Survey
- Input to City staff on the following additional components of the outreach process:
 - Stakeholder Interviews
 - Presentations/updates to public officials and community groups
 - Project website
 - Project information brochure
 - Regular project newsletters
 - Visual displays
 - Media participation through interviews, public service announcements, etc.

Meetings

- Ten Stakeholder/CPU Advisory Meetings
- Four Public Workshops
- Charrette Process of two (2) day charrettes, including the following for each charrette:
 - Meeting Strategy and Agenda
 - Training Manual
 - Charrette Presentation and Facilitation by EDAW AECOM and Consultant Team

- Preparation Material limited to \$2500
- Charrette summary to include a summary of public input, with an emphasis on primary issues and outcomes, and guiding themes.

Note: The Visual Preference Survey component of the outreach program is described in Special Studies, Urban Design Analysis.

3. Preparation of the Community Plan Updates

Products

- Draft and final outline/strategy matrix for the Community Plans (digital)
- Draft and final evaluation criteria for land use alternatives (digital)
- Supporting Illustrations, tables, and graphics for Community Plans in hard copy and digital format
- Two Staff Review Drafts of complete Community Plans
- Three Public Review Drafts of complete Community Plans
- Forty final printed and 40 CDs of complete Community Plans

Meetings

None specified beyond the team coordination meetings, charrettes, and outreach meetings.

4. Special Studies

Products

Land Use Alternatives Analysis

- Up to three land use and mobility alternatives depicted graphically in digital and hard copy format
- Evaluation criteria output results for three land use and mobility alternatives (digitally)
- Preferred land plan and output results in digital and hard copy format

Urban Design Analysis

For each plan area, the following products will be developed and are further described within the scope of work.

- Existing Conditions Assessment, including base for Urban Design Analysis, physical analysis drawings of the

built environment, mapping of special interest areas, and photographic survey of the community character.

Note: This product overlaps Community Plan Update products.

- Boundaries and characteristics of potential conservation areas
- Charrette process visualization components
- Conceptual themes
- Visual illustrations of alternative concepts, including concept maps, 3d models, plan diagrams, detailed plan blow-ups of selected areas, and sectional drawings or diagrams
- Potential locations for TOD centers and corresponding design concepts
- Design Guidelines Criteria
- Visual preference survey
- Development of policies and tools related to Urban Design
- Urban Design Guidelines
- Urban Form Analysis and Massing Studies including 3D density analysis and fly through
- Visual Simulation “before and after” comparison images

Mobility Analysis

- Data collection documentation will include hardcopies and electronic files for traffic counts in an approved format by the City and roadway geometry that relates to the location of the count (both intersections and street segments), signal phasing data, and transit, pedestrian, and bicycle data collected.
- Draft existing conditions assessment
- Travel forecasting outputs
- Future conditions analysis
- Draft Mobility policies and recommendations
- 1st Revised Mobility policies and recommendations
- 2nd Revised Mobility Policies and Recommendations
- Conceptual Streetscape Designs
- Planning Level Cost Estimates
- Implementation Plan
- Final Mobility Report

Water and Wastewater Systems Analysis

- Draft existing conditions assessment (digital)
- Final analysis (digital)

Public Facility Financing Plan and Phasing Plan

- Draft existing conditions assessment (digital)
- Final Public Facility Financing and Phasing Plan (digital)

Zoning Program

- Memo and/or track changes review of zoning program proposed by staff (digital) – two reviews
- Visual comparisons of existing and proposed zoning program – two reviews
- Graphic (illustrations, photos) of proposed amendments

Meetings

None specified beyond the team coordination meetings, charrettes, and outreach meetings.

Public Hearing Process

Products

- One PowerPoint presentation each for the Planning

Commission and City Council hearings.

Meetings

- Four Planning Commission and two City Council public hearings.

5. Other Consultant Responsibilities

Deliverables specified beyond the products and meetings described above.

D. References

The Proposer’s References form is located in Section I.III of this proposal.

E. Implementation Plan

EDAW AECOM’s project implementation plan is based on our experience in successfully completing complex community planning projects for a variety of clients. The key to preparing quality community plans is actively coordinating with staff and consultants at every step of the work program. Our extensive experience in preparing both planning documents and program-level EIRs allows us to understand the relationship between developing a successful plan, and translating that information into a legally adequate EIR. At each step, EDAW AECOM will provide project oversight to ensure that the planning and environmental components are cohesive, consistent, and complementary.

Based upon our understanding of the project and in response to the RFP circulated by the City, EDAW AECOM proposes a 24-month work program consisting of the following components.

- Project management
- Community outreach and participation
- Preparation of the Community Plan updates
- Development of the following special studies
 - Land use alternatives
 - Urban design
 - Mobility
 - Water and wastewater systems
 - Public facilities financing plan and phasing plan
 - Zoning
- Public hearings

Our detailed approach to these components is described in section a, Core requirements. For each task, EDAW AECOM satisfies and is fully capable of meeting or exceeding the requirements of the RFP.

The diagram at the end of this section illustrates our approach and schedule to complete the work plan within the 24-month time frame. The diagram shows the general sequencing and duration of the major tasks in the work program in light of the other work plan components to demonstrate our understanding of dependencies between all parts of the work plan. A more detailed schedule will be prepared as one of the first tasks of the work program. As discussed above, one of our key responsibilities is coordinating our efforts with City staff and those consultants selected for other related components of the work plan. This is essential because several challenges

may arise during preparation of the Community Plans, and active oversight and coordination of work efforts are needed to diminish these challenges. Key challenges we anticipate include:

- Addressing a variety of competing concerns and comments from residents, businesses, and other stakeholders.
- Developing a stable project description that can be used in the technical reports and EIR.
- Ensuring that Plan elements and supporting technical reports include the detail necessary to prepare an adequate EIR.

Foreseeing and overcoming these and other challenges successfully are primary responsibilities of the EDAW AECOM team.

F. COMMITMENT TO EQUAL OPPORTUNITY CONTRACTING PROGRAM

EDAW AECOM is committed to employ, without discrimination, the most qualified persons of the greatest ability. EDAW AECOM does not discriminate against any applicant or employee because of age, ancestry, color, genetic information, gender, HIV status, marital status, medical condition, origin, physical or mental disability, race, religion, sexual orientation, veteran status, family leave status, citizenship status, or any other protected group status as defined by applicable law ("protected employee status"). This policy applies to all terms, conditions, and privileges of employment, including recruiting, hiring, training, placement, development, promotion, transfer, compensation, benefits, employee facilities, furloughs, terminations, and retirement.

EDAW AECOM has developed and maintains Affirmative Action Plans in all of its locations that include the following:

- EDAW AECOM will recruit, hire, train, and promote qualified persons in all job classifications without regard to protected employee status.
- EDAW AECOM will make promotion decisions in accordance with principles of Equal Employment Opportunity by imposing only valid job-related requirements for promotional opportunities.
- EDAW AECOM will administer all above-noted personnel actions, as well as company-sponsored training and education, education assistance, and social recreation without regard to protected employee status.

Affirmative Action Plans are available for review by contacting Human Resources. EDAW AECOM and its management at all levels are responsible for ensuring that the spirit and intent of this policy is, in fact the consistent practice of the organization. It is the responsibility of each employee to treat every other employee or applicant for employment with respect and in a fair, nondiscriminatory manner.

G. OPTIONAL CONSULTING SERVICES

EDAW AECOM has opted to propose on the Optional Scope of Services: Environmental Analysis. The firm-fixed fully burdened lump sum price for the optional scope of services scope of services specified in Appendix C is included in the

Price Proposal pages in Volume II of this proposal.

We understand that further optional consulting services related to the scope of work may be required on an as-needed basis throughout the term of this contract. Our firm-fixed fully burdened hourly labor rates for key personnel are included in the budget spreadsheet, as an attachment to the pricing submittal page. The rates reflected in the spreadsheet are good for a period of 2 years from the date of a fully executed contract.

2010

2011

J F M A M J J A S O N D

J F M A M J J A S O N D

Project Management + Administration

- Schedule
- Progress Reports
- Team Meetings

Community Outreach + Participation

- CPU/Stakeholder Meetings
- Charrettes
- Public Workshops
- Surveys
- Walk Audits

Special Studies

- Land Use Alternatives
- Urban Design
- Mobility
- Water + Waste Water
- Public Facilities + Park Financing+ Phasing Plan
- Zoning

Community Plans

- Staff Review Drafts
- Public Review Drafts
- Final

EIR (optional consultant task)

- Screenchecks
- Pre-print
- Draft
- Final

Public Hearings

- Planning Commission
- City Council

II.III Additional Price Volume Submittals/ Forms

Please see the following pages for our completed forms:

- Proposers Statement of Financial Responsibility
- Vendor Registration
- Work Force Report
- Subcontractors List
- Drug-free Workplace

PROPOSER'S REFERENCES

The Consultant Team is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar scope to the City of San Diego as specified in this RFP during the past three (3) years (use form in the Forms section). References must also demonstrate competency in specific disciplines outlined in the RFP. Two references should be for similar comprehensive planning work, one reference for comparable urban design work, one reference for transportation work, and one for public outreach services. For each reference, provide a list of the names of the persons proposed as part of the project team who provided services for the referenced project. Consultant Teams must also demonstrate that they are properly equipped to perform the work as specified in this RFP. This will enable the City to judge product reliability, performance, and other information. Reference contacts should be unaffiliated with the submittal team or firm. The City reserves the right to contact references not provided by the Consultant Team.

EDAW AECOM REFERENCES

Company Name: Long Beach Redevelopment Agency **Contact Name:** Jamilla Vollmann
Address: 333 W.Ocean Blvd. 3rd Floor **Phone Number:** 562.570.6582
Long Beach, CA 90802 **Fax Number:** _____
Dollar Value of Contract: \$750,000 **Contract Dates:** 2008-present
Requirements of Contract: Community Plan and Program EIR.

