



CITY OF MARTINEZ

**CITY COUNCIL AGENDA
March 18, 2015**

TO: Mayor and City Council
FROM: Alan Shear, Acting City Manager
PREPARED BY: Dina Tasini, Planning Manager
SUBJECT: Cooperative Funding Agreement with the Contra Costa Transportation Authority to complete a marketing and fiscal analysis of the Priority Development Area (PDA)
DATE: March 12, 2015

RECOMMENDATION:

Adopt resolution authorizing the Mayor to sign and enter into a Cooperative Funding Agreement between the Contra Costa Transportation Authority (CCTA) and the City of Martinez to complete a marketing and fiscal analysis of the Priority Development Area (PDA).

BACKGROUND:

The Downtown Specific Plan (DSP) was adopted in 2006 and subsequently in 2007 the City applied for a special designation of the DSP to be considered as a Priority Development Area (PDA). An effort to create PDA's throughout the Bay Area was spearheaded by the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) in coordination with the Bay Area Air Quality Management District (BAAQMD) and Bay Area Conservation and Development Commission (BCDC). The PDA was adopted in 2007, since its adoption staff has initiated and completed both the Downtown Martinez Community Based Transportation Plan (2009) and the Downtown Infrastructure Plan (2011). Designation as a Priority Development Area provides for future funding opportunities and incentives for jurisdiction in collaboration with ABAG and MTC to advance smart growth goals.

On July 16, 2014 the City Council adopted a resolution supporting the submittal of a grant proposal to Contra Costa Transportation Authority (CCTA). The City was awarded \$200,000 grant to complete the study. CCTA manages the project teams and has hired project managers to work collaboratively with jurisdictions to complete projects on team and budget.

The lead project team assigned to work with City staff is Opticos Design Inc. Opticos Inc is a recognized national leader in creating walkable, healthy and sustainable urban places. They have worked in Contra Costa and Sonoma County and received a Congress for New Urbanism Charter Award for their work on three commercial corridors in Richmond. Opticos Design Team includes Nelson Nygard, ESA, Strategic Economics, Lisa Wise Consulting and James Kennedy bringing together a team of highly qualified professionals. The Statement of Qualifications for Opticos Design Inc is attached (Attachment B).

CCTA requires the Cooperative Agreement be executed prior to approval of the project by the CCTA Board. Once the contract is executed and approved, the consultant team and city will meet to begin work. Staff has already begun to work with the consultant and has developed a scope of work (Attachment C).

FISCAL IMPACT:

The PDA Planning Grant requires an 11.47% local match (\$26,000). The City's full portion of the 11.47% can be satisfied from City staff working on the project.

ACTION:

Motion to adopt resolution authorizing the Mayor to sign and enter into a Cooperative Funding Agreement between the Contra Costa Transportation Authority (CCTA) and the City of Martinez to complete a marketing and fiscal analysis of the Priority Development Area (PDA).

Attachments:

- A Draft Resolution
- B. Statement of Qualifications
- C. Proposed Contract/Scope of Work

APPROVED BY:



Acting City Manager

RESOLUTION NO. -15

**A RESOLUTION OF THE CITY OF MARTINEZ CITY COUNCIL AUTHORIZING
THE MAYOR TO SIGN THE COOPERATIVE FUNDING AGREEMENT BETWEEN THE
CONTRA COSTA TRANSPORTATION AUTHORITY (CCTA) AND
THE CITY OF MARTINEZ**

WHEREAS, on July 14, 2014, the City Council supported the effort to submit a grant proposal to CCTA to complete a fiscal and market analysis; and

WHEREAS, upon award, staff agreed to return to City Council for acceptance of the grant funding and allocation of the required local match of \$26,000 (this match can be provided through either staff time or direct financial contributions); and

WHEREAS, on August 21, 2014 CCTA approved the proposed grant of and the City of Martinez has been awarded \$200,000, through the Contra Costa Transportation Authority, a PDA Planning Grant; and

WHEREAS, staff and CCTA have selected a consultant team to complete the report in December 2014; and

WHEREAS, Government Code Section 40602 requires the Mayor to sign the agreement; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Martinez hereby authorizes the Mayor to sign the Cooperative Funding Agreement between Contra Costa Transportation Authority and the City of Martinez.

* * * * *

I HEREBY CERTIFY that the foregoing is a true and correct copy of a resolution duly adopted by the City Council of the City of Martinez at a Regular Meeting of said Council held on the 18th day of March, 2015, by the following vote:

AYES:

NOES:

ABSENT:

RICHARD G. HERNANDEZ, CITY CLERK
CITY OF MARTINEZ

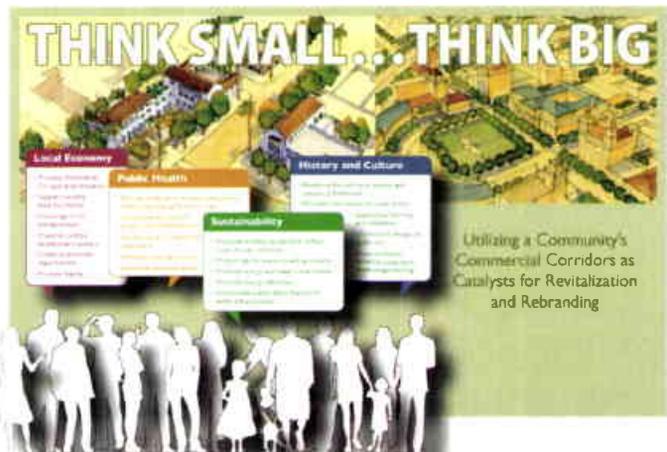


Statement of Qualifications for:
Contra Costa Transportation Authority

Consultant Teams to Prepare PDA Planning Studies

Opticos Design, Inc. with Nelson\Nygaard | ESA | Strategic Economics
Lisa Wise Consulting | James Kennedy Consulting Services

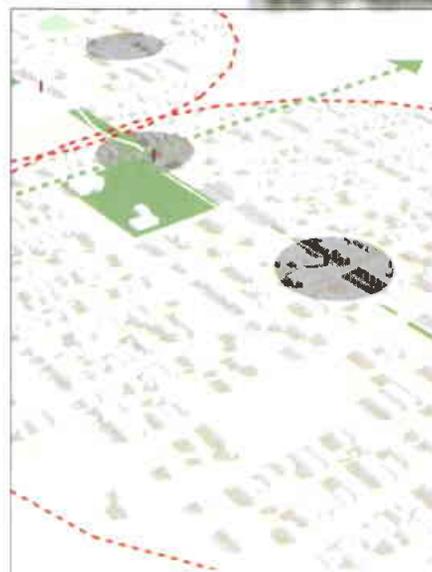
RFP No. 14-1 | April 10, 2014



Chapter 11: Building Form Standards 02.27.09

TS-MS: Bayfront Boulevard Main Street Standards

Building Placement	Building Form
<ul style="list-style-type: none"> Build to Line (Minimum Edge Right of Way) Minimum Building Footprint Minimum Building Height Minimum Building Depth Minimum Building Width Minimum Building Area Minimum Building Volume Minimum Building Mass Minimum Building Footprint Ratio Minimum Building Height Ratio Minimum Building Depth Ratio Minimum Building Width Ratio Minimum Building Area Ratio Minimum Building Volume Ratio Minimum Building Mass Ratio 	<ul style="list-style-type: none"> Minimum Building Height Minimum Building Depth Minimum Building Width Minimum Building Area Minimum Building Volume Minimum Building Mass Minimum Building Footprint Ratio Minimum Building Height Ratio Minimum Building Depth Ratio Minimum Building Width Ratio Minimum Building Area Ratio Minimum Building Volume Ratio Minimum Building Mass Ratio



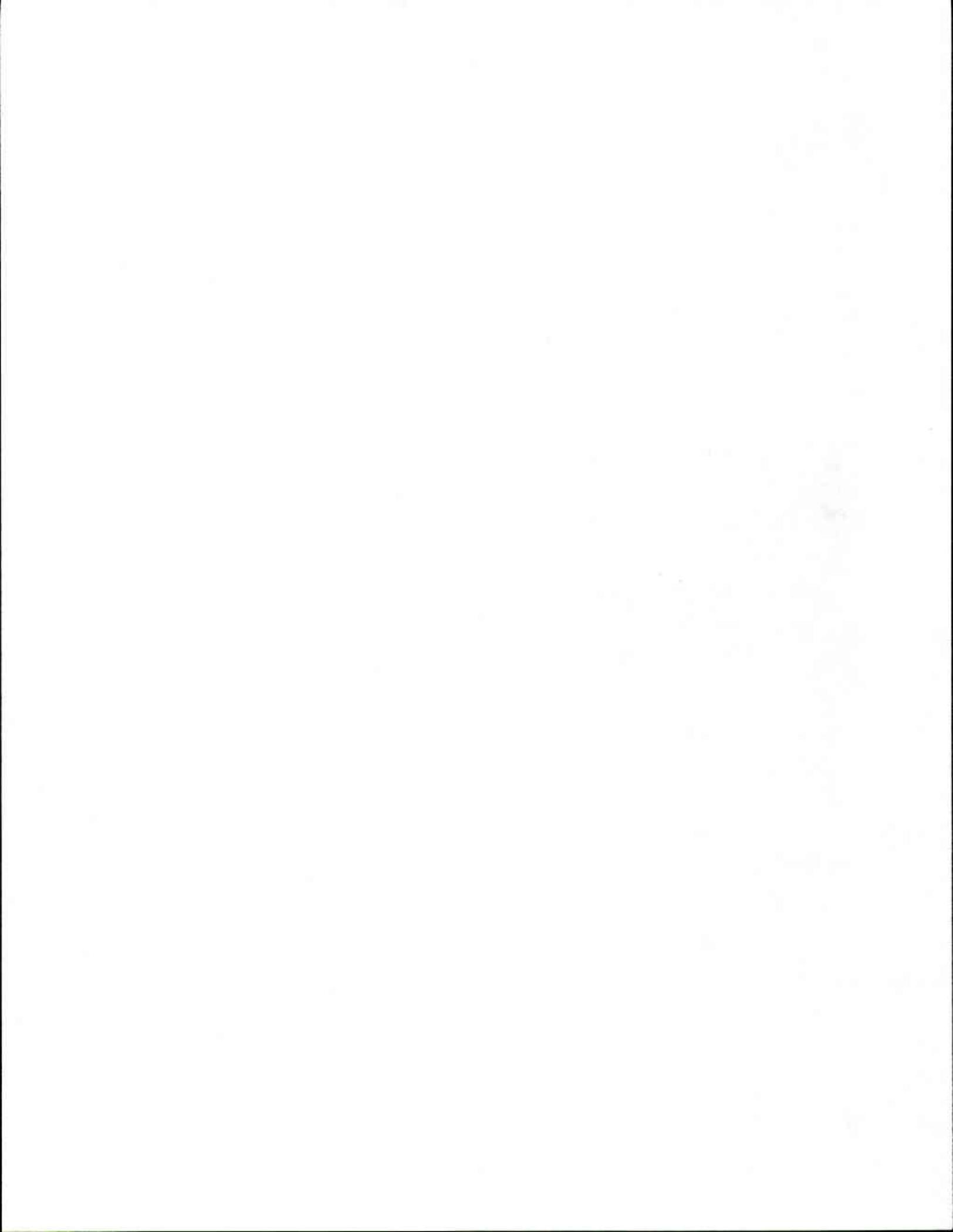
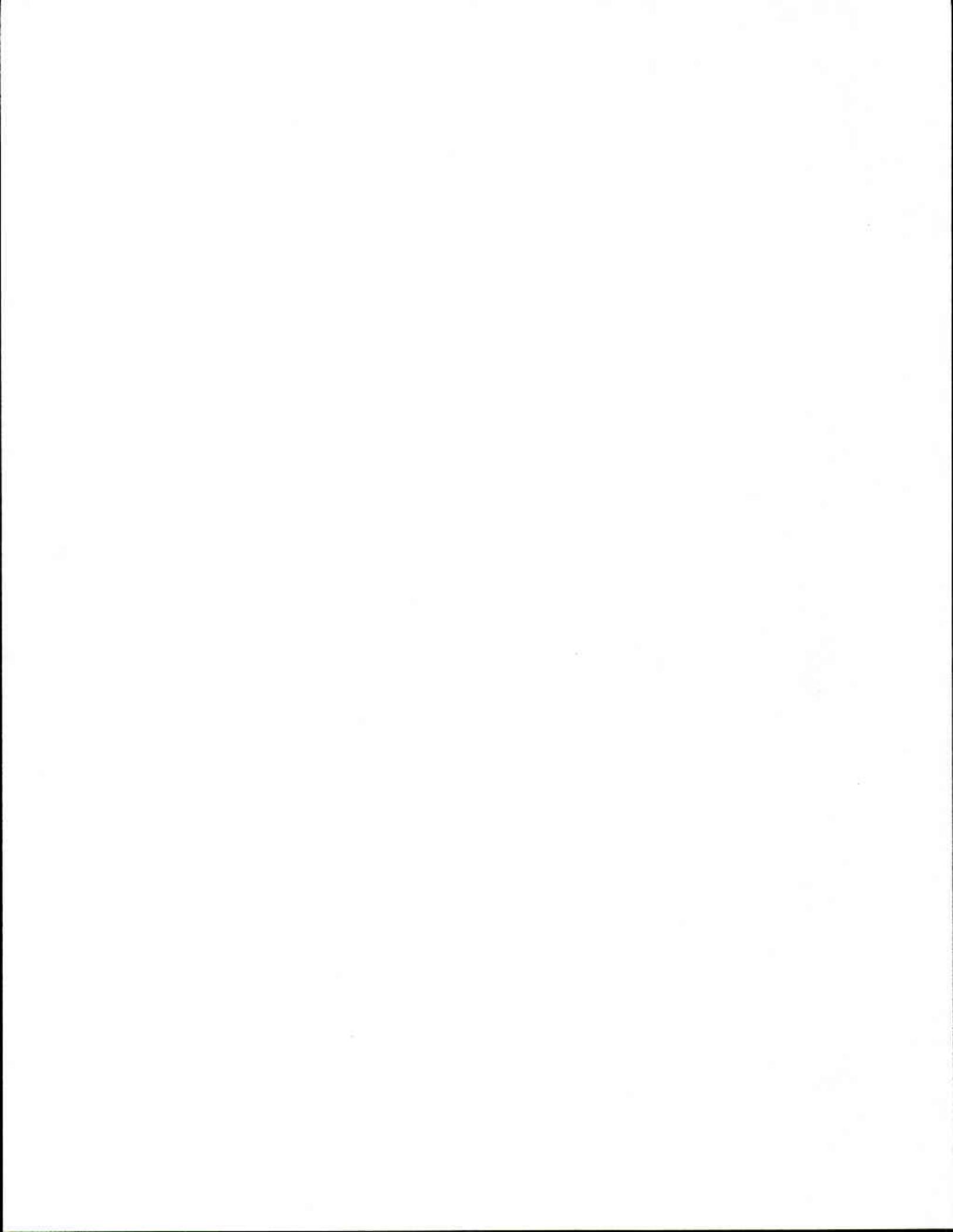


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Cover Letter

April 10, 2014

Contra Costa Transportation Authority
2999 Oak Road, Suite 100
Walnut Creek, CA 94597

Re: Request for Qualifications (RFQ) No. 14-1 for Consultant Teams to Prepare PDA Planning Studies

Consultant Selection Panel,

Opticos Design, Inc., is pleased to provide Contra Costa Transportation (CCT) Authority with services to prepare PDA Planning Studies. We understand that MTC has defined Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs) as the "implementing framework for Plan Bay Area," and that this process is to select a pool of consultants to help CCT implement these efforts throughout the County. Our completed and current work on in Contra Costa County on projects like the South Richmond Shoreline Specific Plan and the Pleasant Hill Transit Village, our past work related to a wide range of planning efforts for PDAs in cities like Richmond and Petaluma, and our experience dealing with projects funded through federal grants will enable us to effectively complete such PDA projects with you.

Opticos Design, Inc., is an architecture and urban design firm whose focus is creating vibrant, healthy, and sustainable walkable urban places. Since our inception in 2009, our efforts have spread nationally but also have included primary roles in two prominent Bay Area Smart Growth projects, both within PDAs, from inception through implementation: the Central Hercules District and Waterfront District is a brownfield redevelopment that won the ABAG Growing Smarter Award in 2008, and part of which received LEED-ND Phase I Gold certification, while the Pleasant Hill Station Transit Village won a national APA Award for quality implementation in 2012.

In addition, we have extensive experience with master plans, neighborhood and corridor revitalization plans, and specific plans. Our Richmond Livable Corridors project created a revitalization strategy and Form-Based Code for three of Richmond's major commercial corridors (San Pablo Avenue, MacDonald Avenue, and 23rd Street), two of which have designated PDAs along them. In 2013 the project received a Congress for New Urbanism Charter Award. We are currently working on the Richmond South Shoreline Specific Plan, and the Sonoma Boulevard Specific Plan in Vallejo.

Our firm is also a nationally recognized leader in the application of Form-Based Coding (FBC). Opticos principals Karen Parolek and Daniel Parolek are coauthors of *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*, the definitive book on the topic, and founding board members of the Form-Based Code Institute (FBCI). We are at the forefront of FBC application across the country with many site-specific applications adopted for projects like the Petaluma SMART Station Areas and Downtown Mesa, Arizona. We have completed several citywide applications, including codes for Cincinnati, Ohio, which was part of the Burnham-Prize-Winning effort, and the Livermore, California Land Development Code Update, which won a national Driehaus Form-Based Code Award.

Our commitment to sustainability is not only reflected in our work, but also in the way we run our business. In 2007, we became one of 24 founding, Bay Area B Corporations, and in 2012, became a California Benefit Corporation alongside Patagonia. A Benefit Corporation is a business that is interested in moving beyond a solely economic driven

Opticos Design, Inc.

In 2007, Opticos became a founding B Corporation, establishing triple bottom line of social, economic, and environmental responsibility.

Certified



Corporation

business model, to a commitment to a triple-bottom-line driven model based on economic, social, and environmental responsibility.

We have structured a multidisciplinary team to effectively address the typical range of complex issues in a PDA planning area: Nelson/Nygaard will work closely with us on transportation and parking; Jim Kennedy on implementation; Strategic Economics on economics including assessing market demand, integrating housing affordability, and implementation financing; Lisa Wise Consulting on Policy and code writing; and ESA on environmental review.

We look forward to talking with you more about providing planning services for PDAs in Contra Costa County to implement Plan Bay Area. If you have any questions about our qualifications or team please feel free to contact me directly at daniel.parolek@opticosdesign.com or 510.558.6957.

Best regards,



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Summary of Qualifications

This hybrid courtyard housing type in Livermore Village engages the surrounding urban civic space; 2007 Making Cities Livable Award winner.



About Opticos Design, Inc.



“Our design solutions emphasize the creation of vibrant, sustainable communities, comfortable pedestrian environments, and memorable places that will withstand the test of time.”

~ Daniel Parolek

Imagine a place where children ride their bikes to school. Picture a community where neighbors walk to the corner grocery and meet at local parks, and where urban spaces are interconnected through public transportation. Pair this ideal with an architecture that is rooted in the history, climate, and culture of a place. The result is a community where people of all ages, backgrounds, and incomes want to live, work, and play. Opticos has the experience and expertise to help you make this vision a reality, whether you'd like to create a building, a street, a neighborhood—or an entire town.

Blending the best from the past with the most innovative ideas of the present, our multidisciplinary approach results in state-of-the-art projects that are contextually rich, architecturally solid, and aesthetically appealing. From designs for individual buildings to regional master plans, whether we're making new neighborhoods or revitalizing old spaces, we create custom-made solutions that directly address the architectural, cultural, and sustainable needs of communities. And in the process, we form lasting partnerships with clients.

We also practice what we preach. In 2007, we officially became one of the first B Corporations, and in 2012, one of 12 initial California Benefit Corporations, a revolutionary new kind of business that integrates environmental, social, and fiscal responsibility into decision making. That commitment informs every project we select and each choice we make—both professional and personal. We don't just ask others to go car-free; we bike, walk, or take public transit to our office that's located in a mixed-use urban center. We're the first to admit that we're far from perfect, but we are trying to make a difference. We shop locally, live small, and work responsibly. These decisions inform our work at every level, and as a result, we are proud to help create communities that thrive and buildings that withstand the test of time.

In 2007, Opticos became a founding B Corporation, establishing triple bottom line of social, economic, and environmental responsibility.



Methodology



Building upon the unique physical, cultural, and social aspects of each community "A Design Rooted in Place"

When you look at our team's plans and codes, you will notice that each is unique and deeply rooted in the history and culture of the community it's designed for. Our methodology is proven, but our solutions are customized for each place we work in. An integral part of our process is a documentation and analysis phase that helps our team to understand the existing conditions on a macro and micro scale, the history and the evolution of a place, its climate, and the way these elements will influence the future vision from an environmental standpoint.

Establishing consensus through public participation: "Designing in Public"

Our public process is often compared to an old-fashioned barn raising. One or more charrettes (typically four- to seven-days long) would be the centerpiece of our public involvement strategy. Our charrettes, based on standards set by the National Charrette Institute, are a combination of on-location planning, design studio, and a classic town meeting. The charrette focuses community input over a short period of time through the hands-on effort of folks representing the full spectrum of community interests. Community members work side by side in groups to formulate plan goals and then present their ideas and maps to the other groups. This workshop setting provides a special opportunity for members of the community to share and better understand concerns from other perspectives.