Company Name: City of San Bernardino's Economic Development Agency **Contact Name:** Jeff Smith / Emil Marzullo
Address: 201 North E Street, Suite 301 **Phone Number:** 909.663.1044
San Bernardino, CA 92401 **Fax Number:** _____
Dollar Value of Contract: \$300,000 **Contract Dates:** Completed 2009
Requirements of Contract: Vision and Action Plan.

Company Name: City of San Diego **Contact Name:** Nancy Bragado
Address: 1200 Third Avenue, Suite 200 **Phone Number:** 619.533.4549
San Diego, CA 92101-4195 **Fax Number:** _____
Dollar Value of Contract: \$150,000 **Contract Dates:** Completed 2008
Requirements of Contract: General Plan Program EIR.

PROPOSER'S REFERENCES

The Consultant Team is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar scope to the City of San Diego as specified in this RFP during the past three (3) years (use form in the Forms section). References must also demonstrate competency in specific disciplines outlined in the RFP. Two references should be for similar comprehensive planning work, one reference for comparable urban design work, one reference for transportation work, and one for public outreach services. For each reference, provide a list of the names of the persons proposed as part of the project team who provided services for the referenced project. Consultant Teams must also demonstrate that they are properly equipped to perform the work as specified in this RFP. This will enable the City to judge product reliability, performance, and other information. Reference contacts should be unaffiliated with the submittal team or firm. The City reserves the right to contact references not provided by the Consultant Team.

EDAW AECOM REFERENCES

Company Name: Centre City Development Corporation **Contact Name:** Tara Lake
Address: 401 B Street, Fourth Floor **Phone Number:** 619.235.2200
San Diego, CA 92101 **Fax Number:** _____

Dollar Value of Contract: \$87,000 **Contract Dates:** 2007-present

Requirements of Contract: Leading the outreach effort, including overall outreach effort, including overall public involvement strategy, stakeholder focus groups, fact sheets, and public workshops.

Company Name: City of Laguna Hills **Contact Name:** Vern Jones
Address: 24035 El Toro Road **Phone Number:** 949.707.2670
Laguna Hills, CA 92653 **Fax Number:** _____

Dollar Value of Contract: \$850,000 **Contract Dates:** 2007-present

Requirements of Contract: General Plan update, Housing Element, and Program EIR.

Company Name: _____ **Contact Name:** _____
Address: _____ **Phone Number:** _____
 _____ **Fax Number:** _____
Dollar Value of Contract: \$ _____ **Contract Dates:** _____
Requirements of Contract: _____

PROPOSER'S REFERENCES

The Consultant Team is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar scope to the City of San Diego as specified in this RFP during the past three (3) years (use form in the Forms section). References must also demonstrate competency in specific disciplines outlined in the RFP. Two references should be for similar comprehensive planning work, one reference for comparable urban design work, one reference for transportation work, and one for public outreach services. For each reference, provide a list of the names of the persons proposed as part of the project team who provided services for the referenced project. Consultant Teams must also demonstrate that they are properly equipped to perform the work as specified in this RFP. This will enable the City to judge product reliability, performance, and other information. Reference contacts should be unaffiliated with the submittal team or firm. The City reserves the right to contact references not provided by the Consultant Team.

Fehr and Peers REFERENCES

Company Name: City of Rancho Cordova **Contact Name:** Cyrus Abhar
Address: 2729 Prospect Park Drive **Phone Number:** 916.851.8710
Rancho Cordova, CA 95670 **Fax Number:** _____
Dollar Value of Contract: \$156,595 **Contract Dates:** Completed 2006
Requirements of Contract: Preparation of the transportation element of the
General Plan.

Company Name: SANDAG **Contact Name:** Christine Eary
Address: 401 B Street, Suite 800 **Phone Number:** 619.699.6928
San Diego, CA 92101 **Fax Number:** _____
Dollar Value of Contract: \$149,055 **Contract Dates:** _____
Requirements of Contract: Trip Generation and Parking Study.

Company Name: _____ **Contact Name:** _____
Address: _____ **Phone Number:** _____
_____ **Fax Number:** _____
Dollar Value of Contract: \$ _____ **Contract Dates:** _____
Requirements of Contract: _____

PROPOSER'S REFERENCES

The Consultant Team is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar scope to the City of San Diego as specified in this RFP during the past three (3) years (use form in the Forms section). References must also demonstrate competency in specific disciplines outlined in the RFP. Two references should be for similar comprehensive planning work, one reference for comparable urban design work, one reference for transportation work, and one for public outreach services. For each reference, provide a list of the names of the persons proposed as part of the project team who provided services for the referenced project. Consultant Teams must also demonstrate that they are properly equipped to perform the work as specified in this RFP. This will enable the City to judge product reliability, performance, and other information. Reference contacts should be unaffiliated with the submittal team or firm. The City reserves the right to contact references not provided by the Consultant Team.

MJE Marketing REFERENCES

Company Name: RBF Consulting **Contact Name:** Dawn Wilson
Address: 5050 Avenida Encinas **Phone Number:** 760.603.6246
Suite 260, Carlsbad, CA 92008-4386 **Fax Number:** _____
Dollar Value of Contract: \$25,550 **Contract Dates:** 2008-present
Requirements of Contract: Public Involvement Services; City of San Diego
Rosecrans Corridor Mobility Study.

Company Name: San Diego County Regional Airport Authority **Contact Name:** Angela Shafer-Payne
Address: P.O. Box 82776, **Phone Number:** 619.400.2400
San Diego, CA 92138 **Fax Number:** _____
Dollar Value of Contract: \$120,000 per year **Contract Dates:** 2004-present
Requirements of Contract: Community Outreach.

Company Name: _____ **Contact Name:** _____
Address: _____ **Phone Number:** _____
 _____ **Fax Number:** _____
Dollar Value of Contract: \$ _____ **Contract Dates:** _____
Requirements of Contract: _____

PROPOSER'S REFERENCES

The Consultant Team is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar scope to the City of San Diego as specified in this RFP during the past three (3) years (use form in the Forms section). References must also demonstrate competency in specific disciplines outlined in the RFP. Two references should be for similar comprehensive planning work, one reference for comparable urban design work, one reference for transportation work, and one for public outreach services. For each reference, provide a list of the names of the persons proposed as part of the project team who provided services for the referenced project. Consultant Teams must also demonstrate that they are properly equipped to perform the work as specified in this RFP. This will enable the City to judge product reliability, performance, and other information. Reference contacts should be unaffiliated with the submittal team or firm. The City reserves the right to contact references not provided by the Consultant Team.

Winter & Company REFERENCES

Company Name: City of Monterey **Contact Name:** Kim Cole
Address: City Hall, Pacific and Madison **Phone Number:** 831.646.3886
Streets, San Diego, CA 93940 **Fax Number:** _____
Dollar Value of Contract: \$44,560 **Contract Dates:** Completed 2006
Requirements of Contract: Design Guidelines for Mixed-Use Development for
Downtown/East Downtown Monterey.

Company Name: _____ **Contact Name:** _____
Address: _____ **Phone Number:** _____
 _____ **Fax Number:** _____
Dollar Value of Contract: \$ _____ **Contract Dates:** _____
Requirements of Contract: _____

Company Name: _____ **Contact Name:** _____
Address: _____ **Phone Number:** _____
 _____ **Fax Number:** _____
Dollar Value of Contract: \$ _____ **Contract Dates:** _____
Requirements of Contract: _____

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 bid. NOTE: Add additional pages if necessary.

Company Name: Fehr & Peers **Contact Name:** Jeff Heald, PE, PTOE

Address: 15707 Rockfield Boulevard **Phone Number:** 949.859.3200

Suite 155, Irvine, CA 92618 **Fax Number:** 949.859.3209

Dollar amount of sub-contract: \$ 95,000 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #:

Requirements of contract: Prepare mobility analysis.

What portion of work will be assigned to this subcontractor: 13.8%

Company Name: MJE Marketing **Contact Name:** Susanne Bankhead

Address: 3131 Camino del Rio North **Phone Number:** 619.682.3841

Ste. 150, San Diego, CA 92108 **Fax Number:**

Dollar amount of sub-contract: \$ 40,025 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #:

Requirements of contract: Strategy and support for outreach and facilitation program.

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

Company Name: True North Research **Contact Name:** Timothy McLarney

Address: 741 Garden View Court, Ste. 208 **Phone Number:** 760.632.9900

Encinitas, CA 92024 **Fax Number:** 760.632.9993

Dollar amount of sub-contract: \$ 22,500 **Contract Dates:** Proposed 01/10-12-12

Contractor's License #:

Requirements of contract: Prepare and administer community survey.

What portion of work will be assigned to this subcontractor: 3.3%

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 bid. NOTE: Add additional pages if necessary.

Company Name: Winter & Company **Contact Name:** Noré V. Winter

Address: 1265 Yellow Pine Avenue **Phone Number:** 303.440.8445

Boulder, Colorado 80304 **Fax Number:** _____

Dollar amount of sub-contract: \$ 46,500 **Contract Dates:** Proposed 01/10-12/12

Contractor's License #: _____

Requirements of contract: Urban and historic design.

What portion of work will be assigned to this subcontractor: 6.7%

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: _____

City of San Diego Purchasing & Contracting Department
CONTRACTOR STANDARDS
Pledge of Compliance

Effective December 24, 2008, the Council of the City of San Diego adopted Ordinance No. O-19808 to extend the Contractor Standards Ordinance to all contracts greater than \$50,000. 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 and to fulfill the requirements of §22.3224(d), each bidder/proposer must complete and submit this *Pledge of Compliance* with the bid/proposal. If a non-competitive process is used to procure the contract, the proposed contractor must submit this completed *Pledge of Compliance* prior to execution of the contract. A submitted *Pledge of Compliance* is a public record 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 responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, respondents must use the *Pledge of Compliance Attachment "A"* and sign each page. The signatory guarantees the truth and accuracy of all responses and statements. Failure to submit this completed *Pledge of Compliance* 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:

Professional Planning Services for the City of San Diego
 Midway-Pacific Highway Corridor and Old San Diego Community
 Plan Update

B. BIDDER/CONTRACTOR INFORMATION:

Legal Name: EDAW, Inc.		DBA	
Street Address: 1420 Kettner Boulevard, Suite 500	City: San Diego	State: CA	Zip: 92101
Contact Person, Title: John Bridges, Principal/PM	Phone: 619-233-1454	Fax: 619-233-0952	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
☐ **Yes** ☒ **No**

If **Yes**, use *Pledge of Compliance 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 *Pledge of Compliance 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 *Pledge of Compliance Attachment "A"* if more space is required.

☒ **Corporation** Date incorporated: 09 / 12 / 05 State of incorporation: Delaware (previously incorporated as EDAW, Inc. in California on March 31, 1967.)

List corporation's current officers: President: Jason Prior _____
Vice Pres: Robert Pell _____
Secretary: Gilda Malek _____
Treasurer: Dana Waymire _____

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 Pledge of Compliance* 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 *Pledge of Compliance 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 *Pledge of Compliance 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 *Pledge of Compliance Attachment "A"* to explain specific circumstances.

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

☐ **Yes** ☒ **No**

If **Yes**, use *Pledge of Compliance 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 *Pledge of Compliance 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, officer, executives or management been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement for violating 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 *Pledge of Compliance 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 *Pledge of Compliance Attachment "A"* to explain specific circumstances of each instance; include name of entity involved, specific infraction, dates, and outcome.

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 Pledge of Compliance 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 Pledge of Compliance 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 document is submitted as:

☐ Initial submission of Contractor Standards Pledge of Compliance.

☒ Update of prior Contractor Standards Pledge of Compliance dated 08/19/08.

Complete all questions and sign below. Each Pledge of Compliance 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 Pledge of Compliance 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 Municipal Code §22,3224:

- (a) To comply with all applicable local 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 Pledge of Compliance 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.

John Bridges, Principal/Project Manager
Print Name, Title


Signature

10.16.09

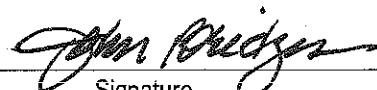
Date

City of San Diego Purchasing & Contracting Department
CONTRACTOR STANDARDS
Pledge of Compliance Attachment "A"

Provide additional information in space below. Use additional Pledge of Compliance 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.

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 Pledge of Compliance and that I am responsible for completeness and accuracy of responses on this Pledge of Compliance Attachment "A" page and all information provided is true to the best of my knowledge.

John Bridges, Principal/Project Manager
Print Name, Title


Signature

10.16.09
Date

ATTACHMENT 3

VOLUME II-PRICE PROPOSAL

OCTOBER 16, 2009

COMMUNITY PLAN UPDATE PROCESS

Proposal No. 9468-09-W



PROFESSIONAL PLANNING SERVICES

City of San Diego Midway-Pacific Highway
Corridor and Old San Diego

Submitted to:

BILL BRODERICK

Procurement Specialist

City of San Diego

Purchasing and Contracting Department

1200 Third Avenue, Suite 200

San Diego, CA 92101-4195

Submitted by:

EDAW AECOM

1420 Kettner Boulevard

Suite 500

San Diego, CA 92101

contents

Volume II - Price Proposal

II.I RFP Cover Page

II.II Price Proposal Pages

II.III Additional Price Volume Submittals/Forms



CITY OF SAN DIEGO

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

Proposal No. 9468-09-W

REQUEST FOR PROPOSAL

Closing Date: October 16, 2009
@ 4:00 pm P.S.T.

Subject: Furnish the City of San Diego with Professional Planning Services for the City of San Diego Midway-Pacific Highway Corridor and Old San Diego Community Plan Update Process.

Note: Pre-Proposal Conference – See Page 42 for Details.

Timeline: As may be required for a period of two (2) years from date of a fully executed contract, with an option to renew for one (1) additional year, in accordance with the attached specifications.

Company EDAW AECOM _____

Name Mike Downs _____

Federal Tax I.D. No. 20-3444203 _____

Street Address 1420 Kettner Boulevard, Suite 500 _____

Signature*  _____

City San Diego _____

Title Vice President/Principal _____

State CA _____ Zip Code 92101 _____

Date 10.16.09 _____

Tel. No. 619.233.1454 _____ Fax No. 619.233.0952 _____

**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.*

E-Mail mike.downs@aecom.com _____

If your firm is not located in California, are you authorized to collect California sales tax? Yes ☐ No ☒

SUBMITTED PROPOSALS MUST HAVE AN ORIGINAL SIGNATURE.

If Yes, under what Permit # _____

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

City of San Diego Business Tax License #: B2006001904 _____

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

- 1) Proposal must be submitted on official City bid 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) All proposers must complete and submit the Vendor Registration Form with their proposals.
- 5) 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:

BILL BRODERICK, C.P.M., CPPB/b19, Procurement Specialist

Phone: (619) 236-6653

Fax: (619) 236-5904

E-mail: WBroderick@sandiego.gov

VI. PRICING SUBMITTAL

Note: The City acknowledges that Proposer's estimated costs for providing the Optional Scope of Services (Appendix C) may extend beyond the cost range referenced for completion of the primary scope of work described herein this RFP.

Consultant shall provide a breakdown of their pricing proposal, on the below pages. Pricing shall include firm-fixed fully-burdened hourly labor rates as outlined. No other charges will be considered. The Consultant's price proposal pages are to be completed in full and shall be incorporated herein.

This Request for Proposals solicits qualified Proposers (consultants) to perform and complete specified tasks and deliverables as outlined in the scope of work (described herein). City staff anticipates the total cost of primary consultant services for the community plan updates will be in the range of \$500,000 - \$700,000 inclusive of personnel, materials, computer support, travel, lodging, per diem, and overhead rates. Proposer must provide a detailed written explanation of why their price proposal is not within this range under a separate section of their price proposal (Volume II).

PRICING FOR DELIVERABLES AS SPECIFIED IN RFP SECTION III

- i. Project Management and Administration \$51,890 ____ Firm Fixed Price Lump Sum

Includes maximum:

1. (24) monthly updates on status of plan update schedule.
2. (104) weekly verbal updates addressing CPU progress of work, schedule, action items and budget.
3. (24) Monthly detailed invoices summarizing and verifying prime- and sub-consultant charges for completing various Plan Update tasks; and identify consultant(s) position, role and responsibility for completing each specified task.

- ii. Community Outreach and Participation \$151,195 ____ Firm Fixed Price Lump Sum

Includes maximum:

1. (10) monthly stakeholders meetings and/or subcommittee meetings.
2. Provide estimate (per meeting) for Consultant Team members to attend, if necessary, additional Stakeholder Advisory Group meetings (beyond the 10 meetings specified).
3. (1) community-wide survey.
4. (4) public workshops/forums to discuss various plan update issues and components.
5. (1) charette process (maximum 4 days in length).

iii. Preparation of the Community Plan* \$485,750 _____ Firm Fixed Price Lump Sum

Includes:

1. (3) alternative land use concept plans / scenarios for each plan update.
2. Evaluation Criteria Matrix
3. (2) staff review drafts of the community plans (based on preferred land use alternative for each plan update).
4. (3) Printed copies of each draft.
5. (3) public review drafts of the community plans (based on preferred land use alternative for each plan update).
6. (25) printed copies and (25) CD's of all public reviews drafts.
7. (1) final draft of community plans. (40) printed copies and (40) CD's, in color, of final draft of community plan texts.
8. *For information purposes, Proposer shall specify firm fixed price lump sum dollar figures for the following Community Plan Update Tasks. These dollar figures shall already be inclusive of the above Section V, Item 3 "Community Plan Update" fixed price lump sum.

Land Use Alternatives Analysis	\$8,935 _____	Firm Fixed Price Lump Sum
Urban Design:	\$125,010 _____	Firm Fixed Price Lump Sum
Mobility Analysis (Appendix A)	\$95,000 _____	Firm Fixed Price Lump Sum
Water and Wastewater Systems Analysis	\$35,740 _____	Firm Fixed Price Lump Sum
Public Facilities and Park Systems Strategy:	\$22,400 _____	Firm Fixed Price Lump Sum
Urban Form Analysis and Massing Studies:	\$33,945 _____	Firm Fixed Price Lump Sum
Visual Preference Survey:	\$5,750 _____	Firm Fixed Price Lump Sum
Special Studies (A):	\$340,540 _____	Firm Fixed Price Lump Sum
Zoning Analysis	\$19,510 _____	Firm Fixed Price Lump Sum
Travel Expenses:	\$5,740 _____	Firm Fixed Price Lump Sum
Public Hearing Program:	\$15,940 _____	Firm Fixed Price Lump Sum

Note: 'A' includes Alternatives Analysis, Urban Design, Form/Massing Analysis, Mobility Analysis, Water and Wastewater Systems Analysis, and Zoning Analysis.