Maximizing Usability and Clarity: "Utilizing A Whole System Approach to Coding"

To us, usability is not just about the graphic clarity of the layout of the code pages, but more importantly and more broadly, usability informs the complete operating system and organization of the code. The usability of our codes is driven by Principal Karen Parolek, a usability expert who helped establish the profession of information architecture in the dot.com boom. She has worked with web navigation and usability with NBC Internet and wayfinding with Pentagram in New York City. "Simplified, streamlined, predictable," raved an editorial in the Arizona Daily Sun referring to Opticos' Flagstaff Consolidated Development Code, which won the Arizona APA 2012 Best Practices Award for Coding and Comprehensive Plan documents.

Capturing the Transformative Potential of Transit: "Creating Value in Place"

We understand the benefits and complexities of integrating new transit systems into urban and suburban areas. Transit alone will not transform places; a solid framework of targeted public and private investment is required to fully capture the transformative nature of transit. We will work closely with the multidisciplinary team chosen by the City to ensure success.

This Project Will Be A Priority For Us

Opticos is a California-certified small business. We take pride in the quality of our work and establishing good working relationships with our clients. Due to our small size, we are selective about our projects, only choosing those that we know will have a large impact on a community and will serve as models for other communities to emulate. Additionally there is always a high level of Principal participation on every one of our projects, ensuring that only the highest caliber of work is provided.



B Corporation

Committed to a Triple Bottom Line

Since our founding in 2000, Opticos has been a different kind of company. We believe business can be a power for good—to improve people’s lives and sustain our planet—so we joined a group of similar businesses to become one of 79 founding B Corporations (www.bcorporation.net/community/founders).

The B Corporation is a new type of corporation that meets standards for social and environmental performance, creating benefits for all stakeholders rather than just shareholders. To be a certified B Corporation, we must pass a rigorous assessment every two years, administered by the nonprofit B Lab. As a B Corporation, we enjoy the company of prominent and groundbreaking companies, including Seventh Generation, Sage Financial Group, Method home cleaning products, Numi Tea, and Patagonia. Opticos was named to B Lab’s “2013 B Corp Best for the Workers List,” honoring the top 10% of all Certified B Corporations that have made a positive impact on their workforce.

To further our commitment, in 2012, Opticos joined 11 other businesses as a California Benefit Corporation, a new legal status in California.

Why We Became a B Corporation

If one business can make a difference, just imagine what a community of businesses can do. Opticos became a B Corporation to share our passion for sustainability and social responsibility with like-minded businesses and to share best practices on how to further these commitments.

Business Development with the Triple Bottom Line in Mind

The business decisions we make are just as important to our triple-bottom-line commitment as the design decisions we ask our clients to make. Selecting the right projects is critical. We pursue projects that are environmentally sustainable and socially responsible, focusing on the design of vibrant, walkable, diverse places.

Addressing Environmental Justice and Social Equity

Over the past five years, we have partnered with the nonprofit Local Government Commission to provide design and planning services to traditionally underserved communities, including unincorporated rural communities, Native American tribal populations, and small towns with large immigrant and farmworker populations. Most of these projects are funded by grants, allowing these communities to address planning and health-related issues that they might not otherwise have been able to afford.

Influencing our Day-to-Day Business Operation Decisions

Our status as a B Corporation has also had an impact on our daily operations. We purchase our office supplies from Give Something Back, a local business and B Corporation that supports the community by donating an average of 75% of their profits to local nonprofit organizations. We also have a profit-sharing plan that designates a portion of our own profits to the Opticos staff and another portion to employee-selected charities.

We Practice What We Preach

At Opticos, we choose to live sustainably because we believe in it, not because it is the latest trend.

- Our office is located in downtown Berkeley, easily accessible by transit and bicycle.
- 80% of Opticos staff take transit, walk, or bike to commute to work.
- We have a City CarShare membership for occasions when a car is necessary.



“Being a B Corporation has helped us develop a clear framework upon which we found our day-to-day and long-term business planning decisions. At the end of the day, we are excited about both the work that we do and the environment we have created in our office that we are all committed to.”

~ Karen Parolek



B Impact Report

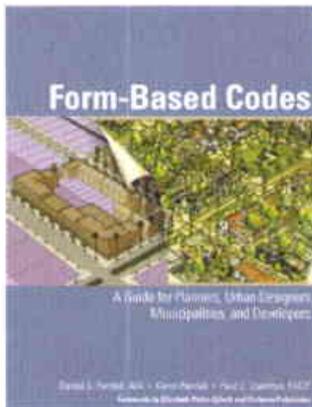
Summary	Company Score	Median Score [®]
Governance	14	10
Workers	31	22
Community	44	32
Environment	6	9
Overall B Score	95	80

80 out of 200 is eligible for certification

[®]Of all businesses that have completed the B Impact Assessment

[®]Median scores will not add up to overall

Diverse Form-Based Coding Experience



"It was a pleasure working with the staff at Opticos, not only for their experience and knowledge, but also for their creativity, sense of humor when needed, and resilient commitment to ensuring that the best possible final product was achieved despite budgetary limitations. Thank you for a job well done!"

~ Roger Eastman

Opticos Design has the most diverse Form-Based Coding experience of any firm in the country, including writing Form-Based Codes from countywide to project-specific scales, consulting with and administering Form-Based Codes for public planning agencies, and designing within communities regulated by Form-Based Codes.

Principals Daniel and Karen Parolek are founding members of the Form-Based Code Institute, a nonprofit think tank established through the Virginia Tech Academy for the New Urbanism to define best practice standards for Form-Based Codes (www.formbasedcodes.org). They are also coauthors with Paul Crawford of *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*, which was released by Wiley Press in the spring of 2008 and has been called the definitive handbook on the subject.

Tony Perez, Opticos's Director of Form-Based Coding, is an expert at working with communities to establish and translate policy direction into clear and executable development standards. His experience provides clients with both the focus and perspective required to ensure that the standards articulated are capable of delivering the expected vision.

Opticos's diverse experience working with FBCs includes:

Writing Form-Based Codes for All Scales

- **Countywide Form-Based Code, Beaufort County, SC:** A multi-jurisdictional Development Code Update for Beaufort County, the City of Beaufort, and the Town of Port Royal. The work places all three communities on one common framework to enable walkable urbanism.
- **Citywide Development Code Rewrite, Flagstaff, AZ:** A citywide development code rewrite with a Form-Based Code framework combined with conventional elements.
- **Citywide Development Code Rewrite/FBC, Livermore, CA**
- **Downtown Master Plan (TOD) and FBC, Mesa, AZ**
- **City of Cincinnati FBC, Cincinnati, OH**
- **Hercules Waterfront TOD Master Plan and FBC (LEED-ND Gold Certified)**

- **Downtown Kingsburg Master Plan and FBC, Kingsburg, CA**
- **Livable Corridors Plans and FBC, Richmond, CA**
- **Steamboat 700, Steamboat Springs, CO**
- **Downtown Master Plan and Zoning Code Update, Benicia, CA:** 2007 Driehaus FBC Award Winner

Administering-Based Codes

- **Central Hercules Planning Area, Hercules, CA:** From 2001 to 2009, Opticos served as Town Architect to the City of Hercules. We worked with production builders to ensure high-quality implementation of the community's New Urbanist vision and FBC by Dover Kohl and Partners. (<http://www.tndwest.com/hercules.html>)
- **Pleasant Hill BART Station Master Plan, Pleasant Hill, CA:** After participating in a charrette (highlighted in the National Charrette Institute's Charrette Handbook) as the local urban design and architectural consultant, Opticos was retained by Contra Costa County Redevelopment Agency to administer the FBC as Town Architect. (<http://www.co.contra-costa.ca.us/depart/cd/charrette/outcome/outcome.htm>)
- **Seaside, FL:** Opticos served as Town Architect to the groundbreaking New Urbanist town of Seaside from 2005 to 2008.

Designing in Communities Regulated by FBCs

- **Downtown Ventura (Moule & Polyzoides and CMCA Specific plan and FBC):** Opticos has completed programming studies, site capacity studies, and architectural design for three individual sites within the downtown FBC area.
- **South Main (Dover Kohl plan and FBC):** We designed three live/work units and a townhouse unit regulated by the South Main FBC. (www.southmainco.com)

Linking FBCs to Comprehensive Plans and Place Types

- **Cincinnati, OH**
- **Flagstaff, AZ**
- **Beaufort County, SC**
- **West Sacramento, CA**
- **Lake Tahoe Region, CA and NV**

Our Design Charrette Process

“Designing in Public”

Opticos integrates a robust public engagement strategy into all of our planning and coding processes in order to ensure community ownership and effective implementation. Because of its hands-on and problem-solving nature, our public process is often compared to an old fashion barn raising. Key to this process is a four- to seven-day design charrette. Our charrettes, which are based on the National Charrette Institute’s standards, are a combination of on-location planning and project PR, design studio, and an old-fashioned town meeting. Our process has been refined during more than 15 years of conducting and attending similar charrettes. For the charrette, we typically set up and operate an on-site studio that is open and accessible to the community. The multidisciplinary team is present all day, often late into the night, iteratively developing design proposals

through a series of interactive feedback loops with community members. The charrette effectively builds consensus by focusing the creation of detailed design solutions and community input over a short period of time. This workshop setting provides members of the community a special opportunity to participate formally or informally and to better understand how their concerns relate to those of other participants. Getting a minimum of three feedback loops during the process is our goal.

When preparing code updates, we often utilize charrettes to conduct visioning for specific planning areas (such as corridors or activity centers), test and refine coding strategies, and educate the community about changes to the zoning framework. We would be excited to work to tailor an appropriate process for Santa Cruz.

Process Highlights

- Informal and formal ways to participate throughout the multiple days range from dropping into open studios to attending the formal opening and closing presentations
- Stakeholders are interviewed prior to the charrette to identify issues and opportunities
- The team comes into the charrette with solid background studies (physical mapping, market studies, infrastructure assessment, etc.) to ensure efficient progress
- Extensive design and illustration is done at the charrette
- Schedule and format is catered to the specific needs of each community
- Charrettes are multilingual as necessary
- The process has shown successful results in lower income communities
- Setting up the studio on-site and having the team present for several days is invaluable to building a relationship with the community and stakeholders
- Design concepts and community desires are vetted from an economic standpoint as the charrette progresses
- Multi-disciplinary team engages city staff and ideally decision makers for multiple days as well

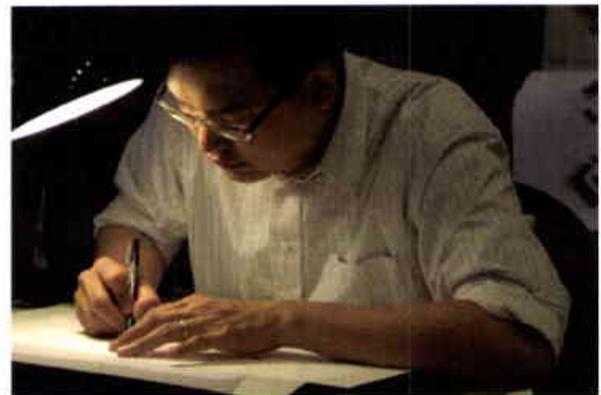


“I was originally concerned that the multiday charrette process would not be effective with our challenging community. Opticos adjusted the process to meet our needs, and in the end the charrettes were a huge success in terms of building public support and excitement about the project.”

~ Scott Duiven, City of Petaluma’s City Manager’s Office

Workshop Schedule					
	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 AM					
9:00 AM		Team Meeting	Team Meeting	Team Meeting	Final Design & Code Production
10:00 AM		Open Studio Starts Meeting with Stakeholders as needed	Open Studio Starts Meet with Staff as needed	Open Studio Starts Meet with Staff as needed	
11:00 AM		Lunch brought in for team	Lunch brought in for team	Lunch brought in for team	
12:00 PM		Brown Bag Lunch Presentation: Pedestrian-Oriented Street Design	Brown Bag Lunch Presentation: Form-Based Codes	Brown Bag Lunch Presentation: Building Types	Lunch brought in for team
1:00 PM		1:30 - 5:30 Meetings with Staff: Code discussions Street network and design	Transportation and Traffic Meeting	Meeting with stakeholder groups as needed	
2:00 PM					
3:00 PM	Team Arrives Studio Setup			Team Meeting Design & Code Production	
4:00 PM					Review presentation with staff Setup for presentation/Clean up studio
5:00 PM	Setup bar presentation				
6:00 PM	Evening Presentation	Public Open House	Public Open House		Closing presentation
7:00 PM	Dinner brought to Studio space	Dinner brought to Studio space	Team dinner out	Dinner brought to Studio space Late Night Studio Work	Team dinner / debriefing
8:00 PM					

Evening Presentation	Studio Open to Public
Brown Bag Lunch Open to Public	Studio Closed to Public
Public Open House	



Above left: A typical Opticos charrette schedule. Above right: Charrette participants looking at illustrations created during a charrette. Hard at work during the charrette.

Overview of the Design Charrette (4½ days)

- Arrive in the afternoon and set up the studio and meet with the client
- Evening kick-off presentation summarizing issues, opportunities, and objectives for the charrette (feedback loop 1)

Day 1: Initiate Process and Design Concepts

- Meeting with city staff, city departments, and follow up meetings with other stakeholders as needed in the morning
- Initial design concepts development (open studio)—entire multidisciplinary team present
- End of day: Informal studio review/pin-up of initial concepts (public event) at the end of the day

Day 2: Alternative Concepts Development

- Studio review/pin-up of initial concepts (public event)
- Follow-up meetings with other stakeholders as needed in the morning
- Refine preferred design concepts and begin vetting them
- End of day: Formal studio review/pin-up refined concepts (public event-feedback loop 2)

Day 3: Preferred Concepts Development

- Studio review/pin-up of initial concepts (public event)
- Follow-up meetings with other stakeholders as needed in the morning
- Refine preferred design concepts and begin vetting them
- End of day: Informal studio review/pin-up of initial concepts (public event) at the end of the day

Day 4: Finalize Designs and Host a Closing Presentation

- Design production day (closed studio)
- Evening kick-off presentation summarizing weekly progress and refinements to preferred alternative (feedback loop 3)
- End of day: Informal studio review/pin-up of initial concepts (public event) at the end of the day

Awards

2014 American Planning Association David Burnham Award for Comprehensive Plan: Plan Cincinnati

In honor of America's most famous planner, Daniel Burnham, the award recognizes a comprehensive plan that advances the art and science of planning. Plan Cincinnati is the first new plan for the Ohio city in 30 years. The jury stated, "Plan Cincinnati focuses on what makes Cincinnati unique—its urbanity. The plan emphasizes mixed-uses, and defines areas where compact walkable development should be reinforced or established."

2013 CNU Charter Award for Richmond Livable Corridors

Opticos led a multidisciplinary team to reconceive three of Richmond's major commercial corridors, transforming them from auto-dependent, low-value, placeless contexts to pedestrian-oriented, high-value walkable urban places. All three corridors, Macdonald Avenue, San Pablo Avenue, and 23rd Street, have been designated FOCUS Priority Development Areas.

2012 National APA Award for Implementation: Contra Costa Center Transit Village, Contra Costa, CA

This Award recognizes a project that demonstrates a significant achievement for an area—a single community or a region—in accomplishing positive changes as a result of planning. The award emphasizes long-term, measurable results that have been in continuous effect for a minimum of three years.

2011 California APA Award for Implementation – Large Jurisdiction: Contra Costa Center Transit Village, Contra Costa, CA

Award given for an effort that demonstrates a significant achievement for a jurisdiction with a population of 100,000 or more in accomplishing positive change as a result of planning.

2011 Arizona APA Award for Public Education/Public Participation for the Flagstaff Zoning Code Update

Award given to an individual, project, or program that provides public education, promotes participation, or information on planning-related issues or processes with particular emphasis on underrepresented individuals and groups typically not participating in community planning.

2011 Driehaus Form-Based Code Award for the Livermore Citywide Development Code Update

Award given for achievement in the writing and implementation of Form-Based Codes. Opticos received this award in conjunction with the City of Livermore, Lisa Wise Consulting, Jacobsen & Wack, and Vanasse, Hanglin & Brustlin.

2011 Award of Excellence from the City of Stockton Planning Commission for Cabral Station, Stockton, CA

Awards of Excellence are bestowed on property owners in the city who have made special efforts in restoring, rehabilitating or improving existing homes and businesses or in the imaginative design of new construction.

2011 Charter Award – The Block, Street, and Building: Seaside Town Square and Beachfront Master Plan

Award given to an exemplary project that fulfills the principles of the Charter of the New Urbanism at the scale of the Block, Street, and Building. Opticos received this award in collaboration with Leon Krier.

2011 Charter Award – Honorable Mention, Courtyard Housing

Award given to an exemplary project that fulfills the principles of the Charter of the New Urbanism.

2009 APA California North Section Neighborhood Planning Award for the Downtown Benicia Mixed-Use Master Plan and Form-Based Code

Award given to a neighborhood plan, program, design, or related effort that demonstrates innovative planning principles and measures to create sustainable neighborhoods of lasting value. Opticos received this award in conjunction with City of Benicia, Crawford Multari & Clark Associates, Strategic Economics, Prentice & Prentice, Inc., and Nelson\Nygaard.

2009 Overall Winner of GreenWORKS Design Competition

The objective of the competition was to challenge designers to incorporate sustainable design and affordably-priced housing into a site plan for a multi-unit, residential housing compound in downtown Santa Fe, NM.

2008 Driehaus Form-Based Code Award for the Downtown Benicia Mixed-Use Master Plan and Form-Based Code.

Award given for achievement in the writing and implementation of Form-Based Codes. Opticos received this award in conjunction with City of Benicia, Crawford Multari & Clark Associates, Strategic Economics, Prentice & Prentice, Inc., and Nelson\Nygaard.

Winner of the 2007 International Making Cities Livable Mixed-Use Design Award for Livermore Village

Award given in recognition of significant contribution to reviving the principles of true urbanism in the Livermore Village Development. Opticos received this award in conjunction with Anderson Pacific, LLC, Thomas Dolan Architecture, and Kimley-Horn and Associates.

Octavia Boulevard Housing Competition, June 2005

Opticos receives award for Meritorious Community Idea for the concept of communal indoor-outdoor living in international design competition.



Relevant Project Experience

Master Plans & Specific Plans

Central Hercules District, Hercules, CA

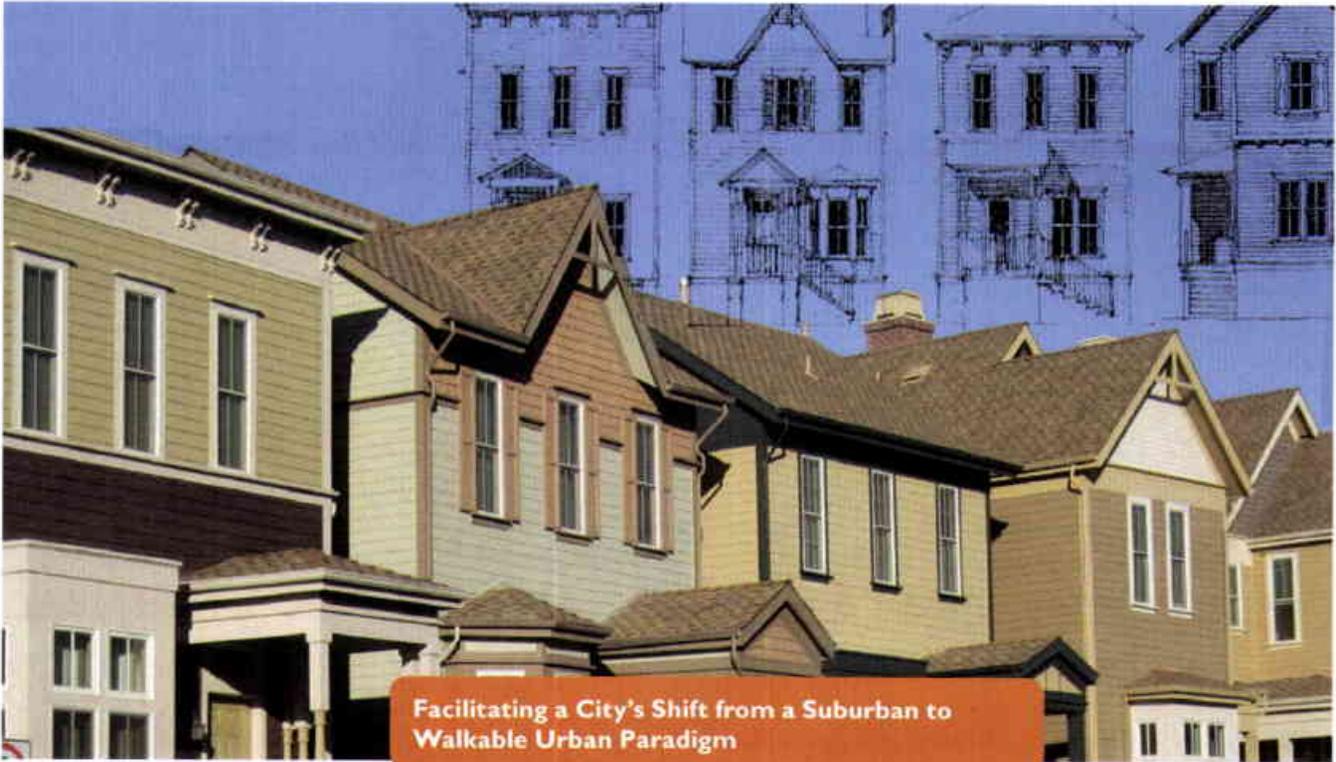
Pleasant Hill Town Architect & Strategic
Advisor, Contra Costa County, CA

Bayfront Transit-Oriented Development,
Hercules, CA

SMART Station Areas Master Plan,
Petaluma, CA

Central Hercules District

Hercules, California



Facilitating a City's Shift from a Suburban to Walkable Urban Paradigm

From 2003 to 2010, Opticos Design assisted the city in the implementation of the innovative Central Hercules Plan to transform a 700-acre brownfield site in the middle of a auto-oriented, suburban community into a thriving urban downtown and walkable urban neighborhoods. Working on an on-call basis as an extension of city staff, Opticos provided assistance in planning, urban design, design review, and architecture through all levels of the entitlement and construction process. Our work included the following:

- Codesign and entitlement package of the Hercules New Town Center, which included 500,000 square feet of housing, retail, and office on a seven-acre site.
- Administration of the Central Hercules Form-Based Code, the first FBC in California
- Became a trusted advisor for the Planning Commission
- Completed design and entitlement packages for several city-owned sites within the district including Sycamore Main Street District, which had 300 units and 40,000 square feet of retail
- Represented the city in conversations with Walmart to create an urban store at the edge of this project area
- Negotiation and collaboration with developers, design teams, and the community development staff from conceptual design through construction
- Created a plan to initiate a site exchange with BART enabling the New Town Center project
- Completed a Plan and design to transform a parking-dominated City Hall site into an urban center
- Ongoing education and advisement of city staff, planning commissioners, and city council regarding complex mixed-use urban development through a variety of meetings, workshops, and field trips
- Oversight through construction of several new neighborhoods including 78-unit, five-acre Baywood neighborhood, and the 335-unit, 30-acre Bayside Neighborhood.