Includes maximum:

- 9. (4) Planning Commission workshops/hearings
- 10. (4) City Council workshops/hearings
- iv. Other Consultant Responsibilities \$14,085_____ Firm Fixed Price Lump Sum
- v. Optional Scope of Services (Environmental analysis – Appendix C)
\$309,350_____ Firm Fixed Price Lump Sum

City of San Diego, City Planning Community Investment Department - Midway-Pacific Highway Corridorand Old San Diego Community Plan Updates

PROPRIETARY

	Bridges \$225		Fisher \$165		Graham \$125		Davies \$250		Babla \$165		Godkin \$95		Kellenberg \$250		Isaacson \$190		Barrett \$200		GIS \$95		Designers/Planners \$100		TOTAL HR GET to total	EDAW T OT AL	MJE	True North	Fehr & Peers	Winter & Co.	Direct Costs	T OT AL	
Project Management and Administration																															
20 in-person meetings	32	\$ 7,200	50	\$ 8,250		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	82	\$ 15,450	\$ 5,800				\$ 250	\$ 21,500	
104 weekly verbal updates	30	\$ 6,750	48	\$ 7,920		\$ -		\$ -	36	\$ 5,940		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	114	\$ 20,610					\$ 100	\$ 20,710	
24 monthly invoices/status reports	12	\$ 2,700	42	\$ 6,930		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	54	\$ 9,630					\$ 50	\$ 9,680	
SUBTOTAL	74	\$ 16,650	140	\$ 23,100	0	\$ -	0	\$ -	36	\$ 5,940	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	250	\$ 45,690	\$ 5,800	\$ -	\$ -	\$ -	\$ 400	\$ 51,890	
Community Outreach and Participation																															
Outreach/public participation program/strategy	2	\$ 450	2	\$ 330	8	\$ 1,000	0	\$ -		\$ -	0	\$ -	0	\$ -	4	\$ 760	0	\$ -	0	\$ -		\$ -	16	\$ 2,540	\$ 6,000				\$ 10	\$ 8,550	
10 stakeholder/CPU meetings	15	\$ 3,375	36	\$ 5,940		\$ -	6	\$ 1,500	15	\$ 2,475	0	\$ -	0	\$ -	2	\$ 380	6	\$ 1,200		\$ -	25	\$ 2,500	105	\$ 17,370					\$ 1,250	\$ 18,620	
Additional per meeting costs (optional)	2	\$ 450	4	\$ 660		\$ -		\$ -	2	\$ 330	0	\$ -	0	\$ -		\$ -		\$ -		\$ -	3	\$ 300	11	\$ 1,740					\$ 125	\$ 1,865	
4Public workshops (MJE)		\$ -		\$ -		\$ -		\$ -	10	\$ 1,650		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	10	\$ 1,650	\$ 16,500				\$ 1,200	\$ 19,350	
1 Charrette (2 days), including summary of input	12	\$ 2,700	12	\$ 1,980	40	\$ 5,000	12	\$ 3,000	20	\$ 3,300	20	\$ 1,900		\$ -	20	\$ 3,800	6	\$ 1,200		\$ -	20	\$ 2,000	162	\$ 24,880	\$ 750			\$ 10,390	\$ 2,500	\$ 38,520	
1 Charrette (2 days), including summary of input	12	\$ 2,700	12	\$ 1,980	40	\$ 5,000	12	\$ 3,000	20	\$ 3,300	20	\$ 1,900		\$ -	20	\$ 3,800	6	\$ 1,200		\$ -	20	\$ 2,000	162	\$ 24,880	\$ 750				\$ 2,500	\$ 28,130	
Walk audit (1@2-4 hours)		\$ -	4	\$ 660	4	\$ 500		\$ -	6	\$ 990		\$ -		\$ -		\$ -		\$ -		\$ -	5	\$ 500	19	\$ 2,650					\$ 50	\$ 2,700	
Walk audit (1@2-4 hours)		\$ -	4	\$ 660	4	\$ 500			6	\$ 990										5	\$ 500	19	\$ 2,650					\$ 50	\$ 2,700		
Visual preference survey (part of special study)		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0	\$ -					\$ -	\$ -	
1 Community survey (SUB)		\$ -																			\$ -	0	\$ -			\$ 22,500				\$ 22,500	
Input to City on other outreach components					12	\$ 1,500																12	\$ 1,500	\$ 8,625					\$ -	\$ 10,125	
SUBTOTAL	41	\$ 9,225	70	\$ 11,550	108	\$ 13,500	30	\$ 7,500	77	\$ 12,705	40	\$ 3,800	0	\$ -	46	\$ 8,740	18	\$ 3,600	0	\$ -	75	\$ 7,500	505	\$ 78,120	\$ 32,625	\$ 22,500	\$ -	\$ 10,390	\$ 7,560	\$ 151,195	
Preparation of Community Plan																															
Urban Design Existing conditions report	1	\$ 225	4	\$ 660		\$ -	2	\$ 500	32	\$ 5,280	0	\$ -		\$ -	0	\$ -		\$ -		\$ -	48	\$ 4,800	87	\$ 11,465					\$ 3,200	\$ 10	\$ 14,675
Urban Design Issues and goals matrix	1	\$ 225	4	\$ 660		\$ -	2	\$ 500	16	\$ 2,640	0	\$ -		\$ -	0	\$ -		\$ -		\$ -		\$ -	23	\$ 4,025	\$ 1,600				\$ 800	\$ 10	\$ 6,435
Plan element update strategy matrix	1	\$ 225	4	\$ 660		\$ -		\$ -	6	\$ 990	0	\$ -		\$ -	0	\$ -		\$ -		\$ -		\$ -	11	\$ 1,875					\$ 800	\$ 10	\$ 2,685
3 land use alternatives and preferred plan	30	\$ 6,750	30	\$ 4,950		\$ -	14	\$ 3,500	80	\$ 13,200	0	\$ -	8	\$ 2,000	0	\$ -	8	\$ 1,600	56	\$ 5,320	50	\$ 5,000	276	\$ 42,320					\$ 6,000	\$ 1,500	\$ 49,820
Land use alternatives analysis	1	\$ 225	4	\$ 660		\$ -		\$ -	16	\$ 2,640	0	\$ -	2	\$ 500	0	\$ -		\$ -		\$ -	24	\$ 2,400	47	\$ 6,425					\$ 2,500	\$ 10	\$ 8,935
Materials for all elements until preferred plan is selected	1	\$ 225	16	\$ 2,640		\$ -		\$ -	16	\$ 2,640		\$ -		\$ -	0	\$ -		\$ -	48	\$ 4,560	40	\$ 4,000	121	\$ 14,065					\$ 20	\$ 14,085	
2 staff review Plans (3 hard each)	12	\$ 2,700	20	\$ 3,300		\$ -	4	\$ 1,000	96	\$ 15,840	36	\$ 3,420	3	\$ 750		\$ -		\$ -		\$ -	40	\$ 4,000	211	\$ 31,010					\$ 300	\$ 31,310	
3 public review plans (25 hard and 25 CD each)	12	\$ 2,700	24	\$ 3,960		\$ -		\$ -	48	\$ 7,920	36	\$ 3,420		\$ -		\$ -		\$ -		\$ -	36	\$ 3,600	156	\$ 21,600					\$ 2,700	\$ 24,300	
1 final plans (40 hard and 40 CDs)	1	\$ 225	2	\$ 330	0	\$ -		\$ -	20	\$ 3,300	8	\$ 760		\$ -	0	\$ -	8	\$ 1,600		\$ -	30	\$ 3,000	69	\$ 9,215					\$ 6,000	\$ 4,500	\$ 19,715
SUBTOTAL	60	\$ 13,500	108	\$ 17,820	0	\$ -	22	\$ 5,500	330	\$ 54,450	80	\$ 7,600	13	\$ 3,250	0	\$ -	16	\$ 3,200	104	\$ 9,880	268	\$ 26,800	1001	\$ 142,000	\$ 1,600	\$ -	\$ -	\$ 19,300	\$ 9,060	\$ 171,960	
Urban Design																															
Coordination with Other Consultants, re Urban Design only									24	\$ 3,960												24	\$ 3,960						\$ -	\$ 3,960	
Design guidelines criteria	0	\$ -	1	\$ 165		\$ -	2	\$ 500	12	\$ 1,980		\$ -	2	\$ 500	0	\$ -		\$ -		\$ -	8	\$ 800	25	\$ 3,945					\$ 2,400	\$ -	\$ 6,345
Visual preference survey based on visual plan concepts, includes survey and processing (1 for each community, using same materials)		\$ -		\$ -		\$ -		\$ -	10	\$ 1,650		\$ -	0	\$ -	0	\$ -		\$ -	0	\$ -	40	\$ 4,000	50	\$ 5,650		\$ -			\$ -	\$ 100	\$ 5,750
Drawings and photos of built environment/community character	0	\$ -	2	\$ 330		\$ -		\$ -	12	\$ 1,980	60	\$ 5,700	0	\$ -	0	\$ -		\$ -	0	\$ -	40	\$ 4,000	114	\$ 12,010					\$ 50	\$ 12,060	
Map special interest areas	1	\$ 225	2	\$ 330		\$ -		\$ -	8	\$ 1,320	0	\$ -	0	\$ -	0	\$ -		\$ -	0	\$ -	12	\$ 1,200	23	\$ 3,075		\$ -			\$ -	\$ 100	\$ 3,175
Urban design guidelines	2	\$ 450	4	\$ 660		\$ -	14	\$ 3,500	90	\$ 14,850	80	\$ 7,600	2	\$ 500	0	\$ -		\$ -		\$ -		\$ -	192	\$ 27,560				\$ 16,000	\$ 20	\$ 43,580	
Illustratives of plan scenarios	1	\$ 225	2	\$ 330		\$ -	8	\$ 2,000	16	\$ 2,640	80	\$ 7,600	0	\$ -	0	\$ -		\$ -	0	\$ -		\$ -	107	\$ 12,795				\$ 3,200	\$ 200	\$ 16,195	
Density analysis with 3D + Animation	1	\$ 225	2	\$ 330		\$ -	4	\$ 1,000	16	\$ 2,640	120	\$ 11,400	0	\$ -	0	\$ -	0	\$ -		\$ -		\$ -	143	\$ 15,595					\$ 50	\$ 15,645	
Visual simulation images	0	\$ -	0	\$ -		\$ -	4	\$ 1,000	10	\$ 1,650	80	\$ 7,600	0	\$ -	0	\$ -	0	\$ -		\$ -		\$ -	94	\$ 10,250					\$ 8,000	\$ 50	\$ 18,300
SUBTOTAL	5	\$ 1,125	13	\$ 2,145	0	\$ -	32	\$ 8,000	198	\$ 32,670	420	\$ 39,900	4	\$ 1,000	0	\$ -	0	\$ -	0	\$ -	100	\$ 10,000	772	\$ 94,840	\$ -	\$ -	\$ -	\$ 29,600	\$ 570	\$ 125,010	
Special Studies																															
Land Use Alternatives Analysis (see Prep of Comm Plan)		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0	\$ -					\$ -	\$ -	
Urban Design Analysis (see Prep of Comm Plan)		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0	\$ -					\$ -	\$ -	
Mobility Analysis		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0	\$ -			\$ 95,000		\$ -	\$ 95,000	
Water and WastewaterSystems Analysis	10	\$ 2,250	24	\$ 3,960		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	16	\$ 1,520	280	\$ 28,000	330	\$ 35,730						\$ 10	\$ 35,740		
Public Facilities Strategy	10	\$ 2,250	16	\$ 2,640		\$ -		\$ -		\$ -		\$ -		\$ -	48	\$ 9,600	20	\$ 1,900	60	\$ 6,000	154	\$ 22,390						\$ 10	\$ 22,400		
Zoning Analysis	8	\$ 1,800	40	\$ 6,600		\$ -		\$ -	24	\$ 3,960		\$ -		\$ -		\$ -	12	\$ 1,140	60	\$ 6,000	144	\$ 19,500						\$ 10	\$ 19,510		
SUBTOTAL	28	\$ 6,300	80	\$ 13,200	0	\$ -	0	\$ -	24	\$ 3,960	0	\$ -	0	\$ -	0	\$ -	48	\$ 9,600	48	\$ 4,560	400	\$ 40,000	628	\$ 77,620	\$ -	\$ -	\$ 95,000	\$ -	\$ 30	\$ 172,650	
Public Hearing Process																															
Materials	2	\$ 450	2	\$ 330		\$ -		\$ -	8	\$ 1,320		\$ -		\$ -		\$ -	8	\$ 760	24	\$ 2,400	44	\$ 5,260							\$ 100	\$ 5,360	
4 Planning Commission	12	\$ 2,700	12	\$ 1,980		\$ -		\$ -	8	\$ 1,320		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	32	\$ 6,000					\$ 50	\$ 6,050	
2 City Council	12	\$ 2,700	12	\$ 1,980		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	24	\$ 4,680					\$ 40	\$ 4,720	
SUBTOTAL	26	\$ 5,850	26	\$ 4,290	0	\$ -	0	\$ -	16	\$ 2,640	0	\$ -	0	\$ -	0	\$ -	8	\$ 760	24	\$ 2,400	100	\$ 15,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190	\$ 16,130	
GRAND T OT A	234	\$ 52,650	437	\$ 72,105	108	\$																									