Reference: Liz Warmerdam, Assistant City Manager, City of Alameda, (Former Deputy City Manager, City of Hercules) 510.747.4700 lwarmerdam@ci.alameda.ca.us

Status: Several FBCs adopted, several complete neighborhoods built

"Opticos' was instrumental in the high-quality implementation of Hercules' Smart Growth vision in the Central Hercules District. As a Planning Commissioner in Hercules I relied on them as trusted advisors in order for us to get the details right."

Richard Mitchell, Planning Commissioner, City of Hercules

Winner of the 2008 ABAG Growing Smarter Together Award:
On the Ground Getting It Done Award



Pleasant Hill Transit Village

Contra Costa County, California



Transformation from Parking Lot to Urban Village

From 2003 to 2010, Opticos Design was engaged by the Contra Costa County Redevelopment Agency to assist with the ongoing design and redevelopment of the Pleasant Hill BART Station Transit Village. Our work began with participation in the 2002 design process as an urban design consultant to Lennertz, Coyle & Associates, in which we contributed to the BART Station Master Plan and Form-Based Code. The plan incorporated a 12-story Class A office building, townhouses, and mixed-use space around a central public plaza. We followed this by assisting the county as "vision keeper," engaging in a variety of activities including interpretation and administration of the Form-Based Code, design review, urban design, and facilitation and coordination among participating agencies. This included the coordination of public signage and public art with BART, Contra Costa County, and the mixed-use project developer.

Achievements: 2012 National APA Award for Implementation; 2011 California APA Award for Implementation-Large Jurisdiction

References: James Kennedy (former Deputy Director, Contra Costa Redevelopment Agency), 532 Eagle Nest Drive, Martinez, CA 94553
(925) 228-4253
(925) 788-8856 (cell)
kennedyjim222@gmail.com

Status: Adopted; buildout completed 2010

Size & Scale: Station Area

"Opticos played a key role in guiding the Avalon Walnut Creek design team to solutions that bridged the gap between the intent of the community planning charrette, the formal architectural standards, and the realities of construction. The end result is a project that the community and project owners can be very proud of."

Jeff White, Avalon

2012 National APA Award Winner for Implementation



Top: Street view of proposed development by MVE Partners.
Above: Station Area Plan (left) and a balcony (right.)

Bayfront Transit-Oriented Development

Hercules, California



In 2006 our positive role in the advancement of the Central Hercules Plan was recognized by the owner of the Hercules Waterfront, who commissioned Opticos to act as Master Planner for the remaining 40-acre undeveloped property. Opticos led a multidisciplinary team to provide an innovative Planned Development Plan which entitled the property. The Plan organizes over 1,200 units and 250,000 square feet of mixed-use space into three distinct walkable neighborhoods, and integrates a number of significant public amenities, including a new Amtrak Station on the Capitol Corridor line and a potential new Water Transit Authority ferry terminal.

Achievements: Endorsed by the Greenbelt Alliance as an example of High Quality Infill Development
Gold Nugget Award
Designated by Strategic Growth Council as a Catalyst for Sustainable Growth
Achieved LEED ND Stage I Gold Certification

Reference: Steve Lawton (Former Director of Community Development for City of Hercules) Main Street Property Services
3569 Mt. Diablo Boulevard
Lafayette, CA 94549
925.299.8170 x200
stephen@mspsinc.com

Status: Adopted 2008



Top: Regulating plan for Hercules Bayfront. The plan includes a mixed-use retail and commercial district along the waterfront and a series of district neighborhoods that integrate housing types, from townhomes to mid-rise condos.

Above: View down Bayfront Boulevard, illustrating the multimodal station that will provide Capitol Corridor rail service and a new ferry.

Achieved LEED-ND Stage 1 Gold Certification

Chapter 1: Building Form Standards 05.37.08

TS-MS: Bayfront Boulevard Main Street Standards

Key:
 --- B/W: Elevation Line
 --- Built to Line (BTI)
 --- Setback Line
 --- Above Grade Area
 --- Below Grade Area

Building Placement	
Build-to Line (Distance from Right of Way)	
Bayfront Boulevard	0'
City Space / Secondary Street	0'
Bayfront Boulevard	0' min; 20' max
BTI	0'

Building Form

Height	
Bayfront Boulevard	2 Stories max
City Space / Secondary Street	0' to 6' max
Ground Floor Height Limit	0' max
Ground Floor Ceiling	10' max; 10' min
Upper Floor Ceiling	8' max; 10' min

Footprint

Depth: Ground Floor Commercial Space	
Bayfront Boulevard	30' min
Bayfront Boulevard	30' min
Secondary Street	30' min

Setbacks

Distance between features	
To Ground Floor	30' min
All upper floors must have a primary entrance along Bayfront Blvd. Setback setbacks must be to the Bayfront Boulevard.	

Building Placement (Continued)

Building Placement	
Buildings must be back to BTI along each facade within 10' of a corner.	

See the District and Ordinance Regulatory Plan on page 1.3 for the determination of Historic and Landmark Sites.

1-12 **HWDP Sub-District Amendments**
Opticos Design, Inc.

Chapter 1: Building Form Standards 05.37.08

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To Ground Floor	30' min
All upper floors must have a primary entrance along Bayfront Blvd. Setback setbacks must be to the Bayfront Boulevard.	

Building Placement (Continued)

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Buildings must be back to BTI along each facade within 10' of a corner.	

See the District and Ordinance Regulatory Plan on page 1.3 for the determination of Historic and Landmark Sites.

1-13 **HWDP Sub-District Amendments**
Opticos Design, Inc.

Top: The Bayfront (TOD) FBC was an extensive document, incorporating Building Form Standards, Frontage Standards, Civic Space Standards, Street Standards, and Architectural Standards. The upper two Building Form Standards pages illustrate the clarity of intent and usability. The lower left image illustrates how the warehouse history of the site should inform the character of the new buildings along the railroad through the architectural standards, and the lower right image illustrates the detail needed to ensure well-designed streets will become the framework for the plan.

Chapter 2: Architectural Style 05.37.08

Waterfront Warehouse Style

Bay Types: Wide Bay Vertical Opening

The bay is typically between 12-18 feet wide. The bay is a large opening established in an overall rhythm of the facade. Work in the larger opening, with a punched opening, creates a secondary rhythm. The typical bay window is as described on this page.

Bay Type applied to a narrow bay

Bay Type applied to a small bay

Bay Type applied to a large bay

Single bay of a Waterfront Style (12' x 18' x 10' min)

1-14 **HWDP Sub-District Amendments**
Opticos Design, Inc.

Chapter 4: Street and Circulation Standards 05.37.08

Neighborhood Street I

Application	
Residence Type	0 min
Design Speed	25 MPH
Maximum Coverage Time	7 minutes
Zoning	TS-MS
	TS-MS
	TS-MS

General Widths	
Right of Way (RTW) Width	60'
Walkway to Park Lane Width	10'

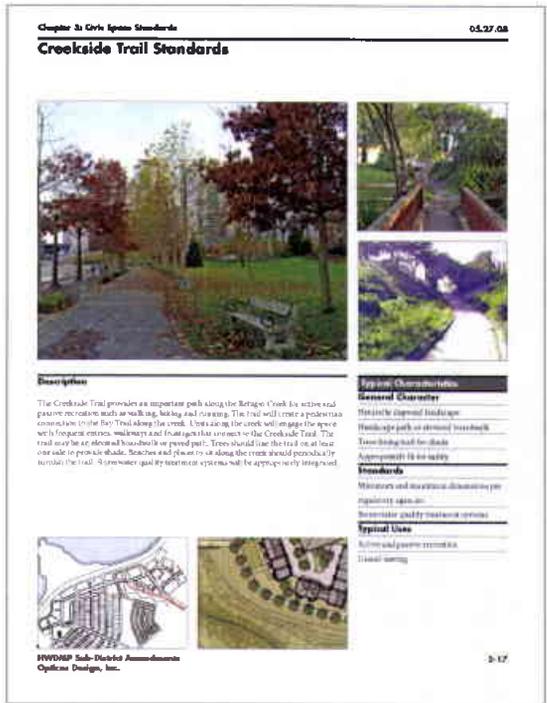
Edges	
Walk Type	0 min
Plaza Type	0 min; 10' min
Landmark Type	10' min; 10' min
	10' min; 10' min
	10' min; 10' min

Lanes	
Street Lane	2.5' to 12' (2' min; 12' max)
Right Lane	10' min
Parking Lane	2.5' to 12' (2' min; 12' max)
Median	10' min

Minimums	
Walk Width	10' min; 10' min; 10' min
Distance between features	100' min

1-15 **HWDP Sub-District Amendments**
Opticos Design, Inc.

Endorsed by the Greenbelt Alliance as an Example of High-quality Infill Development



Top: The Bayfront (TOD) FBC was an extensive document, incorporating Building Form Standards, Frontage Standards, Civic Space Standards, Street Standards, and Architectural Standards. The Civic Space Regulating Plan establishes Civic and Open Space Regulations.

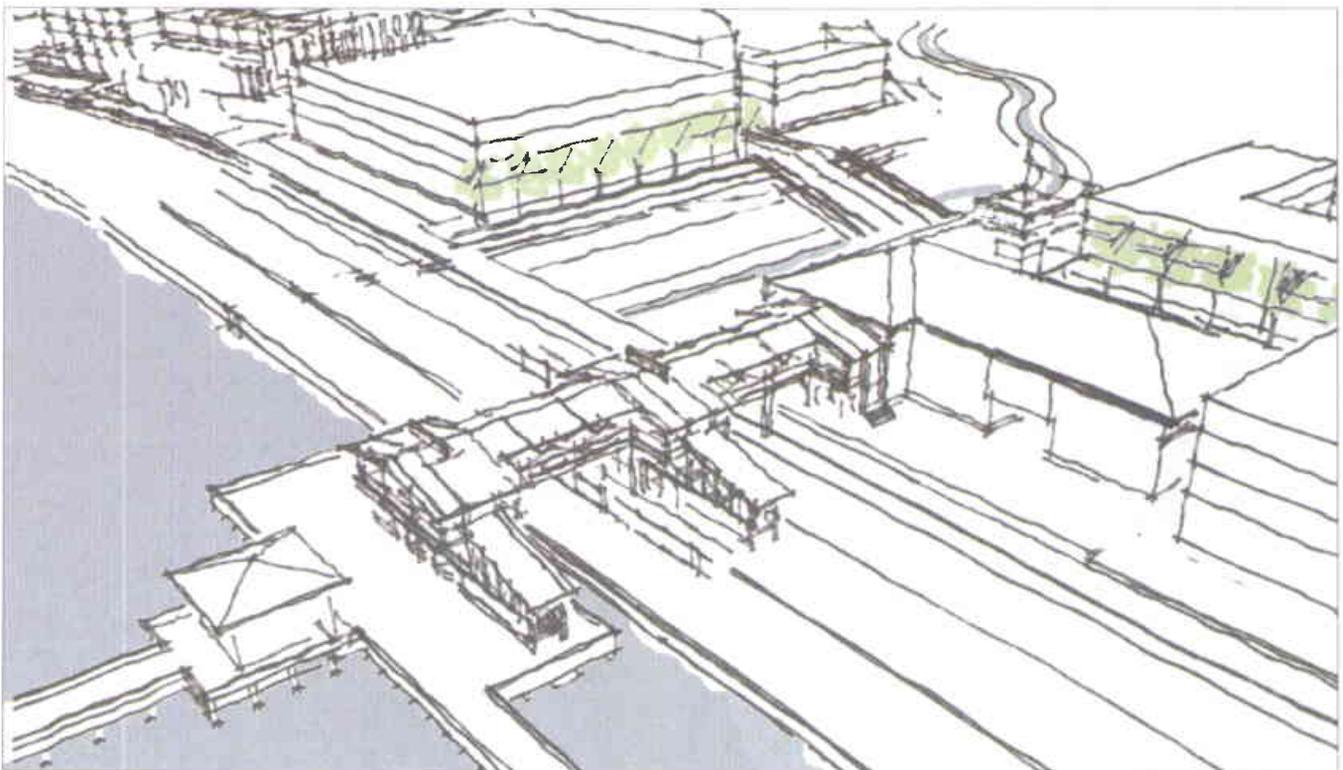
Bottom: The Bay Trail and Creekside Trail Standards ensure that these trails, which connect the community with the Bayfront and regional paths, allow for active and passive recreation. They also regulate formal and informal character.



Top: A well-proportioned streetscape in the Transit Village, including flexible ground floors to allow for the long-term expansion of Main Street retail and an eight-story building terminating the view down the main boulevard.

Middle: Aerial view of the Transit Village neighborhood illustrating the diversity of housing and mixed-use commercial building types within the defined street and block framework.

Bottom: Conceptual design illustrating how the railroad platform bridge creates a gateway into Hercules and links the platform and ferry terminal directly into the urban neighborhood.



Paso Robles Town Center Specific Plan

Paso Robles, California



Providing a Framework for the Transformation of a Town Center

Project: Urban design, planning, and Specific Plan including a Form-Based Code for the 1,200-acre historic west side of the Salinas River in the City of El Paso de Robles, California. This process included the replanning of a 15-acre Oak Park public housing project, replacing existing units with duplexes, fourplexes, and mansion apartments that extended the adjacent neighborhood fabric.



Program: Opticos Design and Moule & Polyzoides led a multidisciplinary team through a 12-month public process to produce a Specific Plan including Form-Based Codes for the westside historical area. The west side was split into two planning areas, Uptown and Town Center. The process began with a series of community workshops designed to gather stakeholder input and identify the most important planning issues. This was followed by an intense, week-long community design charrette that produced vision plans for Uptown, Town Center, and Salinas River Corridor.

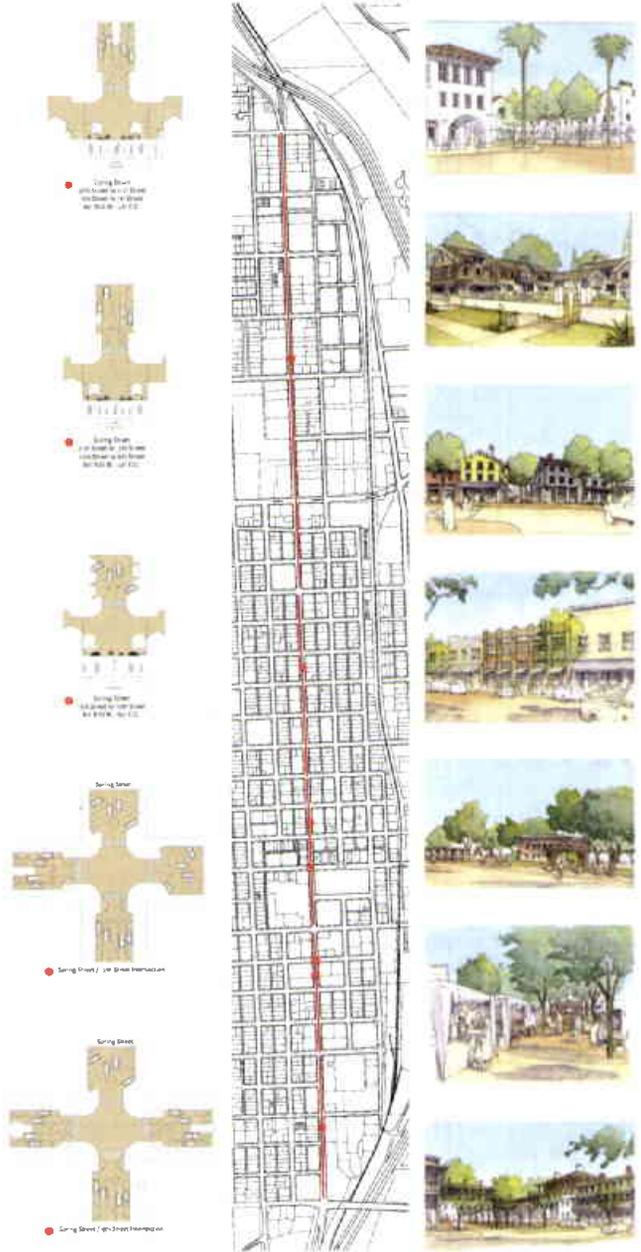
The Town Center Specific Plan reinforced the downtown core by maintaining the centrality of the town square mixed-use district and linking it physically and programmatically to the nearby Salinas River and Mid State Fairgrounds. The Form-Based Code will replace existing zoning, provide regulatory tools and framework that aim to preserve the city's remaining historic building fabric, and ensure that new construction on opportunity sites is compatible in scale and form.

Reference: Ronald Whisenand
Community Development Director
City of El Paso de Robles
1000 Spring Street
Paso Robles, CA 93446
805.237.3970
rwhisenand@prcity.com

Status: Adopted May 2011

Size & Scale: 1100 acres

Client: The City of El Paso de Robles, CA



Images from the Uptown and Town Center Specific Plan, illustrating details of the proposed streetscape and infill development.

Clockwise from Above: Illustrations of the Westside proposed street improvements and character of infill developments; view of proposed multi-family infill; view of proposed park and infill development; view of proposed street improvements along Park Street, showing a new bicycle and pedestrian trail within a tree lined esplanade.

SMART Station Areas Master Plan

Petaluma, California



Creating a Series of "Theatrical Events" to Link the Station to the Downtown Core

Funded through a Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments' (ABAG) Station Area Planning Grant, this plan and SmartCode seeks to increase transit ridership by maximizing the potential for transit-oriented development around current and future transit stations. Opticos led a multidisciplinary team to complete a Station Area Master Plan (SAMP) for two planned station areas along the Sonoma-Marín Area Rail Transit Line (SMART) within the City of Petaluma, CA.

The project included:

- Completion of two three-day charrettes where most of the designs were created; the full team participated, working in an on-site studio
- Incremental TOD strategy to address short-term economics
- A detailed design/vision plan established the basis for a land-use plan and more clearly articulated the vision to the community
- Macroscale mapping and analysis to understand the context of the site and transitions to and from it
- Rewrote the SmartCode, which was the first adopted SmartCode in the country, to clarify and simplify it for users
- Created Station Area Plans for a downtown and a suburban station with the same detail as a Specific Plan
- Detailed microscale analysis to study lot conditions and size, building types to inform the vision and the Form-Based Code



Reference: Scott M. Duiven,
Senior Planner, City of
Petaluma
11 English Street
Petaluma, CA 94952
707.778.4511
sduiven@ci.petaluma.ca.us

Status: Adopted June 2013
Size & Scale: Station Area

"Opticos is top-notch: Great public process, good project management, quality deliverables, and going beyond the work program to provide what is needed for a successful outcome."

Scott M. Duiven, Senior Planner,
City of Petaluma

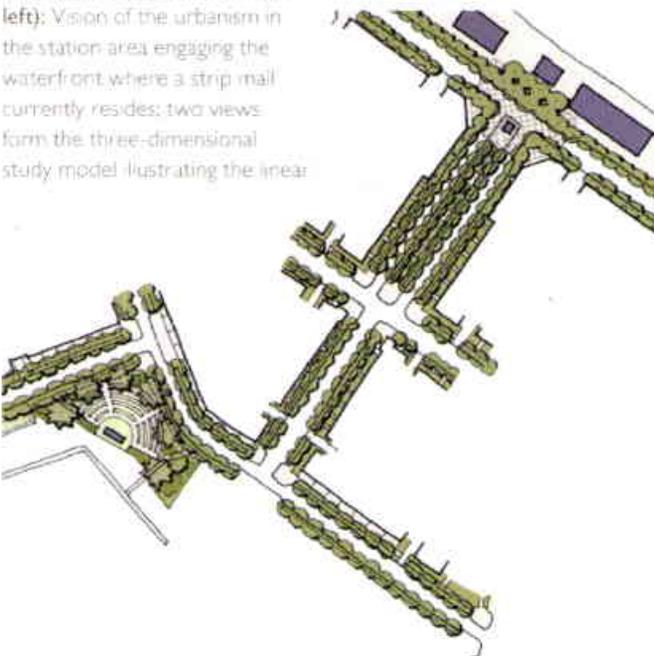


Opposite Page (clockwise from top left): Map exercise from charrette; proposed plaza, in the location of a current strip mall, which activates the waterfront and provides an vibrant experience along the path to the station from downtown; illustrative plan at full build out.

park, new street, and proposed clock tower that physically and visually connect the station to the waterfront; Phasing plans; Public space framework plan, emphasizing the series of "theatrical events" to make the connection from the SMART station to downtown.