City of San Diego, City Planning Community Investment Department - Midway-Pacific Highway Corridor and Old San Diego Community Plan Update EIR

PROPRIETARY

	Principal-in-Charge/ Project Manager	Assistant Project Manager	Urban & Environ - mental Planners	Noise	Air Quality/ Noise	Air Quality/ Noise/GHG Analysis	Biological Resources	Biological Resources	Historic Resources	Hydrology/ Water Quality/ Flooding	GIS/ Graphics	WP/ Admin.	Tech Edit	Total Hours	% of Total	Total Dollars
EDAW TASKS	Bridges	Fisher	Jelsema/ Frattone	Maddux	Walters	Bopari	Jacks	Calantas	Meisner	Hrovat	Staff	Staff	Staff		Project Cost	
Rate/Hour	\$225	\$165	\$100	\$125	\$195	\$95	\$165	\$100	\$110	\$95	\$95	\$90	\$90			
TASK 1: PROJECT INITIATION/SCOPE OF WORK																
Kick-off Meeting and Scope Refinement	4	4										4		12		\$1,920
Scoping Meeting	4	6	12								4	2	2	30		\$3,830
Subtotal	8	10	12	0	0	0	0	0	0	0	4	6	2	42	2%	\$5,750
TASK 2: THRESHOLDS AND ANALYSIS METHODS																
Review of DSD Scoping Letter and Compilation of Scoping Meeting comments	1	2	10											13		\$1,555
Draft Thresholds and Analysis Methods document	1	4	10											15		\$1,885
Meetings with Staff	2	4	2											8		\$1,310
Final Thresholds and Analysis Methods document	1	4	4									2	2	13		\$1,645
Subtotal	5	14	26	0	0	0	0	0	0	0	0	2	2	49	2%	\$6,395
TASK 3: BACKGROUND DATA AND TECHNICAL STUDIES																
Data collection	1	1	16	2	4	4					6			34		\$3,970
Data needs list	1	1	8	2	1	1	1	2	1					18		\$2,205
Subtotal	2	2	24	4	5	5	1	2	1	0	6	0	0	52	2%	\$6,175
TASK 4: SCREENCHECK DRAFT EIR																
First Screencheck Draft EIR											40	24	24	88		\$8,120
a. Section 1 -- Executive Summary	1	2	16											19		\$2,155
b. Section 2 -- Introduction, Environmental Setting, Project Description and History of Project Changes	1	4	16	2	2	2		2	2					31		\$3,735
c. Section 3 -- Environmental Analysis (existing conditions/impacts/mitigation measures)														0		\$0
(1) Land Use	2	2	16											20		\$2,380
(2) Transportation/Traffic/Circulation/Parking	4	4	16											24		\$3,160
(3) Visual Effects and Neighborhood Character	2	4	24						2					32		\$3,730
(4) Air Quality	4	4	8		10	72								98		\$11,150
(5) Noise	2	4	8	32										46		\$5,910
(6) Biological Resources	2	4	8				12	32						58		\$7,090
(7) Health and Safety	2	4	8											14		\$1,910
(8) Historic Resources Reconnaissance and Archeological	2	4	8						32					46		\$5,430
(9) Hydrology	2	4	8							16				30		\$3,430
(10) Geologic Conditions	2	2	8											12		\$1,580
(11) Paleontological Conditions	2	2	8											12		\$1,580
(12) Public Services and Facilities	2	2	24											28		\$3,180
(13) Public Utilities	2	2	24											28		\$3,180
(14) Water Supply Assessment	2	2	8											12		\$1,580
(15) Water Quality	2	2	8											12		\$1,580
(16) Hazardous Materials	2	2	8											12		\$1,580
(17) Mineral Resources	2	2	8											12		\$1,580
(18) Population and Housing	2	2	8											12		\$1,580
d. Section 4 - Growth Inducement	2	2	8											12		\$1,580
e. Section 5 - Cumulative Impacts	2	4	32											38		\$4,310
f. Section 6 - Other CEQA Required Sections	2	2	10											14		\$1,780
g. Section 7 - Alternatives Analysis and Conclusion	4	4	32											40		\$4,760
h. Section 8 - Organizations and Persons Consulted			6											6		\$600
i. Section 9 - References			6											6		\$600
j. Section 10 - Mitigation Monitoring and Reporting Program (MMRP)	4	4	16											24		\$3,160
TASK 5: PRE-PRINT PUBLIC REVIEW DRAFT EIR																
First Screencheck Draft EIR	56	74	350	34	12	74	12	34	36	16	40	24	24	786	30%	\$92,410
Second Screencheck Draft EIR	24	30	80	4	8	24	4	24	6	10	24	12	20	270	11%	\$32,520
Third Screencheck Draft EIR	16	24	40	4	6	16	4	8	4	4	16	8	12	162	7%	\$20,350
Subtotal	96	128	470	42	26	114	20	66	46	30	80	44	56	1218	47%	\$145,280
TASK 6: PRE-PRINT PUBLIC REVIEW DRAFT EIR																
Prepare and submit Pre-Print Public Review Draft EIR	20	30	60	4	6	4	4	4	4	4	8	12	10	170		\$22,120
Subtotal	20	30	60	4	6	4	4	4	4	4	8	12	10	170	7%	\$22,120
TASK 7: PUBLIC REVIEW DRAFT EIR																
Prepare and submit Public Review Draft EIR	10	16	40	2	2	2	2	2	2	2	2	6	4	92		\$11,750
Subtotal	10	16	40	2	2	2	2	2	2	2	2	6	4	92	4%	\$11,750
TASK 8: FINAL EIR AND RESPONSES TO COMMENTS																
Draft Responses to Comments, EIR Text Changes, FOF, and SOC	20	24	80	2	2	2	2	2	2	2	2	4	4	148		\$19,140
Prepare and submit Final EIR	4	8	40											52		\$6,220
Subtotal	24	32	120	2	2	2	2	2	2	2	2	4	4	200	8%	\$25,360
TASK 10: PROJECT MANAGEMENT																
Project Management and Coordination	30	90												120		\$21,600
Subtotal	30	90	0	0	0	0	0	0	0	0	0	0	0	120	7%	\$21,600
TASK 11: MEETINGS AND PUBLIC HEARINGS																
Team Meetings (assumes approximately 6 meetings)	16	24	16											56		\$9,160
Hearings (Planning Commission (4), City Council (2) Assumed to occur simultaneously with Plan Update hearings	0	0	0											0		\$0
Subtotal	16	24	16	0	0	0	0	0	0	0	0	0	0	56	3%	\$9,160
TASK 12: ADDITIONAL ALTERNATIVES ANALYSIS																
Additional Alternatives Analysis (Per Alternative)	2	2	6													\$1,380
Subtotal	2	2	6	0	0	0	0	0	0	0	0	0	0	0	0%	\$1,380
DIRECT COSTS																
Direct Costs - Includes: printing, postage, mailing and deliveries; mileage; and institutional fees (Records Searches)															4%	\$12,000
SUBCONSULTANTS																
Fehr & Peers - Response to Comments																\$5,000
Ninyo & Moore																\$20,000
San Diego Natural History Museum																\$5,000
Wilson Geoscience																\$13,760
Subtotal															14%	\$43,760
Total EDAW Labor Hours	211	346	768	54	41	127	29	76	55	38	102	74	78	1999		
Percent of EDAW Labor Hours	11%	17%	38%	3%	2%	6%	1%	4%	3%	2%	5%	4%	4%			
Total EDAW Labor Dollars + Direct Costs*	\$47,475	\$57,090	\$76,800	\$6,750	\$7,995	\$12,065	\$4,785	\$7,600	\$6,050	\$3,610	\$9,690	\$6,660	\$7,020			\$309,350

The Fehr & Peers cost estimate assumes response to comment hours limited to 20 hours or \$5,000. If traffic comments are significantly more complex requiring more than 20 hours, an amendment to the scope of work and budget would be required.