Phase I: Define the Public Realm Along Route to Station

This page (clockwise from top left): Vision of the urbanism in the station area engaging the waterfront where a strip mall currently resides; two views form the three-dimensional study model illustrating the linear

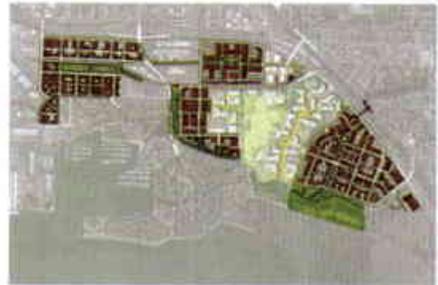


Phase II: Complete /Activate the Remaining Edges



South Shoreline Specific Plan, Richmond, California

The Richmond South Shoreline Specific Plan establishes specific planning policies, regulations, and urban design guidelines that implement Richmond's new General Plan and the community's vision for an approximately 220-acre area along Richmond's South Shoreline. The Specific Plan focuses on taking advantage of the planned Richmond Bay Campus -- the planned second research and education campus for UC Berkeley and Lawrence Berkeley National Laboratories and future ferry service to create a sustainable shoreline district providing neighborhood serving retail, jobs, housing, and community amenities. The project includes significant community outreach to develop a community-supported vision for the plan area. Opticos Design, Inc. is the lead consultant of a multidisciplinary team that includes landscape architecture, civil engineering, market and economic analysis, affordable housing policies, and environmental review.



Reference: Richard Mitchell,
Planning and Building Services Director
City of Richmond
1401 Marina Way South
Richmond, California 94804
510.620.6706
richard_mitchell@ci.richmond.ca.us

Status: Project Initiated 2013

Sonoma Boulevard Specific Plan, Vallejo, California

Opticos Design, Inc. is leading a multidisciplinary consultant team to assess and synchronize the past and current planning efforts in the Sonoma Boulevard corridor area of Vallejo, and refine them to create a specific plan. The process includes a detailed development capacity assessment, design/visioning on a micro-scale basis, and economic and retail assessment. These focused and detailed efforts are designed to incentivize investment on an incremental, lot-by-lot manner that is coordinated in a way that maximizes short-term impact and creates catalytic results. The outreach will be broad and look for creative ways to successfully engage all stakeholders including the lower income residents and the Spanish-speaking community.



Reference: Andrea Ouse, AICP, Planning
Manager, City of Vallejo
555 Santa Clara Street
Vallejo, CA 94590
707.648.4163
aouse@ci.vallejo.ca.us

Status: Project Initiated 2013

Benicia Arsenal Specific Plan, Benicia, California

Opticos Design led a multidisciplinary team to guide an urban design and implementation strategy for a 50-acre portion of the historic Benicia Arsenal. The project incorporated an extensive community outreach process culminating in a five-day community visioning charrette.



Status: Approved August 2007



Relevant Project Experience

Form-Based Codes: Regional, Citywide, & the Site-Specific Examples

Richmond Livable Corridors,
Richmond, CA

Livermore Downtown Code Update and
FBC, Livermore, CA

Cincinnati Comp Plan Approach & FBC,
Cincinnati, OH

Downtown (TOD) Plan & FBC,
Mesa, AZ

Richmond Livable Corridors

Richmond, California



Transforming Placeless, Auto-Dependent Corridors to High-Quality, High-Value Places

Funded by a Sustainable Communities Grant from the California Strategic Growth Council, Opticos led a multidisciplinary team to reconceive three of Richmond's major commercial corridors, transforming them from auto-dependent, low-value, placeless contexts to pedestrian-oriented, high-value walkable urban places. All three corridors, Macdonald Avenue, San Pablo Avenue, and 23rd Street, have been designated FOCUS Priority Development Areas (PDAs). The extensive process include the following:

- Completion of three four-day, multilingual charrettes (one for each designated sub-area); most of the designs were created on site
- Macroscale mapping and analysis to understand the context of the corridors and walkability
- Detailed microscale analysis to study lot conditions and size, building types to inform the vision and the Form-Based Code
- Created a Form-Based Code for the project area that included Building Form Standards, Frontage Type Standards, Building Types Standards, Civic Space Standards, and Thoroughfare Standards that will completely replace the existing zoning
- Architectural Design Guidelines to supplement the FBC
- Sustainability Guidelines
- Health Impact Assessment

Reference: Richard Mitchell
Planning and Building Services Director
City of Richmond
1401 Marina Way South
Richmond, California 94804
510.620.6706
richard_mitchell@ci.richmond.ca.us

Status: In Progress

"Opticos is unlike any other consultant I have worked with: They have come up with creative ideas that provide the "game changers" that Richmond needs!"

Richard Mitchell, Richmond Planning Director

Thoroughly Assessing the Context and Role of the Corridors



Walkability to commercial nodes



Walkability to community facilities



Parks, trails, and open space

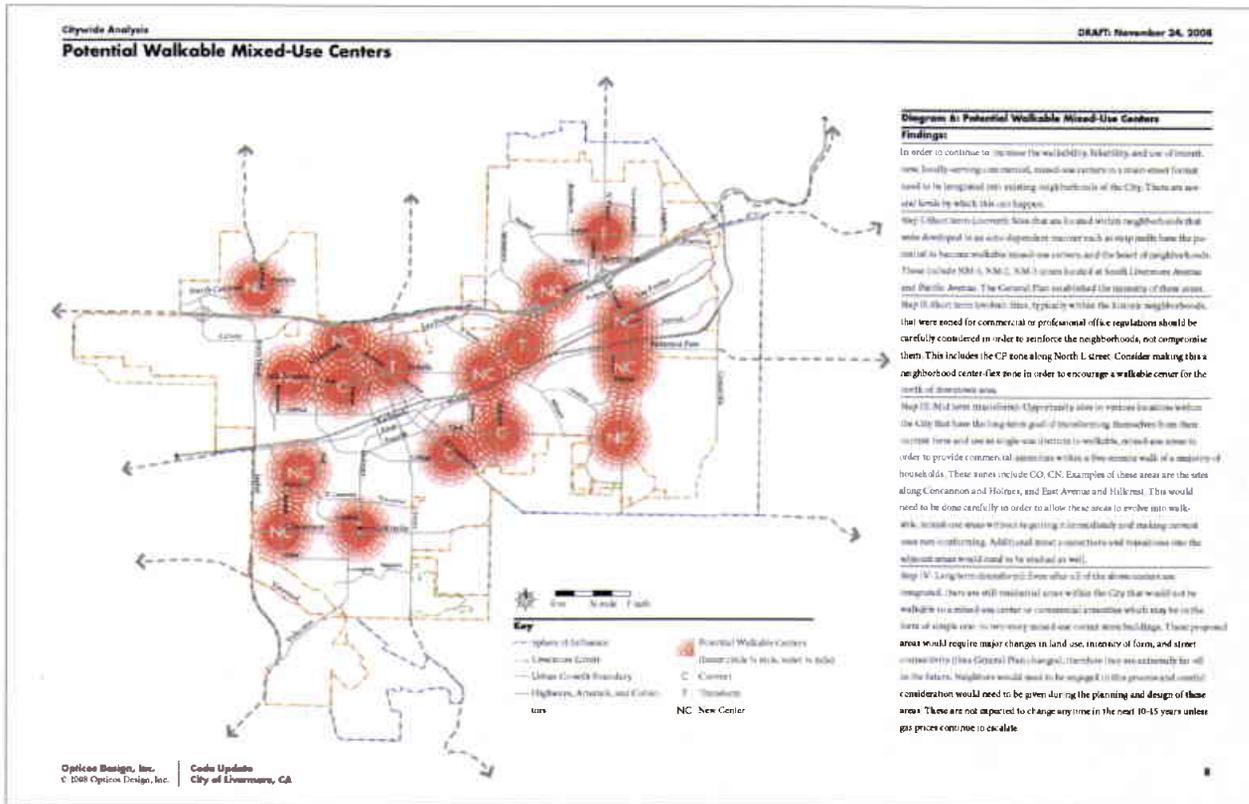


Urban agriculture locations



Development Code Update and FBC

Livermore, California



Creating a Model Citywide Hybrid Code

This project is a model that illustrates how an easy-to-use Form-Based Code can replace an existing citywide development code, reinforcing the smart growth policies adopted by the City. Funded by a CalTrans Community Based Transportation Planning Grant, one of its primary goals is to accommodate and guide development that will reinforce the existing character of Livermore and allow it to continue to evolve and transform with high-quality, compact projects.

Highlights of the Code include:

- Uses of a modified Transect as the Organizing Principle
- Development of Transect zones T3 and T4, with placeholders for T5 and T6 for the downtown and future BART TOD
- Graphic analysis of existing zones
- Completed the microscale analysis/synoptic survey with the assistance of city staff
- Inclusion of a four-day public charrette process to establish a design vision for the Form-Based Code Focus Areas
- Reduced the number of zones
- Clarified the intent of each zone and minimized overlap
- Replaced long text with tables
- Reorganized the structure of the document from most specific to least specific

Reference: Christine Rodrigues
Associate Planner, City of Livermore
1052 South Livermore Avenue
Livermore, California 94550
925.960.4471
chrodrigues@ci.livermore.ca.us

Status: Adopted January 2010

Size & Scale: 24 sq. mi., citywide

"We finished the Code on time and achieved the original objectives: to simplify and modernize the Code, facilitate infill opportunities, protect the character of the older neighborhoods north and south of Downtown, and facilitate pedestrian and bicycle opportunities."

Steve Riley, Principal Planner, City of Livermore

8.01.050 Sign Standards 4.05.050



D. Awning/Canopy Sign (Transient Zone Only)

Description
Awnings and canopies are a traditional storefront fitting and can be used to protect merchandise, awnings and keep storefront interiors shaded and cool in hot weather. Retail storefront signs may be placed under projection of the awning.

Location
Clear height: 8' min.
Projection: within 2' of curb

Signs per Awning/Canopy
1 value/projection / 1 awning plane per awning

Miscellaneous
Only one brand, store name, logo, and/or address should be applied to the awning. Additional information is prohibited.
Open-ended awnings are strongly encouraged.
Wired or plastic awnings are strongly discouraged.

Sign	Sign Area
Value	75% coverage max
Signage plane	25% coverage max
Projection	1 square foot per linear foot of storefront max
Width (per canopy/awning)	20' max
Valance Height	12" min
Valance	6" max
Signage plane	18" max
Projection	12" max
Thickness	6" max

Livermore Development Code 4.02

8.01.050 Building Types

5.01.050 Bungalow Court

General Note: See drawings and photos below for illustration.



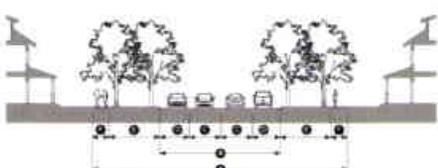



A. Description:
The Bungalow Court building type consists of a series of small (one-to-two) attached houses on a single lot, arranged on either a shared court that is perpendicular to the street. All units address and are accessed from the shared court. This type is typically single-story bungalow and is typically neighborhood or more compactly sited neighborhood with other medium-density types such as duplexes, fourplexes, or rowhouse apartments. This building type provides an option for living in a smaller, high-quality house in a more community-oriented environment due to the shared roadway layout.

5.01.050 Bungalow Court

Livermore Development Code

8.01.010 Thoroughfare Types



8.01.010 18' Wide Planter Strip

Application
Planter Type: Green

Design Speed
20 mph

Pedestrian Crossing Time
4.5 sec (10' per bulb-out) / 10 seconds (with bulb-out)

Transient Zones
T4 N O
T4 N
T3 N

General Note:
Signalized Area: All Ways Within 50'
Transverse Width: 18'

Signage
Traffic Lanes: 2 @ 10' (2 ways travel)
Bicycle Lanes: None
Parking Lanes: 1 @ 8' per stall
Median: None

Signage
Storage Container Type: Curb and gutter
Banner Type: 18' construction
Lighting Type: Pedestrian scale @ 20' or center streetlight
Lighting Type: Low, pedestrian oriented lighting
Warning Type: none
Signage: 5' maximum
Curb Radius: 25' max (30' for 10' max)

Distance Between Intersections: 550' max
Planter/Signage Requirements:
Transverse width to existing streets shall match the designations set forth in the General Plan.

Livermore Development Code

8.01.070 Urban Parks Civic Space





8.01.070 Urban Parks

Description
Urban parks include larger open spaces available for civic purposes, commercial activity, and unstructured recreation, as well as smaller structured recreational facilities and other passive uses. These parks should have a more formal urban character and be defined by the surrounding building frontages and adjacent tree-lined streets. All buildings adjacent to the square must have a front onto the park. The landscape should consist of lawns, trees, and shrubs planted in formal patterns and furnished with paths and benches. Special areas for seating should be provided. Active elements or small structures such as a kiosk, open shelter, pergola, or fountain may be included as a provision for social interaction.

Urban parks may be centrally located at the geographic heart of neighborhoods and/or at the intersection of important thoroughfares. They may also be located at the edges of neighborhoods in locations where newer residential areas may benefit from recreational amenities, and serve as a transition between designated areas and more urban uses.

Site & Location
Min. Width: 100'
Max. Width: N/A
Area: 0.5 - 4.9 acres
Transient Zone: T4 N T4 M O

Element
Formally Designed
Passive/Active (Unstructured) Open Space
Building Frontage along at least one side
All buildings must front this space
Plan trees at least one street
Paths, benches, and trees formally arranged
Walking and jogging at all edges
Civic amenities (pergola, fountain)

Element/Typical Uses
Passive/Active (Unstructured) Open Space
Curb Lanes, Parking, Outdoor Pavilion, Open Air
Stations, Outdoor Assembly, Outdoor Seating, Public Restrooms

General Note: including Transit Parks subject to Special Park Permit

Programs
Unified Community Facilities, Housing Services
Community Centers
Social Recreational/Recreational Facilities
Recreational Management/Leisure/Recreation

Integrated Element
Bicycle/Footpath Management Practices
Extended Seating or Benches
Formal Fountains and Landscaping

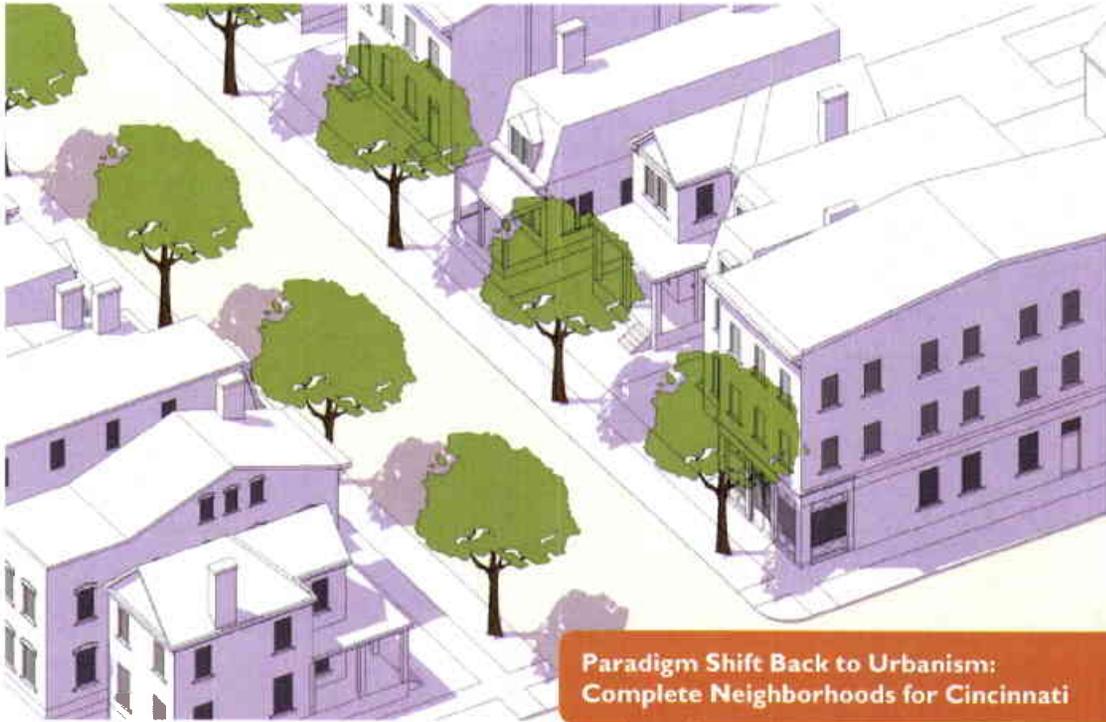
Livermore Development Code

Pages from the Livermore Development Code, including: (top left) Sign Standards provide regulations for pedestrian scaled signage, which is a key component in creating vibrant pedestrian environments; (top right) Bungalow Court Building Type Standards provide middle density residential development that can coexist in

Single-Family neighborhoods; (bottom left) 18-foot Wide Planter Strip Thoroughfare Standards provide alternatives for the retrofit of existing streets that allow for Green Streets, and; (bottom right) Urban Parks Civic Space Standards provide standards for creating great outdoor civic spaces within neighborhoods; Retrofit.

Cincinnati Comp Plan Approach and FBC

Cincinnati, Ohio



**Paradigm Shift Back to Urbanism:
Complete Neighborhoods for Cincinnati**

In order to achieve their overarching goal of “Thriving Re-Urbanization,” the City of Cincinnati hired Opticos to establish a form-based approach to their Comprehensive Plan, Plan Cincinnati. The effort aimed to educate the community and its decision makers about the benefits of Form-Based Coding, create a Form-Based Code, and manage neighborhood planning and charrette processes to implement the FBC. The Form-Based Codes will apply to 42 walkable urban neighborhoods throughout the city, making it one of the largest applications of Form-Based Coding in the country.

Highlights of this code and process include:

- Extensive macroscale and microscale analysis and mapping to propose the extent of FBC application citywide
- Established a palette of existing neighborhood types and their characteristics to become a framework for the Comprehensive Plan
- Form-Based Code education for the community and its decision makers
- Determining where the Form-Based Code should apply citywide and where more conventional zoning should remain, thus making this a hybrid code
- Determining the degree of change desired for each neighborhood
- A zoning code with a form-based organizing principle based on the unique form characteristics of Cincinnati’s urbanism
- Several multiday charrettes, including a five-day citywide charrette attended by over 600 people

Reference: Charles Graves, Director of Planning, City of Cincinnati
805 Central Avenue, Suite 700
Cincinnati, Ohio 45202
513.352.4852
charles.graves@cincinnati-oh.gov

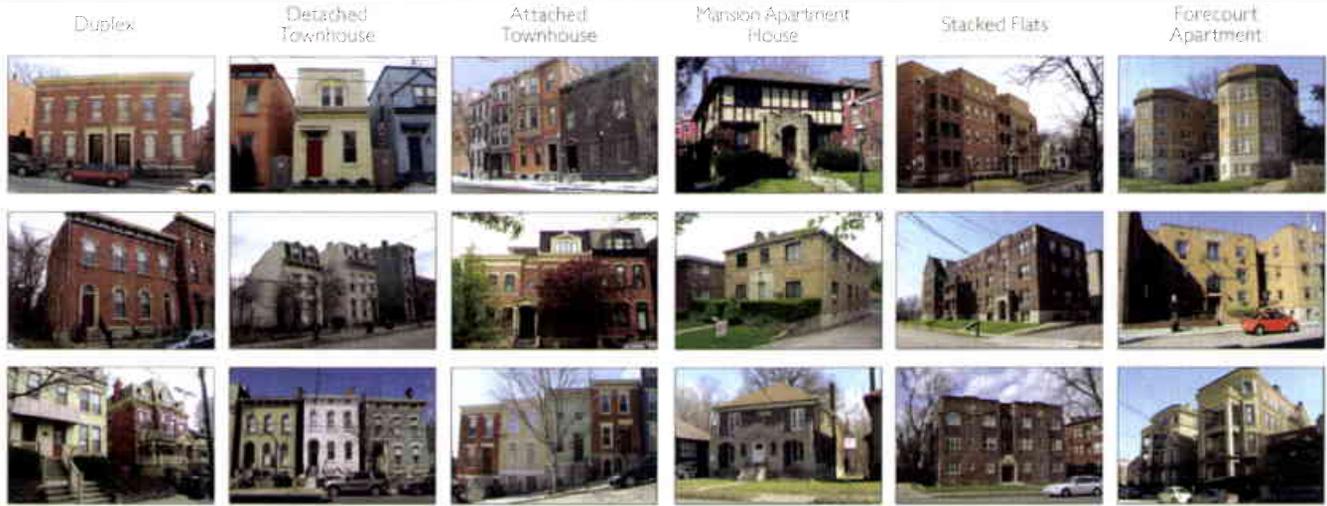
Status: Adopted by City Council May 2013

Size & Scale: Station Area

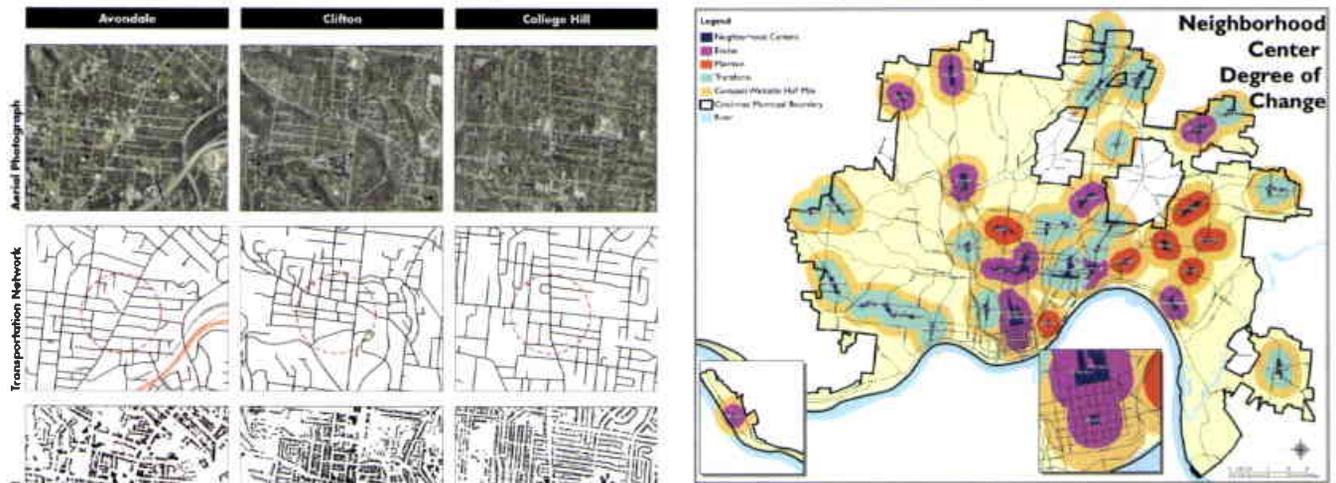
“Opticos’ work has been invaluable for the City of Cincinnati in providing a coherent Form-Based Code implementation strategy. They effectively educated our staff and community members, assessed our current code, and provided several implementation options for us to consider. In addition, they are providing an innovative form-based framework for our Comprehensive Plan that will reinforce the unique community character of the walkable urban neighborhoods throughout the city and provide a foundation for the future Form-Based Code work.”