Printing costs are assumed to be primarily black and white copies.

II.III Additional Price Volume Submittals/ Forms

Please see the following pages for our completed forms:

- Proposers Statement of Financial Responsibility
- Vendor Registration
- Work Force Report
- Subcontractors List
- Drug-free Workplace

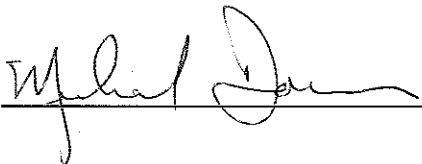
PROPOSER'S STATEMENT OF FINANCIAL RESPONSIBILITY

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, Mike Downs, Vice President/Principal, certify that my company, EDAW AECOM, 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: 10/11/09

Signature: 



**City of San Diego
Purchasing & Contracting Department
Contractor/Vendor Registration Form**

All prospective bidders, as well as existing contractors and vendors, are required to complete this form.

Vendor ID:

[ID Number will be provided by City]

Firm Info:

Firm Name:

Doing Business As:

Firm Address:

City: State: Zip:

Phone: Fax:

Taxpayer ID: Business License:

Website:

Contact Info:

Contact Name:

Title:

Email:

Phone: Cell:

☐ **Alternate Address (if different from above) to Receive Remittance:**

Mailing Address:

City: State: Zip:

☐ **Alternate Address (if different from above) to Receive Bid/Contract Opportunities:**

Mailing Address:

City: State: Zip:

Contractor Licenses (if applicable)

License Number: License Type:

License Number: License Type:

License Number: License Type:

Contractor/Vendor Registration Form – Page 2

Firm Name: EDAW AECOM

Product/Services Description:

Environmental compliance & permitting
CEQA/NEPA documentation
Urban planning & landscape design
Biological & restoration services
Cultural resource management
Applied social science
Economic development
Information technology

Product/Services Information:

NAICS Codes:

*

*find list of available NAICS Codes at <http://www.census.gov/epcd/www/naics.html> and select 2007 NAICS codes 6 digit only OR request hard copy from Purchasing & Contracting

The City requires this information for statistical purposes only.

Primary Owner of the Firm
(51% ownership or more)

☒ Male
☐ Female or

☐ Sole Proprietorship
☐ Partnership
☐ Corporation
☐ Limited Liability Partnership
☒ Limited Liability Corporation
☐ Joint Venture
☐ Non-Profit
☐ Governmental/Municipality/Regulatory Agency
☐ Utility

Ethnicity:

Ethnicity: * N/A

* select one from the following **List of Ethnicities:**

AFRICAN AMERICAN
ASIAN AMERICAN
CAUCASIAN AMERICAN
HISPANIC AMERICAN
NATIVE AMERICAN
PACIFIC ISLANDER AMERICAN

Ownership Classification

Classification:

* N/A

* select from the following **List of Ownership Classification Codes** (select all that apply):

WBE	(Woman Owned Business Enterprise)
OBE	(Other Business Enterprise)
DBE	(Disadvantaged Business Enterprise)
DVBE	(Disabled Veteran Business Enterprise)
SLBE	(Small Local Business Enterprise)
8(a)	(Small Business Administration 8(a) Enterprise)
SDB	(Small Disadvantaged Business Enterprise)
LBE	(Local Business Enterprise)
MLBE	(Micro Local Business Enterprise)
SBE	(Small Business Enterprise)
MBE	(Minority Business Enterprise)
DPBT	(Persons With A Disability Or Disabilities Business Enterprise)
LGBT	(Lesbian, Gay, Bisexual, Transsexual Business Enterprise)

Certified by an Agency? ☒ **No** ☐ **Yes** (enter Certification Number and Certifying Agency below)

Certification #:

Agency:

Certification #:

Agency:

Information regarding a vendor's racial or gender ownership status will not be used as a factor in the City's selection process for any contract.

Please mail this form to: Purchasing & Contracting Department
1200 Third Avenue, Suite 200
San Diego, CA 92101

or fax to: 619/ 236-5904

ATTACHMENT AA

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

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. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED

Section 1.01 CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor
☒ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: EDAW AECOM

ADA/DBA: _____

Address (Corporate Headquarters, where applicable): 150 Chestnut Street

City: San Francisco County: San Francisco State: CA Zip: 92101

Telephone Number: (415) 955.2800 Fax Number: (415) 788.4875

Name of Company CEO: Joseph E. Brown

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

Address: 1420 Kettner Boulevard, Suite 500

City: San Diego County: San Diego State: CA Zip: 92101

Telephone Number: (619) 233.1454 Fax Number: (619) 233.0952

Type of Business: Corporation Type of License: FEIN 20-3444203

The Company has appointed: Mark Gundacker

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: 150 Chestnut Street, San Francisco, CA 94111

Telephone Number: (415) 955.2800 Fax Number: (415) 788.4875

☒ One San Diego County (or Most Local County) Work Force - Mandatory

☐ Branch Work Force *

☐ Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of EDAW AECOM

(Firm Name)

San Diego CA hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 14 day of October 2009

[Signature]
 (Authorized Signature)

John Bridges
 (Print Authorized Signature Name)

WORK FORCE REPORT – Page 2NAME OF FIRM: EDAW AECOMDATE: 10.14.09OFFICE(S) or BRANCH(ES): San Diego

COUNTY: _____

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

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black		(2) Hispanic		(3) Asian		(4) American Indian		(5) Filipino		(6) White		(7) Other Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial		1			1				1	1	14	19		
Professional						2				2	37	27	1	
A&E, Science, Computer														
Technical						2					5	1		
Sales														
Administrative Support										1	1	7		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

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

Totals Each Column		1			1	4			1	4	54	57	1	
--------------------	--	---	--	--	---	---	--	--	---	---	----	----	---	--

Grand Total All Employees

123

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

ATTACHMENT BB

SUBCONTRACTORS LIST

INFORMATION REGARDING SUBCONTRACTORS PARTICIPATION:

- a. Subcontractor's List shall include name and complete address of all Subcontractors who will receive more than one half of one percent (0.5%) of the Prime Consultant's fee.
- b. Consultant shall also submit Subcontractor commitment letters on Subcontractor's letterhead, no more than one page each, from Subcontractors listed below to acknowledge their commitment to the team, scope of work, and percent of participation in the project.
- c. Subcontractors shall be used for scope of work listed. No changes to this Subcontractors List will be allowed without prior written City approval.

NAME AND ADDRESS SUBCONTRACTORS	SCOPE OF WORK	PERCENT OF CONTRACT	DOLLAR AMOUNT OF CONTRACT	* MBE/ WBE/DBE/ DVBE/OBE	** WHERE CERTIFIED
Fehr & Peers	Mobility analysis	13.8%	\$95,000	N/A	N/A
MJE Marketing	Outreach & facilitation	5.8%	\$40,025	DBE	Sacramento CALTRANS
True North Research	Community survey	3.3%	\$22,500	N/A	N/A
Winter & Company	Urban & historic design	6.7%	\$46,500	N/A	N/A

* *For information only.* As appropriate, Consultant shall identify Subcontractors as:

Certified Minority Business Enterprise	MBE
Certified Woman Business Enterprise	WBE
Certified Disadvantaged Business Enterprise	DBE
Certified Disabled Veteran Business Enterprise	DVBE
Other Business Enterprise	OBE

** *For information only.* As appropriate, Consultant shall indicate if Subcontractor is certified by: City of San Diego (CITY) State of California Department of Transportation (CALTRANS).



October 16, 2009

John Bridges
Project Principal/Manager
EDAW AECOM
1420 Kettner Boulevard, Suite 500,
San Diego, CA 92101

Dear Mr. Bridges

**Subject: City of San Diego Professional Planning Services for the City of San Diego
Midway-Pacific Highway Corridor and Old San Diego Community Plan Update Process**

Fehr & Peers looks forward to supporting the EDAW AECOM team responding to the City of San Diego RFP Number 9468-09-W. We will prepare mobility analysis and commit 13.8% participation in the project.

Our efforts on the project will be led out of our new San Diego office located at 101 West Broadway, Suite 1970, San Diego, CA 92101.

Please accept this letter as our firm's commitment to the team.

Sincerely,

FEHR & PEERS

Jeffrey Heald, P.E., PTOE
Senior Associate



MJE MARKETING SERVICES
MARKETING • ADVERTISING • PUBLIC RELATIONS

MJEMARKETING.COM

3131 Camino del Rio North, Ste. 150, San Diego, California 92108
p 619.682.3841 f 619.682.3844

October 12, 2009

John Bridges
Project Principal/Manager
EDAW AECOM
1420 Kettner Boulevard, Suite 500,
San Diego, CA 92101

Dear Mr. Bridges:

Subject: City of San Diego Professional Planning Services for the City of San Diego Midway-Pacific Highway Corridor and Old San Diego Community Plan Update Process

MJE Marketing looks forward to supporting the EDAW AECOM team responding to the City of San Diego RFP Number 9468-09-W. We will provide strategy and support for outreach and facilitation and 5.8% participation in the project.