Charles Graves, Director
Planning and Building, City of Cincinnati

Microscale Analysis: Extracting the Unique DNA to Inform the Code



Macroscale: Understanding Different Types of Places Within the City



Above: The 42 designated priority neighborhoods and their desired degree of change. Graphic summaries of Form-Based Zones that are based on the unique "DNA" extracted from the documentation and analysis phase.

Establishing a Vision Through the Charrette Process: Designing in Public



Opticos Design, Inc.

Downtown (TOD) Plan and Form-Based Code

Mesa, Arizona



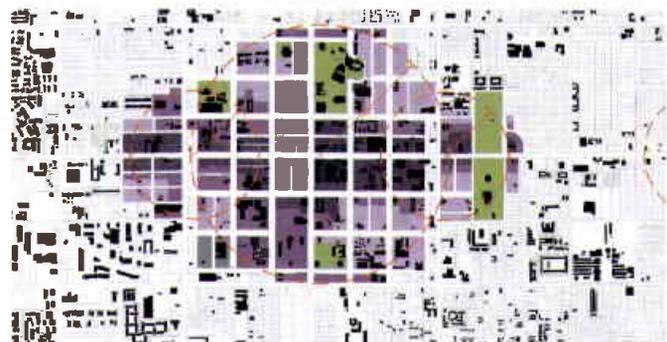
Capturing the Transformative Potential of Transit

Opticos Design worked with the City of Mesa, AZ, to create a Master Plan and Form-Based Code to capture the transformative potential provided by three new light rail stations within their downtown. The Form-Based Code provided incentives for redevelopment and transit-oriented development in the downtown core and along the five-mile stretch of the Main Street corridor, which ran along the light rail route. The light rail connected downtown Mesa to Tempe (Arizona Statue University) and Phoenix.

The Plan and Code reinforced and evolved existing historic neighborhoods adjacent to downtown, focused more intense development around transit stations, provided a network of public spaces and streetscapes, and created a strong identity or “brand” for Mesa with a new Civic Center and high-quality new architecture.

The project included:

- Completion of three, three-day charrettes where most of the designs were created
- Creation of a Form-Based Code to implement the plan
- Detailed design/vision plan that established the basis for a land use plan and more clearly articulated the vision to the community
- Detailed studies and program assessment of city-owned parcels in downtown
- Macro scale mapping and analysis to understand the context of transit stations and downtown
- Design proposal for a new City Hall and Civic Square
- Microscale analysis of building types, frontage types, and civic spaces appropriate of the desert climate



Top: Photo Montage Illustrating Master Plan and Code Intent.

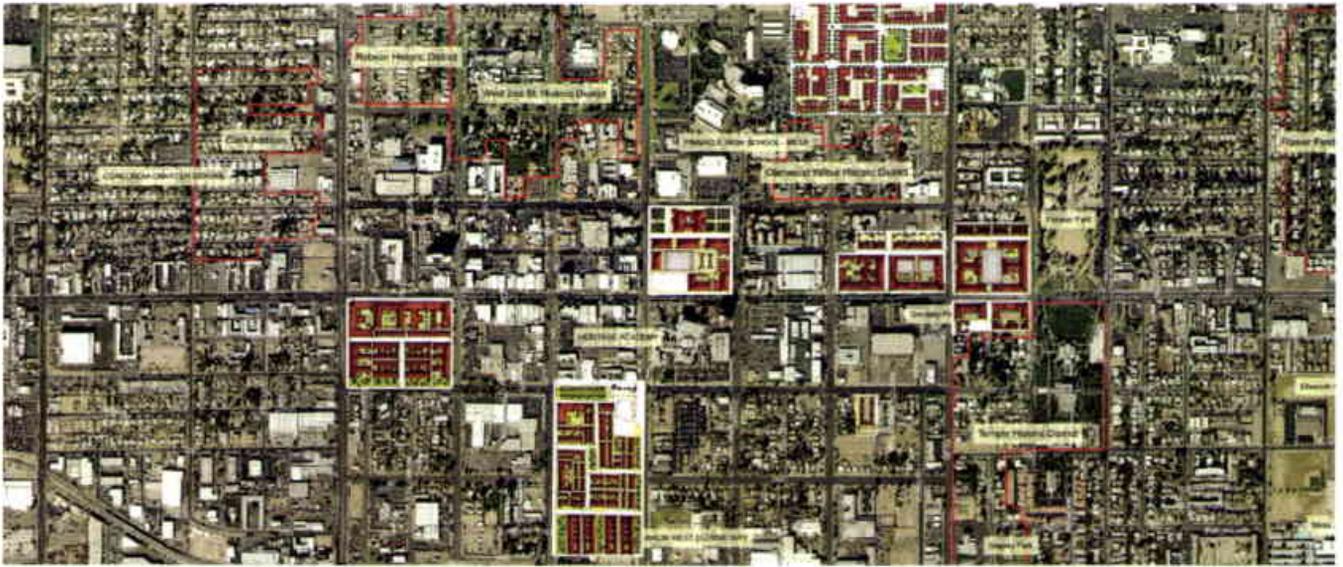
Inset: Pre-code and Master Plan existing conditions.

Above: Regulating Plans with 10-minute pedestrian sheds around transit stations.

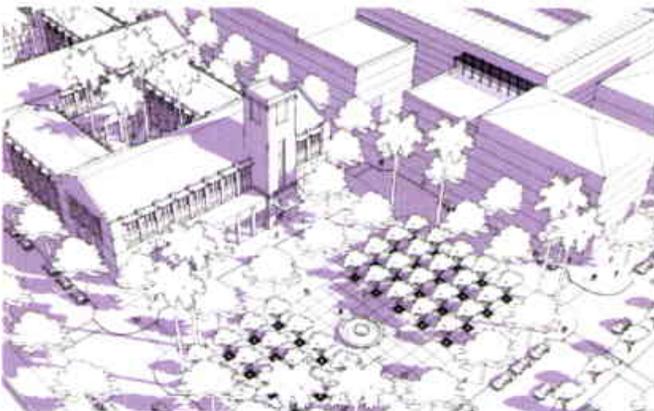
Client: The City of Mesa, Arizona Planning Department

Reference: John Wesley, Planning Director, City of Mesa Planning Division, 480.644.5379, john.wesley@mesaaz.gov

Status: Adopted June 2012



Illustrative plan showing potential catalytic impacts of the Form-Based Code for downtown Mesa.



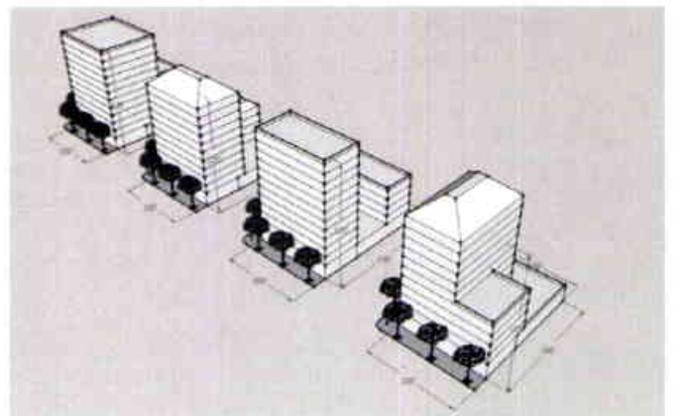
Massing diagram for City Hall, civic square, and up to one million square feet of other uses on a city-owned site adjacent to transit.



Proposed urban neighborhood form at the edges of downtown.



Illustration of courtyard housing that is incentivized by the Form-Based Code on infill lots.



Massing studies for shallow lots along Main Street to illustrate potential build out and transitions to the rear of lots.

Downtown Mixed-Use Master Plan and Form-Based Code, Benicia, California

Master Plan and Form-Based Code for an 80-acre portion of the Downtown Benicia Historic District. The process started with a five-day charrette and included downtown improvement strategies and the calibration of a detailed Form-Based Code that responded to the unique mixed-use character of the district.

Status: Adopted, September 2007



Austin Land Development Code, Austin, Texas

Opticos is leading a complete code rewrite of Austin's 30-year old Land Development Code to implement the goal of creating a compact and connected Austin as established by Imagine Austin, their recently adopted Comprehensive Plan. This project includes extensive outreach, the management of a large, multi-disciplinary team, and the dismantling and rewrite of a very complex code.

Reference: George Adams
Assistant Director
City of Austin
Planning and Development
Review Department
(512) 974-2146
george.adams@austintexas.gov

Status: Project Initiated 2013



Multijurisdictional Form-Based Code, Beaufort County, South Carolina

Opticos is currently leading a multijurisdictional effort to create a Form-Based Code for Northern Beaufort County, SC. Beaufort County, the City of Beaufort, and the Town of Port Royal are in the process of unifying their development ordinances, creating a unified series of Transect zones that will be utilized to implement walkable urbanism and protect the remaining places of rural character throughout the county. The draft code was tested in various places within the County through a series of multiday community charrettes.

Reference: Tony Crisciello
Beaufort County Planning Department
PO Drawer 1228
Beaufort, SC 29901
843.255.2140

Status: In progress, started May 2010





Relevant Project Experience

Infill Architecture & Urban Design

Livermore Village, Livermore, CA

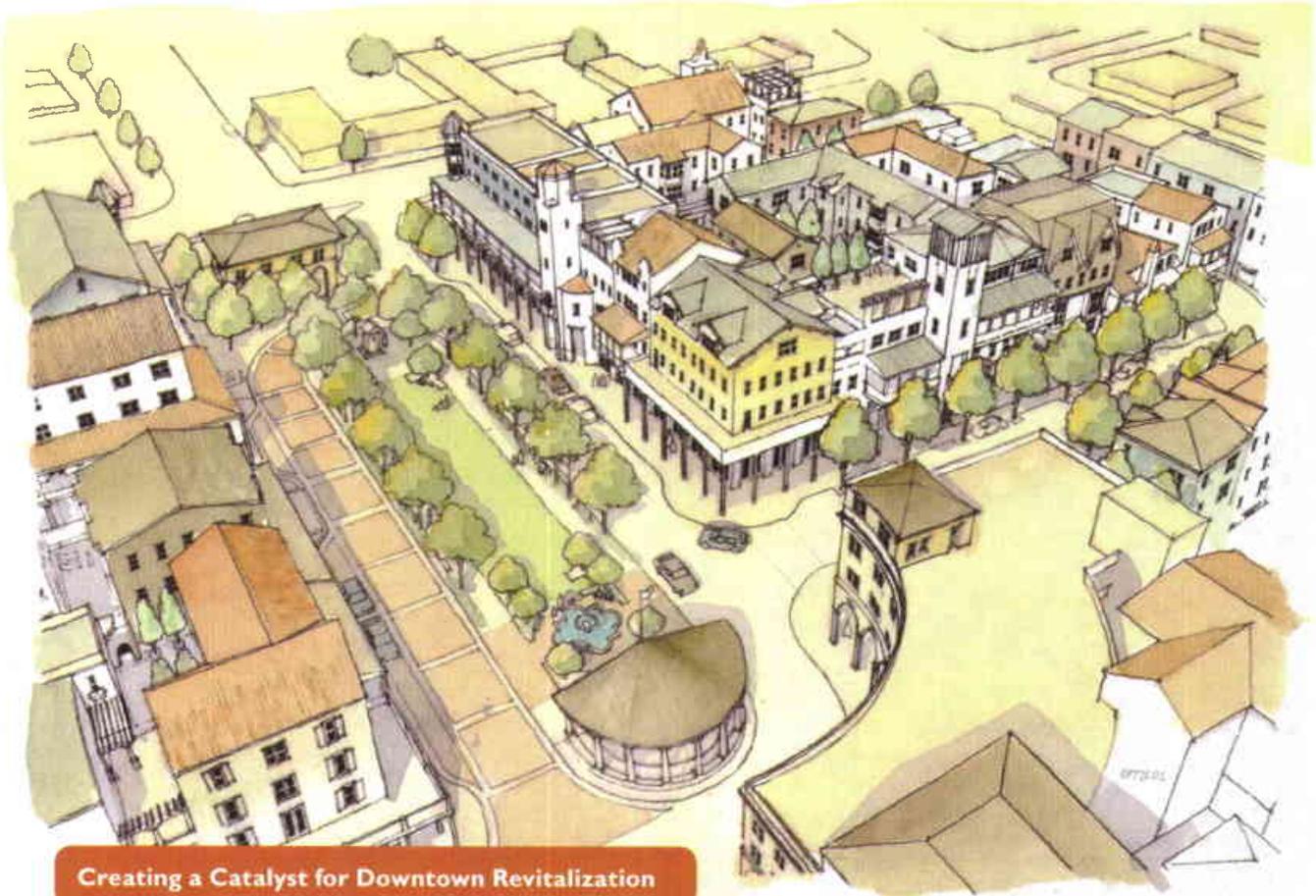
Cabral Station Master Plan, Stockton, CA

GreenWORKS, Santa Fe, NM

South Main Live Work, Buena Vista, CO

Livermore Village

Livermore, California



Creating a Catalyst for Downtown Revitalization

This project converts a dead strip mall in the heart of downtown Livermore into a vibrant mixed-use, artisan-oriented neighborhood, as well as a transit-oriented development due to its proximity to the ACE commuter rail station.

Urban design and architecture for a 5.5-acre catalyst site in downtown Livermore consisting of 281 residential units, 6,000 square feet of retail space, and 4,500 square feet of artists' space. The program includes a mixture of building types including live/work, townhomes, townhomes over flats, and courtyard podium buildings. In the courtyard podium buildings, the units are stacked above a parking podium with flex-unit liners, arranged to form a series of courtyards onto which the majority of the units open. The project also incorporates live/work flex units to allow for the future commercial expansion of downtown and a park-lift system to meet the parking demand for a higher density building in a compact footprint.

Above: Aerial view of proposed development.

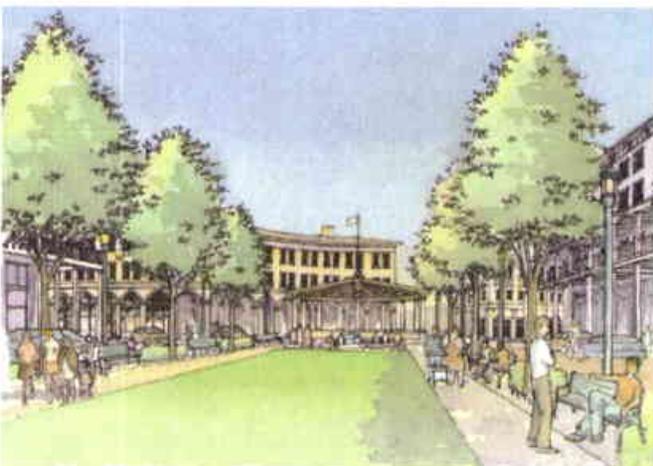
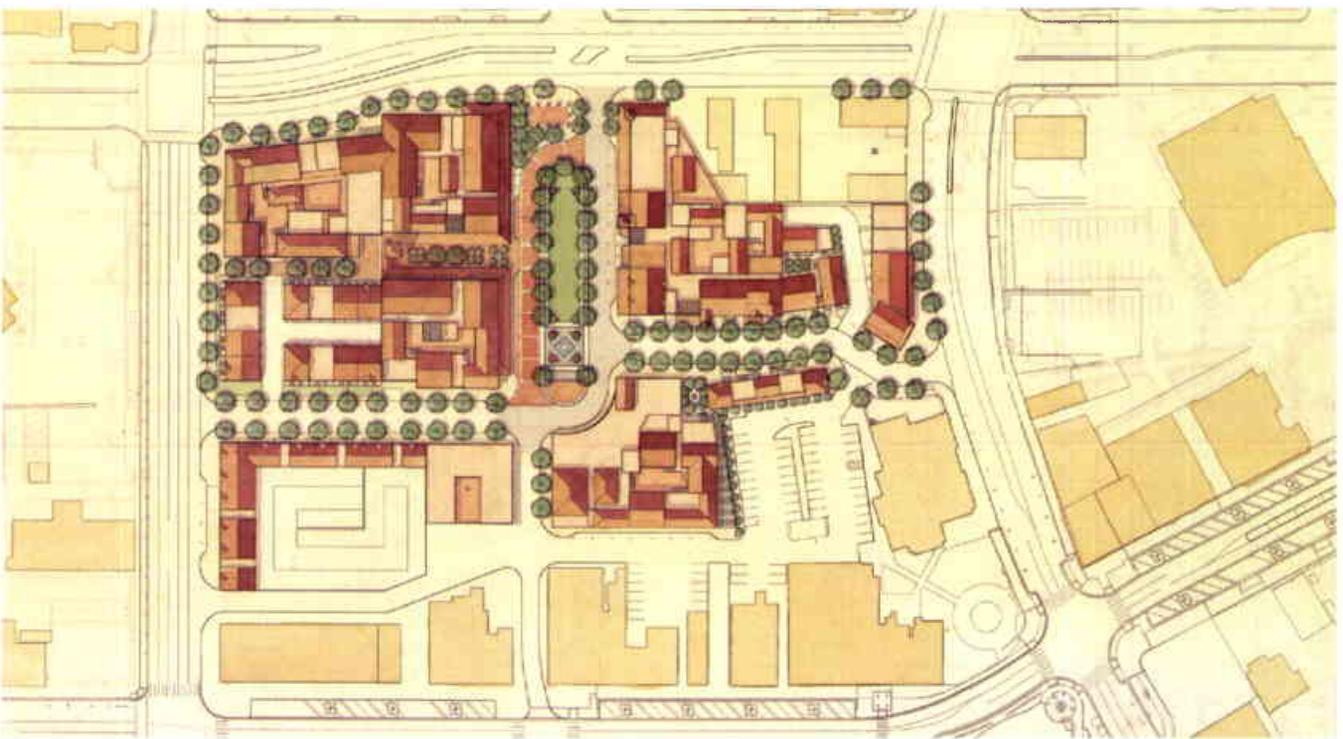
Achievements: 2007 Livable Cities Award

Reference: Marc Roberts
Community Development Director
City of Livermore
Community Development Department
1052 S. Livermore Avenue
Livermore, CA 94550
925.960.4400
mroberts@ci.livermore.ca.us

Status: Approved 2007

Size & Scale: Station-Connected Close-In
Neighborhood

Winner of the 2007 Livable Cities Award



Top and Bottom Right: Elevations of Courtyard Podium Buildings, which draw from local historic architecture of the City of Livermore.

Middle: Site Plan.

Left: Perspective along proposed linear park at the center of the new development.



South Main Live/Work Units

Buena Vista, Colorado



Incubating a Neighborhood Main Street: Providing Housing Choices

From 2006 to 2007, Opticos designed a series of live/work units for the developers of South Main in Buena Vista, Colorado. These units were designed with 900 sq. ft. of flex space on the ground floor that can function either as commercial space or as a ground floor studio, and a 1400 sq. ft., two-bedroom, two-and-a-half bathroom residential unit on the second and third floors. Opticos provided the developers with a builder's set of drawings and multiple elevation options that would enable the plan to be re-used and adapted for multiple sites. In 2007 the president and cofounder of South Main decided to use these plans for his own personal residence and the South Main Company offices. Opticos Design worked with him to refine and adapt the builder's set of drawings to fit his own personalized needs.

Reference: Jed Selby, President
South Main Co.
P.O. Box 5246
Buena Vista, CO 81211
719.395.4714
jed@southmainco.com

"The building Opticos designed for me is certainly the coolest live work and top three overall in our South Main project. I really like the composition of the interior spaces and window locations. This is a good example of a building that is just as good on the inside as the outside, which is, quite certainly, not easy to achieve."

Jed Selby, President, South Main Development Corp



Above: A detailed three-dimensional drawing of the custom gallery illustrates how to construct the component of the unit. Note the waves and kayak paddles that personalize the house for Jed, who is a professional kayaker.

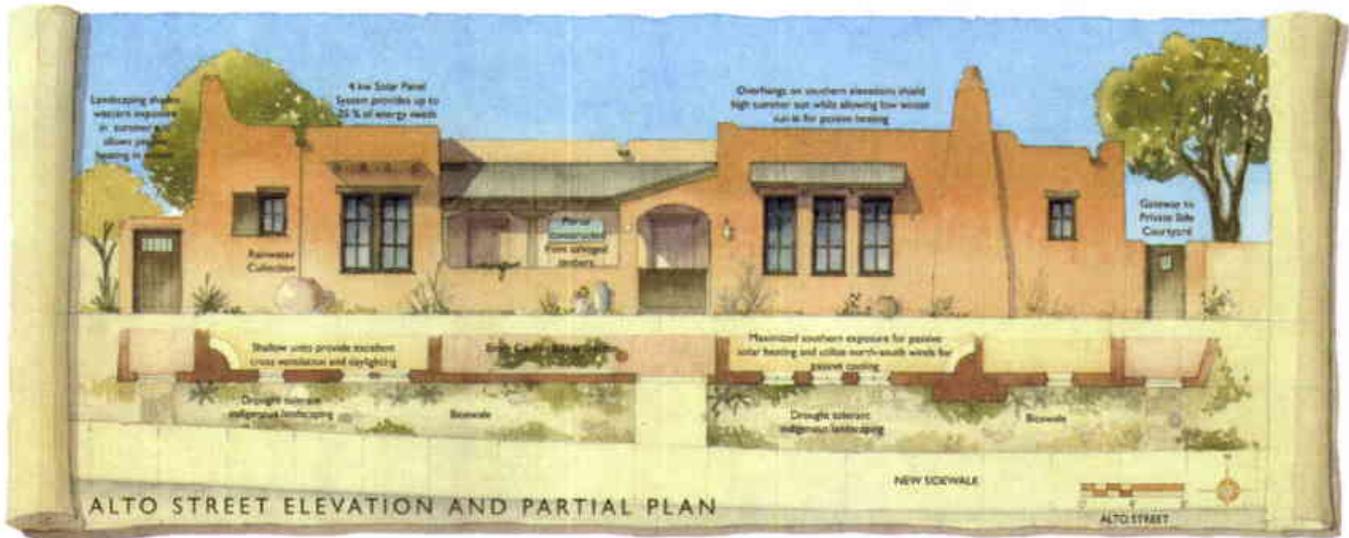
Below: Jed's unit (far left) in context with two other mid-block units designed by Opticos for South Main to sell with the lots.



Left: Photo of the completed Selby Residence. The South Main offices reside on the ground floor, and the developer lives on the floors above. A local artist fabricated the custom gallery and balcony railings, based on our detailed drawings.

GreenWORKS Courtyard Housing

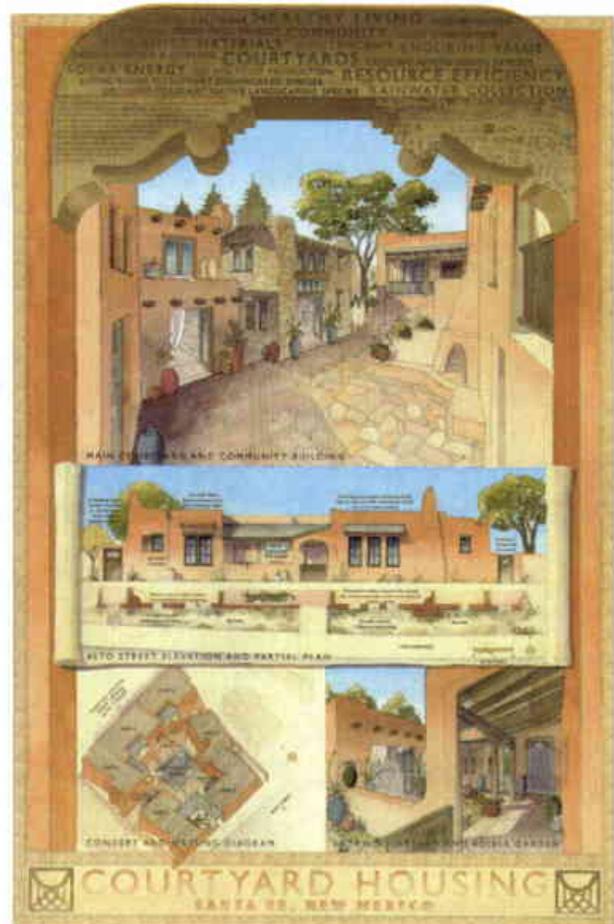
Santa Fe, New Mexico



Affordable and Green

This project was selected by the City of Santa Fe, CA, to be a model of green, affordable, infill housing. The city-owned site is located in Santa Fe's Westside Guadalupe Historic District. This courtyard housing design integrates six infill-housing units on a quarter-acre lot in a manner that reinforces a strong sense of community within the project, as well as within the surrounding neighborhood. This is accomplished by providing a network of four courtyards directly engaging the various units and by integrating a community building at the project's center, providing a space for informal community gatherings, shared dinners, and a place to celebrate special events.

This strong sense of community, along with the design's green building aspects from site planning to interior finish, makes this a model project for Santa Fe's new green building code and for the integration of high-quality affordable housing in Santa Fe's neighborhoods.



LOWER ALTO STREET VILLAGE

LOWER ALTO STREET

SITE & UNIT PLANS

UNIT #	SQ. FT.	BATHS
UNIT 1	800 SF	1 BATH
UNIT 2	800 SF	1 BATH
UNIT 3	800 SF	1 BATH
UNIT 4	800 SF	1 BATH
UNIT 5	800 SF	1 BATH
UNIT 6	800 SF	1 BATH
UNIT 7	800 SF	1 BATH
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UNIT 99	800 SF	1 BATH
UNIT 100	800 SF	1 BATH

GreenWORKS PRINCIPLES

Plan and Loc Development

The location of a building is a key factor in determining its environmental impact. The location of a building should be chosen to minimize its impact on the environment. This includes factors such as the building's proximity to public transportation, the building's orientation to the sun, and the building's proximity to green spaces.

Resource Efficiency

Efficient use of resources is a key principle of sustainable design. This includes factors such as the building's energy efficiency, the building's water efficiency, and the building's use of materials.

Energy Efficiency

Energy efficiency is a key principle of sustainable design. This includes factors such as the building's insulation, the building's windows, and the building's lighting.

Water Efficiency

Water efficiency is a key principle of sustainable design. This includes factors such as the building's plumbing, the building's landscaping, and the building's use of water.

Sustainable Practices

Sustainable practices are a key principle of sustainable design. This includes factors such as the building's use of recycled materials, the building's use of local materials, and the building's use of green building practices.

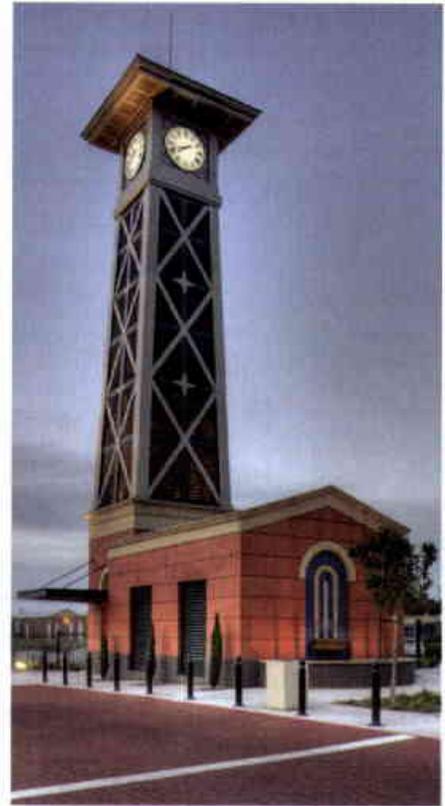
INDOOR ENVIRONMENTAL QUALITY

Energy and water conservation appliances and fixtures • On-demand water heaters • Radiant heating
 Passive solar heating • Low-VOC paints, adhesives, and sealants • Recycled materials in floors

COURTYARD HOUSING
 SANTA FE, NEW MEXICO

Cabral Station Master Plan

Stockton, California



The San Joaquin Regional Rail Commission, the Local Government Commission, and Odyssey hired Opticos to revitalize a depressed inner-city neighborhood surrounding the eastern terminus of the Altamont Commuter Express Train, the historic Southern Pacific Station. Over the course of a three-month public process, Opticos brought community stakeholders, neighborhood residents, and city planning officials together to formulate a cooperative strategy for the area's rejuvenation.

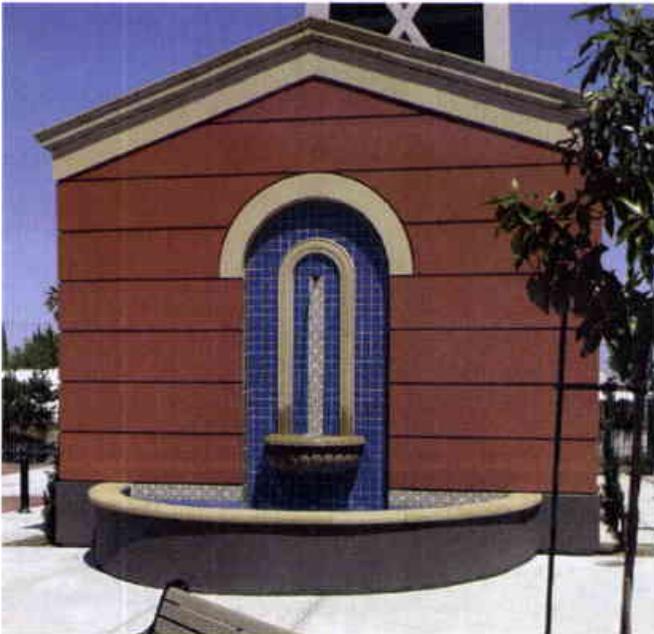
The process resulted in a plan that included public space improvements, upgrades to circulation, 150,000 square feet of mixed-use buildings, and over 400 units of infill housing designed to blend into the existing neighborhood.

Phase I: Cabral Station: Pleased with the success of the neighborhood improvement plan around the Southern Pacific Station in downtown Stockton, the San Joaquin Regional Rail Commission retained Opticos to complete Phase I site improvements, based on their Master Plan. The plan created a civic square in front of the station, improving the SJRRC's presence within the community and symbolizing their commitment to and role within the neighborhood and city.

Improvements to the site included a 10,000-square foot park, an on-site pavilion for local commercial entrepreneurs, and a signature clock tower. A former industrial facility in front of the site was demolished and a new formal entrance to the station was constructed. Opticos collaborated with Kimley-Horn, Inc. to produce the construction drawings.

Reference: Stacey Mortenson
Executive Director
San Joaquin Regional Rail Commission
949 East Channel Street
Stockton, California 95202
209.944.6220

Status: Master Plan Adopted 2007;
Phase I Completed July 2010



This Page: Aerial view of Phase I and views of the completed Clock Tower and plaza.

Midtown at Forest Acres, Forest Acres, South Carolina

A large-scale redevelopment vision to convert an existing shopping mall into a thriving mixed-use urban center. The goal for this site was to build a regional center of activity for the suburbs east of Columbia, SC. A long main street, dense mid-rise housing, live/work lofts, and new civic structures for the local government are all part of the extensive program. A detailed Form-Based Code and architectural guidelines were written to ensure high-quality development consistent with the vision.

Reference: Bill Allison

Allison Ramsey Architects
235 South Liberty Street
Asheville, North Carolina 28801
828.350.1266
www.allisonramseyarchitect.com

Status: Adopted May 2009

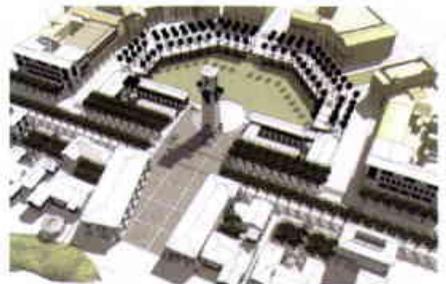


Downtown and Beachside Master Plan, Seaside, Florida

Opticos wrote a Master Plan to integrate a new beachside plaza and retail shops, beachside housing, outdoor market buildings, a 125-foot tall observation tower designed by Leon Krier, new mixed-use buildings to complete the downtown, and a newly designed amphitheater.

Reference: Robert Davis

County Road 30A
P.O. Box 4730
Seaside, FL 32459
415.776.1077



Nelson\Nygaard Consulting Associates, Inc.

Nelson\Nygaard Consulting Associates, Inc. is a nationally recognized firm committed to developing transportation systems that build vibrant, sustainable communities. With seven offices covering North America, we have one of the largest groups of transportation planners that focuses entirely on planning for transit and non-auto modes.

Since its inception in 1987, Nelson\Nygaard has become renowned for consensus building and developing plans that are practical and implementable. Recognized for projects across the country, Nelson\Nygaard has received awards and honors from a number of professional organizations including the American Planning Association, the Association of Environmental Professionals, the American Society of Landscape Architects, and the Congress for the New Urbanism.

A fully multimodal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, our experts specialize in planning, operations, and implementation, balancing the goals of each community with the advantages provided by each mode including transit, paratransit, pedestrian, bicycle, auto, and parking.

Transportation specialists in:

- Transit – buses, streetcars, light rail, bus rapid transit, ferries, high speed rail
- Transportation demand management
- Paratransit and community transportation
- Parking
- Traffic engineering
- Pedestrian and bicycle plans
- Campus planning
- Transportation and land use
- Climate action and CO2 reduction

Project Experience

San Francisco Eastern Neighborhoods Plan

Nelson\Nygaard Consulting Associates led a multi-agency partnership to develop circulation strategies and transportation improvements for a fast-growing group of neighborhoods covering almost a quarter of the City of San Francisco, including regionally identified Priority Development Areas. Working with community stakeholder and staff from multiple City agencies, the Nelson\Nygaard team developed circulation concepts, corridor project designs, and streetscape plans for five major arterial streets.

In San Francisco's fast-growing South of Market District, where established and emerging residential neighborhoods contend with high volumes of vehicle traffic traveling to and from the San Francisco Bay Bridge, the designs provide pedestrian safety, connectivity, and streetscape improvements alongside new separated bicycle facilities. The project also developed robust transit priority treatments for the 16th Street corridor, providing a transit spine linking three established neighborhoods to emerging areas on the City's eastern waterfront. Finally, several steps were proposed to restore street-grid connectivity in a historically industrial part of the city in order to create new east-west paths of travel for all modes.

The City of San Francisco is now creating a plan for the funding, implementation, and environmental review of these projects.



Client: San Francisco Municipal Transportation Agency

Contact: Timothy N. Papandreou, Assistant Deputy Director, 415-701-4333, timothy.papandreou@sfmta.com

Budget: \$166,178

Staff: Jeff Tumlin, Mike Eiseman

Timeframe: 2010

Richmond South Shoreline Specific Plan (with Opticos, Nelson\Nygaard)

Working as a member of a team led by Opticos Design, Nelson\Nygaard is currently leading access, connectivity and circulation planning for the City of Richmond's South Shoreline Specific Plan. In June 2012, the City was awarded a MTC Priority Development Area (PDA) Planning Grant to develop the Specific Plan and PEIR. The 220-acre study area includes properties owned by University of California that have been identified as the preferred site for the Richmond Bay Campus. While the 2030 General Plan has a land use vision and policies for this area, a more detailed plan is needed to integrate the proposed Lawrence Berkeley National Laboratory with the surrounding community and, where appropriate, encourage more intense development. Richmond's vision for the South Shoreline is to transform this waterfront area into a revitalized, pedestrian-oriented district that would integrate a mixture of high-intensity research and development and commercial uses with new medium-density housing options anchored by the Richmond Bay Campus. The vibrant mix of new and existing uses would harmonize with ecologically-sensitive areas, maximize Bay views. Nelson\Nygaard is working on the South Shoreline Specific Plan and the leading the complementary South Richmond Transportation Connectivity Plan, to develop multimodal projects and programs to connect other Richmond neighborhoods, regional transit stations (BART and the planned ferry terminal), and surrounding communities to the existing resources and new opportunities associated with development in the City's South Shoreline area.

BART EBART TOD Policy Assessment

In support of the eBART Next Segment Study, Nelson\Nygaard prepared a report to BART, updating its 2009 assessment of eBART Corridor compliance with the Metropolitan Transportation Commission's Transit Oriented Development (TOD) Policy (Resolution 3434). The 2013 assessment included working with BART, Contra Costa County, and the cities of Pittsburg, Antioch, and Brentwood to identify the existing number of housing units and capacity for additional residential growth in eBART station areas, according to locally adopted zoning codes and general plan policies. The assessment included the planned Pittsburg Bay Point, Pittsburg Railroad Avenue and Antioch Hillcrest Avenue eBART Stations, and also accounted for a potential extension of the eBART Phase I corridor to a terminal station near the Mokelumne Trail crossing of SR-4 in Brentwood. Residential and mixed-use projects at various stages in the development "pipeline," were accounted for, as well as policies requiring the development of below market rate housing units, which qualify for bonus credits in the TOD Policy compliance assessment (per 3434). This BART-sponsored TOD Policy assessment was intended to inform on-going planning for general plan and zoning code amendments by local jurisdictions in the eBART corridor.

Client: City of Richmond, California

Contact: Richard Mitchell, Planning Director,
City 510-307-8159, richard_mitchell@
ci.richmond.ca.us

Budget: \$46,000

Staff: Nelson\Nygaard: Colin Burgett,
Kevin Shively; Opticos: Stefan Pellegrini,
Christopher Janson

Timeframe: 2013-ONGOING

Client: Bay Area Rapid Transit

Contact: Ellen Smith, esmith1@bart.gov

Budget: \$26,357

Staff: Nelson\Nygaard: Jeff Tumlin, Kevin
Shively

Timeframe: 2013

Originated in the Bay Area in 1969 as a small environmental firm, ESA has grown into a multidisciplinary firm of over 350 environmental professionals that offer expertise in all disciplines relevant to environmental planning, analysis, assessment, and regulation, as well as land use planning. Our core service continue to be preparation of EIRs and other California Environmental Quality Act (CEQA) documents for a wide range of project types and clients.



ESA has prepared more than 5,000 environmental documents in compliance with CEQA, National Environmental Policy Act (NEPA), and the full range of other local, state, and federal environmental requirements. ESA's Community Development Practice leads its environmental work related to various types of development plans and projects throughout the Bay Area and Contra Costa County.

ESA is a 100 percent employee owned ESOP.

ESA has helped clients prepare CEQA compliance documents for over 40 years.

With over 350 professionals throughout the offices listed below, we are large enough to offer a full range of value-added services but small enough to provide the personal service and attention our clients expect.

We have offices in: San Francisco, Oakland, Petaluma, Sacramento, San Diego, Santa Cruz, Palm Springs, Los Angeles, Woodland Hills, Seattle, Olympia, Portland, Tampa,

Relevant Experience

Plan Bay Area Environmental Impact Report

The Metropolitan Transportation Commission (MTC) Regional Transportation Plan establishes a vision for the MTC to deliver and manage a safe, efficient integrated, multimodal transportation system for the San Francisco Bay Area. ESA prepared several technical analyses of the EIRs for the 2001 Plan, the Transportation 2030 Plan, and the Transportation 2035 Plan, which encompassed all transportation investments in the Bay Area Region.



ESA most recently completed work on the 2013 update of the regional transportation plan EIR, a comprehensive regional plan in response to SB 375 known as Plan Bay Area. In a joint effort led by the Association of Bay Area Governments (ABAG) and MTC in partnership with the other regional and local government agencies and transportation partners, Plan Bay Area will be an integrated land-use/transportation plan. As in the prior EIRs, ESA analyzed energy, noise, geology and seismicity, water resources, and biological resources.

Contra Costa County Comprehensive Transportation Plan Update EIRs

ESA completed portions of the EIRs for the Contra Costa Transportation Authority's (CCTA) 2000, 2004, and 2008 updates to the Countywide Transportation Plan (CTP). Updated on a regular basis, the CTP is intended to provide the overall direction and a coordinated approach for achieving and maintaining a balanced and functional transportation system within the County while strengthening links between land use decisions and transportation. The CTP includes a wide variety of projects addressing the improvement, operation and maintenance of roadway, transit, HOV, and bicycle/ pedestrian facilities throughout Contra Costa County. ESA's work has involved preparation of the air quality, biological resources, energy, geology and seismicity, noise, and water resources sections of the EIRs.

Broadway Valdez Retail Corridor Specific Plan and EIR

ESA is finalizing an EIR for a Specific Plan area known as Auto Row in uptown Oakland. The Plan Area is located within a Priority Development Area (PDA) with respect to the regional Sustainable Communities plan developed for the Bay Area pursuant to SB 375. The Specific Plan envisions the potential for up to approximately 2 million square feet of new revitalizing mixed use retail and commercial uses, including a 180-room hotel, and a transit oriented center north of downtown. The EIR addresses the 95.5-acre Specific Plan area, analyzing the potential development at a project-level to facilitate swift entitlement of future development envisioned to occur within the Plan area. Priorities for public transit and pedestrian enhancements are identified as well as transportation, parking, and streetscape improvements.