Please accept this letter as our firm's commitment to the team.

Yours sincerely,

A handwritten signature in black ink, reading 'MJEhrenfeld', written over the typed name and title.

Marlee J Ehrenfeld
President & Creative Director

CONNECT  INSPIRE



741 GARDEN VIEW COURT, SUITE 208
ENCINITAS, CA 92024
PHONE 760.632.9900
FAX 760.632.9993
WWW.TN-RESEARCH.COM

October 9, 2009

John Bridges
Project Principal/Manager
EDAW AECOM
1420 Kettner Boulevard, Suite 500,
San Diego, CA 92101

Dear Mr. Bridges

Subject: City of San Diego Professional Planning Services for the City of San Diego Midway-Pacific Highway Corridor and Old San Diego Community Plan Update Process

True North looks forward to supporting the EDAW AECOM team responding to the City of San Diego RFP Number 9468-09-W. We will prepare and administer a community survey and commit 3.3% participation in the project.

Please accept this letter as our firm's commitment to the team.

Yours sincerely,

Timothy McLarney, Ph.D.

President

Winter & Company
Urban Design · Historic Preservation · Design Review
Special Needs Studio · Facility Programming · Planning

1265 Yellow Pine Avenue
Boulder, Colorado 80304

October 9, 2009

John Bridges
Project Principal/Manager
EDAW AECOM
1420 Kettner Boulevard, Suite 500,
San Diego, CA 92101

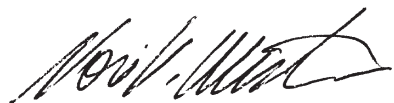
Dear Mr. Bridges

**Subject: City of San Diego Professional Planning Services for the City of San Diego
Midway-Pacific Highway Corridor and Old San Diego Community Plan Update Process**

Winter & Company looks forward to supporting the EDAW AECOM team responding to the City of San Diego RFP Number 9468-09-W. We will provide urban and historic design and commit 6.7% participation in the project.

Please accept this letter as our firm's commitment to the team.

Sincerely,

A handwritten signature in black ink, appearing to read "Noré Winter", written in a cursive style.

Noré Winter
Principal

**THIS DOCUMENT MUST BE COMPLETED,
SIGNED, AND SUBMITTED PRIOR TO CONTRACT AWARD**

**DRUG-FREE WORKPLACE
CONTRACTOR CERTIFICATION**

PROPOSAL NUMBER:

PROJECT TITLE: Professional Planning Services for the City of San Diego Midway-Pacific

Highway Corridor and Old San Diego Community Plan Update Process

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,

EDAW AECOM

(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: John Bridges

TITLE: Principal/Project Manager

COMPANY NAME: EDAW AECOM

ADDRESS: 1420 Kettner Boulevard, Suite 500

San Diego, CA 92101

TELEPHONE: (619) 233-1454 FAX: (619) 233-0952

DATE: 10.16.09

March 8, 2010

Mr. William Broderick, CPPB, C.P.M.
Procurement Specialist
City of San Diego
Purchasing & Contracting Department
1200 Third Avenue, Suite 200
San Diego, CA 92101

Subject: Proposal No. 9468-09-W-RFP, Midway-Pacific Highway Corridor and Old San Diego
Community Plan Update Process

Dear Mr. Broderick:

In response to your March 2, 2010 letter requesting additional information related to the AECOM proposal for the Midway-Pacific Highway and Old San Diego Community Plans and based on our telephone conversations on Thursday, March 4, 2010 and Monday, March 8, 2010, we have prepared two (2) attachments to this letter that provide the following requested information:

- Clarification on pricing submittal – Attachment 1 provides pricing information for our proposal using the new pricing page provided with your March 2, 2010 letter. This new pricing page separates special studies from the community plan update preparation pricing. The total estimated cost falls within the price range established by the City in its RFP.
- Estimate of hours/fees for tasks in RFP Appendix A mobility scope – Attachment 2 provides a breakdown of the hours (by labor category and hourly rate) and fee for each task included in the City's RFP Appendix A mobility scope in a table format prepared by our subconsultant, Fehr & Peers. At the bottom of the table are the assumptions used by Fehr & Peers regarding commitment and participation as our mobility subconsultant.

As requested, we are emailing and mailing our response to you. Please contact me at (619) 233-1454 or john.bridges@aecom.com with any questions or needs for additional information.

Sincerely,



John E. Bridges, FAICP
Principal

Attachments: New Pricing Page
Mobility Scope Cost Table and Assumptions

PRICING FOR DELIVERABLES AS SPECIFIED IN RFP SECTION III**1. Project Management and Administration \$ 51,890 Firm Fixed Price Lump Sum**Includes maximum:

1. (24) monthly updates on status of plan update schedule.
2. (104) weekly verbal updates addressing CPU progress of work, schedule, action items and budget.
3. (24) Monthly detailed invoices summarizing and verifying prime- and sub-consultant charges for completing various Plan Update tasks; and identify consultant(s) position, role and responsibility for completing each specified task.

2. Community Outreach and Participation \$ 145,455 Firm Fixed Price Lump SumIncludes maximum:

1. (10) monthly stakeholders meetings and/or subcommittee meetings.
2. Provide estimate (per meeting) for Consultant Team members to attend, if necessary, additional Stakeholder Advisory Group meetings (beyond the 10 meetings specified).
3. (1) community-wide survey.
4. (4) public workshops/forums to discuss various plan update issues and components.
5. (1) charette process (maximum 4 days in length).

3.Preparation of the Community Plan \$ 148,940 Firm Fixed Price Lump SumIncludes:

1. (3) alternative land use concept plans / scenarios for each plan update.
 - a.
2. Evaluation Criteria Matrix
3. (2) staff review drafts of the community plans (based on preferred land use alternative for each plan update).
4. (3) Printed copies of each draft.
5. (3) public review drafts of the community plans (based on preferred land use alternative for each plan update).
6. (25) printed copies and (25) CD's of all public reviews drafts.
7. (1) final draft of community plans. (40) printed copies and (40) CD's, in color, of final draft of community plan texts.

4. **Special Studies \$ 306,595** **Firm Fixed Price Lump Sum**
This sum shall include all of the below cost. This lump sum must be equal or greater than the total of all special studies below.

Special Studies includes:

- | | | |
|--|-----------|------------------------------|
| Land Use Alternatives Analysis | \$ 8,935 | Firm Fixed Price Lump Sum |
| Urban Design: | \$ 91,065 | Firm Fixed Price Lump Sum |
| Mobility Analysis (Appendix A) | \$ 95,000 | Firm Fixed Price Lump Sum |
| Water and Wastewater Systems Analysis | \$ 35,740 | Firm Fixed Price Lump Sum |
| Public Facilities and Park Systems Strategy: | \$ 22,400 | Firm Fixed Price Lump Sum |
| Urban Form Analysis and Massing Studies: | \$ 33,945 | Firm Fixed Price Lump Sum |
| Zoning Analysis | \$ 19,510 | Firm Fixed Price Lump Sum |
| 5. Travel Expenses: | \$ 5,740 | Firm Fixed Price Lump |
| Sum | | |

6. **Public Hearing Program:** \$ 16,130 **Firm Fixed Price Lump Sum**

Includes maximum:

1. (4) Planning Commission workshops/hearings
 2. (2) City Council workshops/hearings
7. **Other Consultant Responsibilities** \$ 14,085 **Firm Fixed Price Lump Sum**
8. **Total of Mandatory Scope of Services \$ 688,835** **Firm Fixed Price Lump Sum**
Should be the total of 1 through 7.
9. **Optional Scope of Services (Environmental analysis – Appendix C)**
\$ 309,350 **Firm Fixed Price Lump Sum**

**Midway-Pacific Highway Corridor and Old San Diego Community Plan Update
Mobility Analysis - Fehr & Peers Cost Proposal and Assumptions**

Task	Principal- in- Charge	Project Manager	Engineer/ Planner	Graphics/ GIS Support	Admin Support	Task Hours	Direct Expenses	Task Cost
	\$ 215.00	\$ 165.00	\$ 125.00	\$ 110.00	\$ 80.00			
1.0 Research and Data Collection	2	8	16	8		34	\$6,500	\$11,130
2.0 Existing Conditions and Mobility Assessment		20	48	12	8	88	\$200	\$11,460
3.0 Travel Forecasting	2	16	12			30		\$4,570
4.0 Future Conditions Analysis	4	24	96	16	4	144	\$200	\$19,100
5.0 Draft Mobility Policies and Recommendations	6	24	12	2	4	48		\$7,290
6.0 Revisions to the Draft Mobility Policies and Recommendations	2	8	4			14		\$2,250
7.0 Refined Mobility Element	4	18	24	8	2	56	\$200	\$8,070
8.0 Conceptual Streetscape Designs	4	12	20	12		48		\$6,660
9.0 Planning Level Cost Estimates	2	16	16			34		\$5,070
10.0 Implementation Plan	4	20	12	4	2	42	\$200	\$6,460
11.0 Working Paper	8	16	12	4	4	44	\$360	\$6,980
12.0 CEQA Analysis		4	12			16		\$2,160
13.0 Meetings (assuming 5 project meetings @ 2 hrs each)	6	10		4	4	24	\$100	\$3,800
Labor Hours	44	196	284	70	28	622		
Cost	\$9,460	\$32,340	\$35,500	\$7,700	\$2,240		\$7,760	\$95,000