San Francisco Transit Center District Plan EIR

ESA prepared the EIR for the Transit Center District Plan, encompassing the southern portion of the downtown Financial District, roughly bounded by Market Street, the Embarcadero, Folsom Street, and Third Street (Plan Area). The Plan area includes properties in and around the adopted Transbay Redevelopment Project Area and Transbay Terminal. The Transit Tower, an office tower approximately 1,000 feet in height would be located adjacent to a new Transbay Transit Center, which is currently under construction and will replace the former Transbay Terminal as a regional transit hub and potential future terminal for planned Caltrain Downtown Extension and California High-Speed Rail service. The Plan also builds on the Downtown Streetscape Plan of 1995, as well as the 2006 streetscape and open space plan for the Transbay Redevelopment Area and the citywide draft Better Streets Plan to create a “high quality public realm” covering the “shared space” of the Plan area, including its streets, alleys, sidewalks, parks, and plazas. The Plan further seeks to manage vehicular traffic and to enhance transit, pedestrian, and bicycle travel. Finally, the Plan will implement a number of district-wide policies and controls aimed at supporting the City’s existing environmental, sustainability and climate changes objectives. ESA conducted the rigorous analysis of the potential effects of this ambitious and multi-faceted Plan.



City of Pleasanton Climate Action Plan, General Plan Amendments and Supplemental EIR

ESA assisted the City of Pleasanton with developing and adopting a Climate Action Plan (CAP) that will enable the City to manage its growth while reducing community-wide GHG emissions, and settle two law suits related to their Housing Element and their recent General Plan Update. The scope included a comprehensive CAP that accommodated the City’s need to add low-income housing, an amended General Plan Update, and a Supplemental EIR that addresses the CAP and updates to the General Plan. The CAP included refining the City’s GHG inventory and 2020 emissions projection, developing and quantifying emissions reduction measures, prioritizing measures for implementation, and designing a monitoring program. ESA convinced the City to expand the initial RFP scope and use the CAP process to help solve its General Plan legal issues. The ESA team modeled land use and developed housing and transportation scenarios to identify and illustrate synergistic combinations of vehicle miles traveled (VMT) reduction measures and housing strategies. The CAP also included measures for reducing GHG emissions associated with vehicle technologies, energy consumption, solid waste generation, and water use. ESA also prepared a General Plan Update Amendment that incorporated land use/housing/ transportation and other CAP goals and strategies into the General Plan concurrent with adoption of the CAP, avoiding the need for a separate amendment and environmental review process. Comprehensive CEQA documentation met the requirements for a “qualified” CAP per the BAAQMD draft guidelines, addressed the Attorney General’s lawsuit on the General Plan Update EIR, and responded to the Superior Court Writ of Mandate in the Housing Element lawsuit.





Strategic Economics is a consulting and research firm specializing in urban, regional and real estate economics. Strategic Economics provides the rigorous economic analysis and strategic thinking necessary to guide local governments, developers, and non-profit organizations in planning efforts, investment decisions, and policy design.

Strategic Economics' work style is characterized by creativity, flexibility, and close collaboration with clients. Through its work on numerous public processes, Strategic Economics has developed a specialization in making economic information legible and relevant to both public and private stakeholders. The firm's team members have extensive experience in a number of disciplines, including urban economics, city planning, public policy, municipal finance, and real estate economics. Examples of past work include: market analysis, financial feasibility analysis, retail strategies, economic development strategies, fiscal impact analyses, transit-oriented development, and real estate transactions.

As a partner in the Center for Transit Oriented Development (CTOD), Strategic Economics specializes in planning and implementing transit-oriented development strategies at the local, corridor, and regional scales. For the last 15 years, Strategic Economics has been involved in transit-oriented development planning and implementation in the Bay Area. The firm has conducted economic analysis for a diversity of transit station areas and priority development areas, including Pittsburg-Bay Point, South Fremont/ Warm Springs, the Grand Boulevard (El Camino Real), Hacienda (Pleasanton), North Santa Rosa, and Downtown Berkeley. Strategic Economics has also worked recently with MTC staff on several assignments related to TOD and infill development, including an assessment of MTC's Resolution 3434 TOD Policy; employment analysis for the One Bay Area plan; and technical assistance assignments to support the Grand Boulevard Initiative and West Oakland Specific Plan.

The firm has extensive experience with plan implementation, providing services related to financial feasibility analysis to determine appropriate land uses and densities in plan areas, as well as public and private financing strategies ranging from "value capture" tools to assessment districts to facilitate development in infill locations. Strategic Economics recently authored a national report for the U.S. EPA examining existing and emerging funding and financing tools for transit-oriented development. The firm also worked on an innovative study for the Grand Boulevard Initiative identifying financing tools to fund improvements on El Camino Real in order to accommodate new development. Strategic Economics' ability to link forward-looking market research with implementation expertise ensures that plans are grounded in reality, and that the technical assistance provided is useful not just for planners, but also for developers and others tasked with translating vision into reality.

Relevant Experience

Pittsburg Bay Point Master Plan - TOD Market Study and Implementation Strategy

Strategic Economics was a sub-consultant to PMC for the 50-acre Pittsburg/Bay Point BART station area master plan. The project area includes 27 acres owned by BART, which includes primarily surface parking lots for patrons, and an adjacent 24-acre privately owned vacant property. Strategic Economics conducted a real estate market study to inform the master plan looking at the development potential for residential, office, and retail uses. In addition, Strategic Economics tested the financial feasibility of various building types in the short, medium, and long term to determine whether higher densities were viable given local market conditions. The market and financial feasibility analysis allowed the team to develop a realistic phasing strategy for the plan that encouraged affordable housing in the short term and higher density market-rate housing in the longer term. Strategic Economic also developed a financing strategy for the infrastructure improvements detailed in the master plan. The final plan was successfully adopted by the Pittsburg City Council in August 2011.

Opticos Design, Inc.

Client: City of Pittsburg

Location: Pittsburg, California

Timeframe: 02/2009 — 09/2011

North Santa Rosa Station Area Specific Plan & EIR

Strategic Economics joined a consulting team led by PMC to conduct financial feasibility analysis and municipal financing strategies for the North Santa Rosa Station Area Specific Plan. The North Santa Rosa station area is a priority development area, and contains one of 14 planned SMART commuter rail stations. Strategic Economics completed a detailed market analysis of the station area to provide a framework for the plan and ground the land use alternatives in market realities. Strategic Economics also completed an in-depth examination of the feasibility of a range of building types in the study area, and the potential impact of changes to height limits, parking requirements, and allowed densities. To ensure that the plan was implementable, Strategic Economics also prepared an affordable housing strategy for the station area, and worked with PMC to create a municipal financing plan, which includes strategies for funding the proposed public and private improvements. In September 2012, the Station Area Plan was adopted by the Santa Rosa City Council.

Client: City of Santa Rosa

Location: Santa Rosa, CA

Timeframe: 04/2011 – 05/2012

Downtown Menlo Park and El Camino Real Specific Plan

Strategic Economics joined a team led by Perkins + Will to conduct market, feasibility, economic, and fiscal analysis to support the development of a new specific plan in the area that encompasses Downtown Menlo Park and a portion of the El Camino Real corridor. Strategic Economics assessed market strength and demand for retail, residential, office, hotel, and conference uses within the study area. Based on that analysis, Strategic Economics carried out an in-depth examination of development potential based on lot sizes and configurations, possible building types, and market feasibility and sensitivity of several conceptual development models agreed-upon by the City and public. The resulting fine-grained understanding of realistic building types and land uses informed the plan's development, and also clarified the most critical public investments and regulatory changes needed to improve feasibility of desired development types. Strategic Economics also conducted a fiscal impact analysis assessing the proposed plan's influence on the City's General Fund. In June 2012, the City Council unanimously approved the Menlo Park Specific Plan.

Client: City of Menlo Park

Location: Menlo Park, CA

Timeframe: 08/2008 – 11/2009
& 12/2011 – 02/2012

Grand Boulevard Initiative Infrastructure Needs Assessment and Financing Strategy

The Grand Boulevard Initiative (GBI) is a regional collaboration of 19 cities, two counties, and other local and regional agencies dedicated to improving the performance, safety, and aesthetics of the 47-mile El Camino Real corridor – a priority development area. In 2011, the GBI retained a consultant team including Arup and Strategic Economics to assess the capacity of infrastructure on the El Camino Real corridor. The corridor is a critical component of the One Bay Area plan, and its transformation is consistent with state and regional goals to reduce greenhouse gas emissions, better align transportation investment with land use, and improve connections between the region's workforce and large job centers. However, this new, higher-intensity housing, commercial, and mixed-use development will generate increased demand for utilities, requiring capacity expansions and other infrastructure improvements. Moreover, El Camino Real and connecting streets will require streetscape and other roadway improvements to encourage walking, bicycling, and transit use.

Thus, to help the GBI understand the issues surrounding the corridor's development, the team analyzed its ability to accommodate projected population and employment growth; estimated the cost of needed improvements; and evaluated potential funding and financing strategies. Strategic Economics began the assignment with a Capital Improvement Programs (CIPs) review that built on Arup's assessment of the types and costs of infrastructure needs within a half-mile radius of El Camino Real. Strategic Economics' review of the CIPs of 20 cities and counties in the corridor helped the team identify the sources that communities are currently using to pay for roadways, storm drain, sanitary sewer, water, electricity, and natural gas infrastructure needs. It also allowed Strategic Economics to determine which infrastructure needs are likely to be covered by existing federal, state, regional, and local sources, and which are likely to require new sources of funding. Currently, Strategic Economics is assessing the potential of emerging and innovative tools to contribute to unfunded infrastructure needs in the corridor. Tools under review include pooled regional grant funds, value capture mechanisms that could serve as an alternative to redevelopment tax increment financing (TIF), congestion pricing, proceeds from California's cap-and-trade auctions, private infrastructure investment funds, and solar power and other technologies that generate renewable energy from roadways.

Client: San Mateo County Transit District

Location: El Camino Real Boulevard,
California

Timeframe: 10/2011 – 07/2013

Lisa Wise Consulting

Firm Overview

Lisa Wise Consulting, Inc. (LWC) specializes in land use planning and economics aimed at promoting pedestrian and transit-oriented neighborhoods, revitalizing built environments, and facilitating sustainable, well-designed places to live, work, and recreate. LWC is distinguished by its consistent commitment to client service and the development of community-driven, innovative solutions.

The team addresses each engagement with a strong business emphasis, professional writing skills, and group facilitation capabilities. The LWC team also has a proven history of working with local government and State and federal agencies.

LWC core capabilities:

- Zoning Ordinances, Development Codes, and Form-based Codes
- Public Engagement and Community Consensus Modeling
- Community Planning
- Economic and Market Analysis and Strategies
- Housing Elements and Affordable Housing Policy
- Analysis of social, economic and environmental indicators

LWC is an industry leader in the creation and application of form-based and hybrid codes and committed to the design and implementation of transit oriented neighborhoods and humanscale environments. LWC also recognizes that cities face diverse development challenges, including competing for investment, retaining local character and historic resources, and protecting the environment. To this end, the LWC team works closely with our clients through charrettes, personal interviews, focus groups and public meetings to build consensus on local issues and guiding principles.

The firm is led by owner-founders Lisa Wise and Henry Pontarelli who have decades of experience in planning, economics, market research and the management of complex projects. LWC was founded in 2006 and has grown to six employees and offices in San Luis Obispo and San Francisco, California. LWC is a State-certified Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE).

Relevant Experience

Ashland and Cherryland Business District Specific Plan Update, County of Alameda, CA

Lisa Wise Consulting, Inc. (LWC), was retained by the County of Alameda, California to prepare an update to the Ashland and Cherryland Business District Specific Plan. LWC is leading a multidisciplinary team, consisting of seven additional consulting firms specializing in mobility, finance, urban design, CEQA, retail programming, communication, and community engagement.

The project consists of analyzing the Plan Area, distilling the current community profile, evaluating market conditions and opportunities, and developing an implementation plan. Community outreach is a significant factor and facilitated through the use of a project-based, multi-lingual website and social media channels.

These tactics encourage idea sharing, and keep the community informed of interviews, workshops, and meetings where they may partake in the planning process, and inform the development of a long-term community vision and implementation strategy.



Status: in Progress

Timeframe: 2013- 2015

Reference: Rodrigo Orduña
224 West Winton Avenue, Suite III
Hayward, CA 94544
rodrigo.orduna@acgov.org
(510) 670-6503



West Grand Avenue Master Plan, City of Grover Beach, CA

In January 2010, the City of Grover Beach, California hired LWC along with Opticos Design, Inc., and Omni-Means Engineering to develop the West Grand Avenue Master Plan. The Master Plan implements the goals set forth in the City's 2004 Visioning Project, 2010 General Plan Update, and Economic Development Strategy.

West Grand Avenue is the City's commercial center and a major thoroughfare linking visitors and residents of the Five-Cities area to the beach. The Master Plan focuses on flexible, high-quality guidelines for architecture and public streetscape enhancements in three distinct districts along the corridor to create vibrant activity centers that serve both tourists and local residents. Guidelines and recommendations in the Master Plan are based on previous planning work completed by the City, as well as feedback from a community workshop conducted in June 2010 and extensive one-on-one interviews with citizens, appointed and elected officials, and business and property owners.

The Master Plan is a tool for revitalizing West Grand Avenue. The concepts and recommendations outlined in the Master Plan provide guidance for development and streetscapes that, over time, can transform the corridor into a more vibrant, economically viable, and pedestrian-friendly corridor.

Bellevue Corridor Community Plan, City of Merced, CA

Lisa Wise Consulting, Inc. (LWC) was hired by the City of Merced to prepare the Bellevue Community Plan (BCCP) to guide development for 1600 acres of undeveloped land located adjacent to the UC Merced campus and several miles north of the downtown. The area is envisioned to support services for the rapidly growing UC campus community and provide a range of housing types, commercial and office spaces, and public facilities.

The BCP includes community-driven urban design concepts, a form-based code framework, a circulation plan, and economic analysis. Concept focus on a harmonious, locally calibrated relationship between design, economics, and the public realm.

The extensive public outreach program consisted of stakeholder interviews, technical and citizen advisory committee meetings, a multi-day design charrette, and several public hearings. Plan preparation and community outreach was completed in a highly collaborative effort between the City and Consultant Team.

Led by LWC, the Consultant Team includes Sargent Town Planning, Tony Perez Associates, Nelson\Nygaard Consulting Associates, and Economic Planning Systems. The BCP is funded by a Sustainable Communities Planning Grant.

Economic Development Strategic Plan, City of San Luis Obispo, CA

Lisa Wise Consulting, Inc. (LWC), in partnership with Seifel Consulting, Inc., was retained by the City of San Luis Obispo, California to prepare a five-year Economic Development Strategic Plan. The plan recommended strategies to address major city economic goals including the goal of creating more "head-of-household" jobs.

The team conducted significant public outreach and economic analysis to examine opportunities, challenges, and existing conditions including demographics, resources and partnerships in the community. The analysis included an extensive review of the City's development review process and fees.

The Plan prioritized strategies that are implementable within the five-year timeframe and included metrics for measuring the success of each strategy. LWC worked closely with City Staff to incorporate data and findings from previous local economic development work and to reach key members of the community.

Status: Adopted January 2011

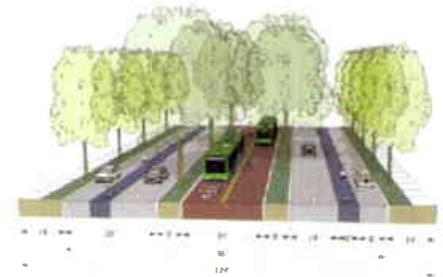
Timeframe: 2010 - 2011

Reference: Bruce Buckingham
Community Development Director
City of Grover Beach
154 South Eighth Street
Grover Beach, CA 93433
805.473.4530
bbuckingham@grover.org

Status: In Progress

Timeframe: 2011 - Present

Reference: Bill King, Principal Planner
678 West 18th Street
Merced, CA 95340
209.385.6858 x 4768
kingbi@cityofmerced.org



Status: Completed

Timeframe: February 2012 - October 2012

Reference: Michael Codron
Assistant City Manager
City of San Luis Obispo
990 Palm Street
San Luis Obispo, CA 93401
805.781.7112
mcodron@slocity.org

Downtown Vision Program and Specific Plan Update, City of Soledad, CA

In early 2011, LWC was hired by the City of Soledad, California to lead a team of consultants including Sargent Town Planning, Raimi + Associates, Nelson Nygaard, Hanna-Brunetti, Jacobson & Wack, and SWCA to update the City's Downtown Specific Plan. A key component of the project is a detailed Vision Program that guided the Specific Plan Update. LWC was responsible for project management, land use planning, economics, financial feasibility, and the public outreach program.

The Downtown Specific Plan Update seeks to restore the City's historic downtown as the commercial center, which has been undermined by strip-mall retail at the City's edge. The Downtown Specific Plan builds on the City's existing downtown assets including recently improved streetscapes, a compact pedestrian-oriented street network, and successful local businesses.

The public outreach program included numerous workshops, a three-day, design charrette, economic forum, and adoption hearings. The public outreach program was crafted to include a diverse range of stakeholders and community members and various opportunities to provide input.

Status: Completed

Timeframe: 2011 - 2012

Reference: Steve McHarris
Community Development Director
City of Soledad (former)
Planning & Neighborhood Services Director
City of Milpitas (current)
455 East Calaveras Blvd.
Milpitas, CA 95035
408.586.3273
smcharris@ci.milpitas.ca.gov



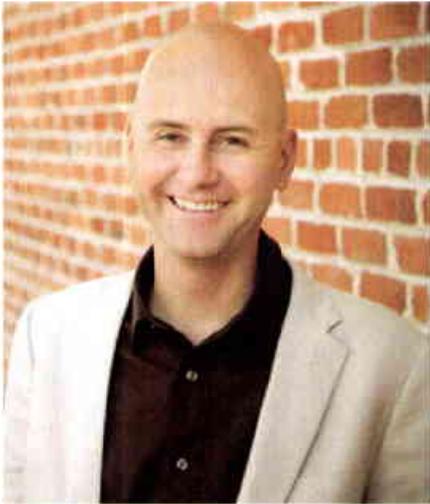
Team Structure, Resumes & References

Live Work unit
designed by Opticos in
Buena Vista, Colorado



Team Structure





Daniel Parolek, AIA

Founding Principal
Opticos Design, Inc.

A Visionary Leader with a Collaborative Spirit

Daniel Parolek is a nationally recognized thought leader in architecture, design, and urban planning, specifically in terms of creating livable, sustainable communities and buildings that reinforce them. Since establishing himself early in his career as an expert in these fields, he has won national competitions and awards recognizing his work and is often asked to contribute to publications and resources. Daniel has a unique talent for quickly assessing places and understanding what's needed to make them better and for understanding what drawing or set of drawings are needed to clearly and evocatively convey a design solution. He has helped found several nonprofit planning and architecture organizations, he regularly speaks at national conferences, and his projects have been featured in numerous publications. His strong interest in diverse building types, at different scales that bridge architecture and urban planning, drove his desire to start Opticos in 2000—and he continues to create buildings and neighborhoods that can be future models to inspire and guide others.

Over the years, he has become one of the leading practitioners of Form-Based Coding, a revolutionary new approach to zoning about which he co-wrote what's been called "the definitive handbook," and he is a founding board member of the Form-Based Codes Institute. With a strong commitment to sharing knowledge, he has taught several hundred advanced-level students through the Form-Based Codes Institute's ongoing courses and taught graduate-level design studios at the University of California, Berkeley, where he participates in design reviews, as well as at the University of Notre Dame and Harvard. He regularly teaches workshops on Smart Growth, coding, and urban living.

His love of good design and great places came from a childhood spent roaming the small town of Columbus, Nebraska, on his bike—and much of his current work is inspired by his memories of growing up in a place with a thriving main street and local businesses. After receiving a classical architectural education that emphasized visual harmony and contextual architecture, Dan worked in New York with the renowned architect Robert A.M. Stern where he became experienced at all scales of projects, from the smallest (private homes for Michael Eisner and Jon Bon Jovi) to mid-level (a federal courthouse in West Virginia and the renovation of Anaheim's baseball stadium) to large (an entertainment complex at Tokyo Disney). He has worked alongside other leading architects and urbanists, such as Leon Krier, Andrés Duany, Elizabeth Plater-Zyberk, and Peter Katz.

When he's not in the office, Dan can be found riding his bike, exploring urban places, going to the farmer's market with his family on Saturday morning, or quietly painting with watercolors in his back yard.