Assumptions regarding commitment and participation of AECOM Mobility subconsultant, Fehr & Peers:

- 15 intersection counts (AM, midday, PM) including bicycle & pedestrian counts
- 10 roadway segment counts (24-hr)
- 10 bicycle & pedestrian counts (2-hr, non-intersection)
- Participation of 5 project related meetings (assuming 2-hr each)
- SANDAG modeling cost was not assumed as part of this fee proposal



AECOM
1420 Kettner Boulevard
Suite 500
San Diego, CA 92101
www.aecom.com

619.233.1454 tel
619.233.0952 fax

April 9, 2010

Mr. William Broderick
Procurement Specialist
City of San Diego
Purchasing and Contracting Department
1200 Third Avenue, Suite 200
San Diego, CA 92101-4195

Subject: Proposal No. 9468-09-W-RFP, Midway-Pacific Highway Corridor and Old San Diego
Community Plan Update Process

Dear Mr. Broderick:

This letter is in response to your request for a best and final offer for the Midway-Pacific Highway Corridor and Old San Diego Community Plan Update process, including Environmental Impact Report (EIR). We have considered your letter and acknowledge the following:

- The pricing for deliverables sheets have been revised to reflect a reduced fee for the Environmental Impact Report portion of the work effort. We were able to reduce this work effort further by re-allocating resources for development of the EIR and also included a proportionate decrease in project management fees. The level of effort and cost for the community planning portion of the work effort did not change.
- We have considered your input regarding the percentage of fee for the traffic component of the work effort with our subconsultant Fehr & Peers. Due to the collaborative fashion in which AECOM and Fehr & Peers plan to perform the work, we determined together that the fee proposed for Fehr & Peers is reflective of their level of effort needed for the work program and no adjustment to their fee was necessary.
- Attachment BB has been revised to reflect all subcontractors proposed for the work effort, now including those involved with the EIR. The stated fees and related percentages for the subconsultants now also reflects the full project cost (with EIR).

We believe our team, approach to the work effort, and fee proposal together provide the best value to the City for this project. As requested, we are emailing and mailing our response to you. Please contact me at (619) 233-1454 or john.bridges@aecom.com with any questions or needs for additional information.

Sincerely,

John E. Bridges, FAICP
Principal

Attachments: Revised Pricing Sheets, Revised Attachment BB

PRICING FOR DELIVERABLES AS SPECIFIED IN RFP SECTION III**1. Project Management and Administration \$ 51,890 Firm Fixed Price Lump Sum**Includes maximum:

1. (24) monthly updates on status of plan update schedule.
2. (104) weekly verbal updates addressing CPU progress of work, schedule, action items and budget.
3. (24) Monthly detailed invoices summarizing and verifying prime- and sub-consultant charges for completing various Plan Update tasks; and identify consultant(s) position, role and responsibility for completing each specified task.

2. Community Outreach and Participation \$ 145,455 Firm Fixed Price Lump SumIncludes maximum:

1. (10) monthly stakeholders meetings and/or subcommittee meetings.
2. Provide estimate (per meeting) for Consultant Team members to attend, if necessary, additional Stakeholder Advisory Group meetings (beyond the 10 meetings specified).
3. (1) community-wide survey.
4. (4) public workshops/forums to discuss various plan update issues and components.
5. (1) charette process (maximum 4 days in length).

3. Preparation of the Community Plan \$ 148,940 Firm Fixed Price Lump SumIncludes:

1. (3) alternative land use concept plans / scenarios for each plan update.
 - a.
2. Evaluation Criteria Matrix
3. (2) staff review drafts of the community plans (based on preferred land use alternative for each plan update).
4. (3) Printed copies of each draft.
5. (3) public review drafts of the community plans (based on preferred land use alternative for each plan update).
6. (25) printed copies and (25) CD's of all public reviews drafts.
7. (1) final draft of community plans. (40) printed copies and (40) CD's, in color, of final draft of community plan texts.

4. **Special Studies \$ 306,595** **Firm Fixed Price Lump Sum**
This sum shall include all of the below cost. This lump sum must be equal or greater than the total of all special studies below.

Special Studies includes:

- | | | |
|--|-----------|------------------------------|
| Land Use Alternatives Analysis | \$ 8,935 | Firm Fixed Price Lump Sum |
| Urban Design: | \$ 91,065 | Firm Fixed Price Lump Sum |
| Mobility Analysis (Appendix A) | \$ 95,000 | Firm Fixed Price Lump Sum |
| Water and Wastewater Systems Analysis | \$ 35,740 | Firm Fixed Price Lump Sum |
| Public Facilities and Park Systems Strategy: | \$ 22,400 | Firm Fixed Price Lump Sum |
| Urban Form Analysis and Massing Studies: | \$ 33,945 | Firm Fixed Price Lump Sum |
| Zoning Analysis | \$ 19,510 | Firm Fixed Price Lump Sum |
| 5. Travel Expenses: | \$ 5,740 | Firm Fixed Price Lump |
| Sum | | |

6. **Public Hearing Program:** \$ 16,130 **Firm Fixed Price Lump Sum**

Includes maximum:

1. (4) Planning Commission workshops/hearings
 2. (2) City Council workshops/hearings
7. **Other Consultant Responsibilities** \$ 14,085 **Firm Fixed Price Lump Sum**
8. **Total of Mandatory Scope of Services \$ 688,835 Firm Fixed Price Lump Sum**
Should be the total of 1 through 7.
9. **Optional Scope of Services (Environmental analysis – Appendix C)**
 \$ 259,105 **Firm Fixed Price Lump Sum**

ATTACHMENT BB

SUBCONTRACTORS LIST

INFORMATION REGARDING SUBCONTRACTORS PARTICIPATION:

- a. Subcontractor's List shall include name and complete address of all Subcontractors who will receive more than one half of one percent (0.5%) of the Prime Consultant's fee.
- b. Consultant shall also submit Subcontractor commitment letters on Subcontractor's letterhead, no more than one page each, from Subcontractors listed below to acknowledge their commitment to the team, scope of work, and percent of participation in the project.
- c. Subcontractors shall be used for scope of work listed. No changes to this Subcontractors List will be allowed without prior written City approval.

NAME AND ADDRESS SUBCONTRACTORS	SCOPE OF WORK	PERCENT OF CONTRACT *	DOLLAR AMOUNT OF CONTRACT	* MBE/ WBE/DBE/ DVBE/OBE	** WHERE CERTIFIED
Fehr & Peers	Mobility analysis	10.5%	\$100,000	N/A	N/A
MJE Marketing	Outreach & facilitation	4.2%	\$40,025	DBE	Sacramento CALTRANS
True North Research	Community survey	2.4%	\$22,500	N/A	N/A
Winter & Company	Urban & historic design	4.9%	\$46,500	N/A	N/A
Ninyo & Moore	Hazards Analysis	2.1%	\$20,000	MBE	County of Los Angeles
SDNHM	Paleontology Analysis	0.52%	\$5,000	N/A	N/A
Wilson Geoscience	Geotechnical Analysis	1.5%	\$13,760	N/A	N/A

* *For information only.* As appropriate, Consultant shall identify Subcontractors as:

Certified Minority Business Enterprise	MBE
Certified Woman Business Enterprise	WBE
Certified Disadvantaged Business Enterprise	DBE
Certified Disabled Veteran Business Enterprise	DVBE
Other Business Enterprise	OBE

** *For information only.* As appropriate, Consultant shall indicate if Subcontractor is certified by: City of San Diego (CITY) State of California Department of Transportation (CALTRANS).

* Based on full contract value (including EIR) of \$947,940.



City of San Diego

EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue • Suite 200 • San Diego, CA 92101

Phone: (619) 236-6000 • Fax: (619) 236-5904

ATTACHMENT 4

WORK FORCE REPORT

ADMINISTRATIVE

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. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor
☒ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: AECOM Technical Services, Inc.

AKA/DBA: AECOM

Address (Corporate Headquarters, where applicable): 555 S. Flower Street, Suite 3700

City Los Angeles County Los Angeles State CA Zip 90071

Telephone Number: (213) 593.8000 FAX Number: (213) 593.8178 Name of CEO: John Dionisio

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

Address: 1420 Kettner Boulevard, Suite 500

City San Diego County San Diego State CA Zip 92101

Telephone Number: (619) 233.1454 FAX Number: (619) 233.0952

Type of Business: Environmental Type of License: Business License No. B1974000982

The Company has appointed: Gil Mulhere, Director of Human Resources, West Region

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: 1501 Quail Street, Newport Beach, CA 92660

Telephone Number: (949) 476.3454 FAX Number: (949) 721.7143

- ☒ One San Diego County (or Most Local County) Work Force - Mandatory
☐ Branch Work Force *
☐ Managing Office Work Force

Check the box above that applies to this WFR.

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

I, the undersigned representative of AECOM Technical Services, Inc.

(Firm Name)

San Diego, CA hereby certify that information, provided
(County) (State)

herein, is true and correct. This document was executed on this 1st day of July 2010.

(Authorized Signature)

(Print Authorized Signature)

OFFICE(S) or BRANCH (ES): San Diego County, CACOUNTY: San Diego, CA

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

OCCUPATIONAL CATEGORY	(1) Black		(2) Hispanic		(3) Asian		(4) American Indian		(5) Filipino		(6) White		(7) Other Ethnicities	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial		1	1	1	7						38	19	1	
Professional			2			2					13	5		
A&E, Science, Computer	1	1	5	3	4	6	1		1	2	86	31	5	1
Technical	1			2							6	1	1	
Sales														
Administrative Support		2		2	1					2	7	14		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

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

Totals Each Column	2	4	8	8	12	8	1		1	4	150	70	7	1
--------------------	---	---	---	---	----	---	---	--	---	---	-----	----	---	---

Grand Total All Employees

276

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														