Education

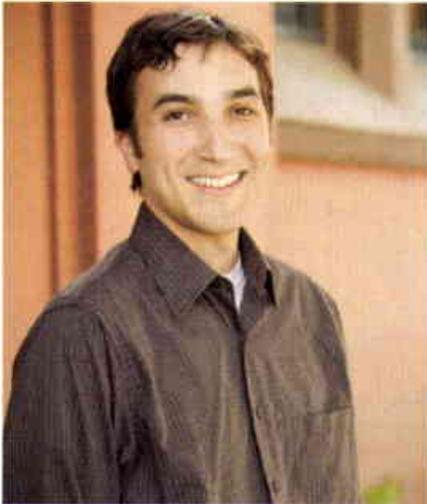
- Master of Urban Design
University of California, Berkeley
- Bachelor of Architecture
University of Notre Dame

Memberships

- California Architect License C30485
- Florida Architect License
- Colorado Architect License
- Congress for New Urbanism (CNU)
- Form-Based Codes Institute,
Founding Board Member
- Northern California Chapter of CNU,
Founding Board Member
- Northern California Chapter of the
Institute for Classical Architecture,
Founding Board Member
- American Institute of Architects

Relevant Project Experience

- Downtown (TOD) Plan and Form-Based
Code, Mesa, AZ
- SMART Station Areas Master Plan,
Petaluma CA
- Seaside Master Plan, Seaside, FL
- South Main Live/Work Unit, Buena Vista, CO
- Cincinnati FBC Consulting, Cincinnati, OH
- Cincinnati Urban Design Element Consulting,
Cincinnati, OH
- Waterfront Master Plan and Form-Based
Code, Hercules, CA
- Downtown Mixed-Use Master Plan and
Form-Based Code, Benicia, CA
- Livermore Planning and Zoning Code
Update, Livermore, CA



Stefan Pellegrini, AICP, LEED AP

Principal
Opticos Design, Inc.

Stefan Pellegrini's educational degrees and professional experience in both architecture and urban design make him an expert project leader at all building scales, from single-family homes to regional plans. He has extensive experience traveling and teaching workshops abroad, a roster of groundbreaking and award-winning projects to his credit, and he is uniquely skilled at bringing diverse people and opinions together at the table to resolve conflicts and turn disagreements into productive projects. Adept at analyzing a place and drawing his ideas on paper, with a passion for traditional architecture, Stefan meticulously considers every aspect and angle of a project to create beautiful places and spaces that thrive.

His strong interest in revitalizing places, especially rural small towns and inner-city areas, comes from a childhood spent in the rust belt town of Muncie, Indiana, seeing first-hand the impact of declining industry. Before joining Opticos in 2002, Stefan brought this understanding to his work at the nationally renowned firm Urban Design Associates in Pittsburgh, Pennsylvania, where he was a senior designer and project manager for over 50 urban design and architecture projects, including groundbreaking plans that redesigned public housing into mixed-income communities through the HOPE VI program in five states (one of which won an AIA Honor Award for Urban Design), and new housing developments in North Carolina and Alabama. He also played an instrumental role in UDA's resurrection of Architectural Pattern Books.

Stefan brings an international perspective to the firm. The recipient of a number of fellowships, including the prestigious Skidmore, Owings, and Merrill Foundation Urban Design Traveling Fellowship, he has spent months studying architecture and planning all over the world, including Scandinavia, North Africa, and Southern Europe. He teaches a number of international design workshops in Mexico, China, and Japan, and he is a lecturer in the Urban Design program at the University of California, Berkeley—all of which gives global depth and understanding to his work. In addition, Stefan is fluent in Italian.

When not traveling or working, Stefan explores his own very mixed-use neighborhood in San Francisco either on foot or on his bicycle and often accompanied by his two sighthounds. He takes public transit to work every day. He's also an avid cook.

Education

- Master of Urban Design
University of California, Berkeley
- Bachelor of Architecture
Magna Cum Laude
University of Notre Dame

Memberships

- American Institute of Certified Planners
Certificate #020186
- American Planning Association (APA)
Urban Design Division
- California Architect License #32904

Relevant Project Experience

- Downtown Mixed-Use Master Plan and Form-Based Code, Benicia, California
- Waterfront District Master Plan and Form-Based Code, Hercules, California
- Town Architect/Strategic Advisor, Hercules, California
- Central Kingsburg Revitalization Plan, Kingsburg, California
- Greater Dos Palos Mobility Plan, Dos Palos, California
- Paso Robles Town Center Specific Plan, Paso Robles, California
- Mecca Community Revitalization Strategy, Riverside County, California
- Loma Rica Ranch Specific Plan, Grass Valley, California
- Central Firebaugh Revitalization Plan, Firebaugh, California
- Stockton Depot Revitalization Plan, Stockton, California



Karen Parolek

Principal
Opticos Design, Inc.

Karen Parolek helped launch the field of information architecture and she applies her expertise in communication, usability, and information advocacy to her work at Opticos. Well-recognized for her work, she has spearheaded cutting-edge initiatives to create smarter and more sustainable corporations, spoken at national conferences, and consulted with international organizations. Her unique mix of skills in graphic design, information design, and architecture—combined with her aptitude for computers and engineering—lend themselves to her ability to make things easier to use, clearer to understand, and more accessible to everyone.

Committed to developing better ways of running a business, Karen helped make Opticos a founding B-Corp in 2007 and a California Benefit Corporation in 2012—a new type of company that commits itself to a triple bottom line. Her attention to detail and ability to translate complex codes into straightforward text and graphics has also made her an expert in Form-Based Coding; she co-wrote a book on the topic and is a founding board member of the Form-Based Codes Institute. Karen also excels at taking a step back and looking at the big picture of projects or situations.

Before joining Opticos in 2000, Karen worked at the internationally recognized design firm Pentagram where she worked with Michael Beirut to create all the wayfinding signage for the Wall Street area of New York City, a project which taught her how to direct people around towns and spaces and how to help people move through spaces. At Pentagram, she also worked with notable architects including Robert A.M. Stern, Richard Meier, Peter Eisenman, and James Stewart Polshek, and she helped create signage for Disney's town of Celebration, Florida. Following Pentagram, Karen helped launch the information architecture profession with her position at NBC Internet (then called Snap.com), where she enabled people to navigate through cyberspace and helped establish the site as a top-10 Internet portal website. She has also created online systems and content for VeriSign and the Liz Claiborne Art Ortenberg Foundation.

Now, when she's not avidly researching more responsible ways to run a business, she can be found biking to and from the small Berkeley bungalow she shares with husband Dan, their two children, and two dogs.

Education

- Bachelor of Architecture
Magna Cum Laude
University of Notre Dame

Memberships

- Congress for New Urbanism (CNU)

Codes Karen has reviewed:

- Downtown Nashville Form-Based Code, Nashville, Tennessee
- Downtown Mixed-Use Master Plan and Form-Based Code, Benicia, California
- Lower Arsenal Mixed-Use Specific Plan and Form-Based Code, Benicia, California
- Waterfront Master Plan and Form-Based Code, Hercules, California
- Loma Rica Ranch Specific Plan, Grass Valley, California
- Grass Valley Development Code Update, Grass Valley, California
- Livermore Planning and Zoning Code Update, Livermore, California
- Flagstaff Land Development and Zoning Ordinance Rewrite, Flagstaff, Arizona



John Miki, LEED AP

Associate
Opticos Design, Inc.

John Miki's detail-oriented background and architectural training add depth and bring expertise to planning and form-based coding projects. His keen understanding of digital technology combined with a passion for urban places, results in cutting-edge planning and design solutions. John has created a host of award-winning Form-Based Codes and plans that utilize the benefits of highly technical computer programs and photographic software—yet he is skilled at making advanced technological applications clear and understandable with his excellent sense of humor, outgoing personality, and ease of collaboration.

Before joining Opticos in 2006, John was at Urban Design Associates in Pittsburgh, Pennsylvania. While there, he worked on a number of award-winning projects, including the East Baltimore Redevelopment Project, a long-term process with both public and private involvement that revitalized an inner-city neighborhood, the redesign of public housing into mixed-income housing for the HOPE VI projects, and a Master Plan for the University of California, Santa Barbara, campus. While living in Pittsburgh, John also fell in love with walkable urban design; after growing up in the automobile-dependent city of Miami, Florida, Pittsburgh was a dense, pedestrian-friendly city with traditional main-street-based neighborhoods and excellent public transportation. His experience there helped shape his interest in urban planning and in the integration of historic architectural details within the communities he is helping to redesign.

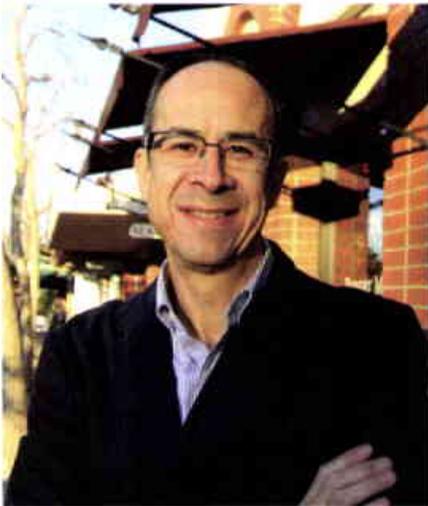
When he's not in the office or shuttling his three children between soccer practices and games, John enjoys sailing and fishing. He is also an enthusiastic photographer shooting pictures of urban environments or natural landscapes with his Nikon SLR.

Education

- Master of Urban Design
University of California, Berkeley
- Bachelor of Architecture
Carnegie Mellon University

Relevant Project Experience

- Livermore Planning and Zoning Code Update, Livermore, California
- Flagstaff Land Development and Zoning Ordinance Rewrite, Flagstaff, Arizona
- Cincinnati Form-Based Code Study, Cincinnati, Ohio
- Lake Tahoe Regional Form-Based Code Template, Lake Tahoe, California
- Paso Robles Town Center Specific Plan, Paso Robles, California
- Mecca Community Revitalization Strategy, Riverside County, California
- Central Kingsburg Revitalization Plan, Kingsburg, California
- Central Fowler Revitalization Plan, Fowler, California
- Arsenal Mixed-Use Master Plan, Benicia, California



Tony Perez

Director of Form-Based Coding
Opticos Design, Inc.

With over 25 years of planning experience—12 as a public sector planner, and the past 14 years as a consulting professional writing Form-Based Codes—Tony is an expert at working with communities to establish and translate policy direction into clear and implementable development standards. His experience in the public and private sectors provides his clients with both sharp focus and broad perspective to ensure that the standards articulated are capable of implementing the policies and delivering the expected visions.

Tony learned the craft of preparing Form-Based Codes while working on a variety of projects over the past 14 years with Stefanos Polyzoides, Paul Crawford, Alan Loomis, and David Sargent. Since 2000, Tony has prepared or is in the process of preparing 22 Form-Based Codes, coauthoring eight, contributing to and peer-reviewing eight, totaling 38 codes. Tony is fluent in the language of urban design and architecture, enabling him to extract maximum information and direction out of a vision, while asking important questions of the designers and stakeholders in the process. Tony is also adept at integrating each Form-Based Code with the community's existing regulations and procedures.

Most recently, Tony's work on the City of Santa Ana's Transit Zoning Code was one of two winners in the United States of the 2012 Driehaus Award for Form-Based Codes. Tony is finalizing the Revised Public Draft Fresno Code for 13 square miles of that large California city. Tony also recently began work on a code for the City of Merced's Bellevue Corridor as well as a code for the incremental transformation of Fremont's city center. Tony is part of the team that was recently assembled to rewrite the Los Angeles Zoning Code.

Tony is nearing completion of a case study book titled *The Mexican Patio House* which analyzes 30 patio house buildings ranging from small urban houses to civic buildings and haciendas from Central Mexico. Tony is from the small California Delta town of Isleton and lives with his family in Camarillo.

Education

- B.S. Urban and Regional Planning
Cal Poly Pomona

Experience

- Tony Perez Associates, Principal, Camarillo, CA, Nov 2011 to present
- Raimi + Associates, Principal, Los Angeles, CA, Sep 2009 – Oct 2011
- UCLA Co-instructor: URP 217 "TOD Design Studio," Winter/Spring 2010
- Moule & Polyzoides, Senior Associate, Pasadena, CA, 2003 – Sep 2009
- Mainstreet Architects, Senior Planner, Ventura, CA, 2000 – 2003
- City of Camarillo, CA, Redevelopment Coordinator, 1997 – 2000
- City of Oxnard, CA, Senior Planner, 1996 – 1997
- City of Fillmore, CA, City Planner, 1989 – 1996
- City of Simi Valley, CA, Associate Planner, 1988 – 1989
- Michael Brandman, Associates Planner, Los Angeles, CA, 1987 – 1988
- City of South El Monte, CA, Assistant Planner, 1986 – 1987



Christopher Janson, AIA

Associate
Opticos Design, Inc.

Christopher Janson is an architect and urban planner who is highly skilled at bridging the two disciplines. He has a passion for and expertise in integrating important architectural-scale details within the perspective of the bigger planning picture—a skill that makes him an effective project manager and an office leader in the exploration of innovative urban building types and sustainability from the building to citywide scales. These talents, his attention to detail, and his ability to keep projects on schedule and within budget have been integral to the success of many of the firm's key projects.

Prior to joining Opticos in 2005, Chris worked at the Florida-based firm, Merrill and Pastor Architects. While there, he worked on the award-winning University of Miami School of Architecture Lecture Hall with Leon Krier, one of the founding fathers of New Urbanism, as well as on other big projects such as the Fort Pierce Federal Courthouse and the Seaside Chapel. His experience at Merrill and Pastor taught him to strive for excellence and to find creative solutions for design problems, as well as to pay attention to even the smallest details of buildings. He independently proposed a plan for new development in the town of Naples, Florida, which won him a juried award in an international competition, and he has participated in an international design workshop in Oaxaca, Mexico, for the historic town to respond to the pressures of modern life.

Chris spends his weekends exploring his city with his Great Dane, or repairing and tinkering with his four bicycles.

Education

- Master of Urban Design
University of California, Berkeley
- Bachelor of Architecture
Cum Laude
University of Notre Dame

Memberships

- Florida Architect License AR94740
- Texas Architect Registration No. 23589
- NCARB Certificate No. 75527

Relevant Project Experience

- Krier Tower, Seaside, Florida
- Seaside Market Buildings, Seaside, Florida
- Seaside Master Plan, Seaside, Florida
- Richmond 23rd Street Corridor
Visioning and Form-Based Code,
Richmond, California
- Waterfront District Master Plan and
Form-Based Code, Hercules, California
- Livermore Village Transit-Oriented
Development, Livermore, California
- Downtown Mixed-Use Master Plan and
Form-Based Code, Benicia, California
- Pleasant Hill BART Station Transit Village,
Pleasant Hill, California
- Greater Dos Palos Mobility Plan,
Dos Palos, California
- Central Kingsburg Revitalization Plan,
Kingsburg, California



Michael Eiseman

Senior Associate, Project Manager
Nelson\Nygaard

Michael Eiseman will serve as Project Manager for Nelson\Nygaard, bringing special expertise in transit station area planning, circulation planning, and complete streets design. He was primary author for TransLink's (Vancouver, Canada) recently published Transit Oriented Communities Design Guidelines. These guidelines are a tool and a resource to aid in the development of transit-oriented land-use plans, projects, streetscapes, and transportation network designs, with a focus on those attributes of community design that most strongly influence travel behavior.

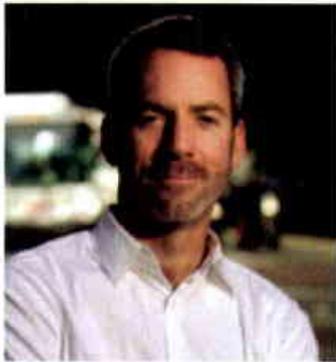
Michael's experience in Contra Costa County, includes recent planning for multimodal access and connectivity to BART Stations at Orinda, Lafayette, Walnut Creek, Pleasant Hill/Contra Costa Centre, and Concord. In addition to station area planning, Michael offers project management expertise in station site design and circulation planning. He recently planned station site circulation improvements at four rail stations in BART's core system to accommodate growth expected due to planned system expansion to Silicon Valley. At BART's Fremont, Hayward, Bay Fair, and Rockridge stations, proposals focused on ensuring efficient circulation for vehicles, including feeder transit, improving pedestrian and bicycle connectivity to surrounding neighborhoods, and providing accessibility for people with disabilities.

Michael's transit access planning work extends internationally, and covers multiple modes of transit. He recently served as deputy project manager for the redesign of Phibbs Exchange, one of the most important bus transit centers in the Metro Vancouver region, serving 18 bus routes and 15,700 daily passengers, and completed access plans for the Burquitlam and Metrotown SkyTrain Stations, also in Metro Vancouver.

Michael designs multimodal transportation systems that meet community goals for livability, mobility, access, safety, and economic development. He has led successful multimodal planning efforts for regional governments, large cities, rural areas, and national parks.

Education

- Bachelor of Arts, Political Science,
Washington University in St. Louis



Jeffrey Tumlin

Principal
Nelson\Nygaard

Jeffrey Tumlin will serve as Principal-in-Charge for Nelson\Nygaard. He is the author of the book, *Sustainable Transportation Planning*, published by Wiley in 2012. He was also the lead author of many other publications, including the Abu Dhabi Urban Street Design Manual, BART's Transit Oriented Development Guidelines, and served as Principal-in-Charge for Vancouver TransLink's Transit Oriented Communities Design Guidelines. His projects have won awards from the Congress for the New Urbanism, the American Institute of Architects, the American Planning Association and the American Society of Landscape Architects.

Education

- Bachelor of Arts (with distinction), Urban Studies, Stanford University

Jeffrey has developed downtown, station area, citywide and master plans for cities such as San Francisco, Seattle, Portland OR, Vancouver BC, Santa Monica, Denver, Washington DC, Trenton NJ, and Abu Dhabi. In Seattle, Jeffrey restructured all the city's transportation performance measures to include Quality of Service indicators for all modes and focus on the movement of people and goods rather than the movement of vehicles. Jeffrey also created a quantifiable tool for balancing the needs of all modes against one another in a constrained operating environment, detailing, for example, the circumstances under which it is appropriate to convert a mixed flow lane into a transit-only lane. Palo Alto's new performance indicators focus on quality of life, specifically measures to reduce overall vehicle miles traveled. Trenton's new performance measures and project evaluation criteria focus primarily upon economic development.

Jeffrey has also led the transportation component of transit-oriented development plans for over 60 station areas and new towns across North America, including major urban infill projects in San Francisco, Isla Vista, three Metro stations in Washington, DC, region, three existing BART station areas and 10 proposed BART station areas in the San Francisco Bay Area. In San Francisco, the city is replacing parking minimums with maximums, following Jeffrey's innovative analysis correlating parking with affordable housing production, gentrification and traffic generation. In Isla Vista, the county is establishing a Parking and Transportation Authority to manage on-street parking. Jeffrey is also managing a \$5 million as-needed planning contract for BART (Bay Area Rapid Transit District) that covers everything from station area planning to comprehensive station access, TOD and engineering standards.

Jeff's was instrumental in planning for transit access and TOD at the Pleasant Hill/Contra Costa Centre BART Station, including planning the bus-rail interface, connections to the Iron-Horse trail and playing a leadership role in the consensus-building for this marquee project of the Contra Costa County Redevelopment Agency.



Kevin Shively

Associate Project Planner
Nelson\Nygaard

Kevin Shively, Associate Project Planner, is Nelson\Nygaard's proposed Deputy Project Manager. He is a collaborative multimodal access and mobility planner with 11 years of planning experience in the public, private, and nonprofit sectors. His work includes bicycle and pedestrian network and policy planning, regional transportation and land use coordination, and planning for local parking and transportation demand management.

Kevin is currently serving as project manager for the Transportation Connectivity Plan to provide access to Priority Development Areas in Richmond's South Shoreline area. Previously, he gained familiarity with Central and East Contra Costa County Priority Development Areas, while serving as project manager for evaluations of eBART corridor compliance with the Metropolitan Transportation Commission's Transit Oriented Development Policy (Resolution 3434) in 2009 and 2013. In addition to current work in Richmond, CA, Kevin recently collaborated with Opticos Design, in Sonoma County, leading non-motorized access and connectivity planning for the Petaluma SMART Station Access Plan.

Kevin brings multimodal experience and a deep understanding of transportation and land use interactions and implementation challenges to his work. He was primary author of foundational research on transportation and land use coordination for Vancouver TransLink's Regional Transportation Strategy, and recently led the development and evaluation of transportation and land use strategies for the Seattle Climate Action Plan.

With clear policy analysis and communication, Kevin helps clients plan, design and implement transportation projects and programs that achieve larger community goals and objectives. He holds B.A. in Urban Studies and Geography from Macalester College in St. Paul, Minnesota, and a Master of City Planning (MCP) Degree from the University of California, Berkeley.

Education

- Master of City Planning, University of California, Berkeley, CA, 2007
- B.A., Geography, Urban Studies (Core: Economics), Macalester College, St. Paul, MN, 2000
- ITS Certificate (TE-19), Design, Implementation and Operation of Bicycle Facilities, UC Berkeley, 2010



Colin Burgett, AICP

Principal
Nelson\Nygaard

Colin Burgett, AICP and Principal, will support the team with traffic and circulation analysis. Colin has over 14 years of professional experience in multimodal transportation engineering and integrated transportation/land use planning. Through direct project experience, Colin has developed a sophisticated understanding of traffic operations analysis tools and travel demand forecasting methods, managing the preparation of transportation impact studies for various large-scale transportation and land use projects, and is proficient in the use of Synchro and TRAFFIX analysis software. Colin's recent projects include the development of transit-oriented development plans for the Bayfair, Union City and Oakland Coliseum/Airport Bay Area Rapid Transit (BART) Stations; and a plan for the relocation and expansion of the Bayshore Intermodal Transit Center, serving Brisbane and San Francisco, California, to a new location that will serve as a key transfer point for bus, commuter rail and light rail service. He is currently serving as project manager for the circulation element of the Richmond South Shoreline Specific Plan.

Education

- Master of City and Regional Planning, Cal Poly, San Luis Obispo, CA, 1998
- Bachelor of Science, University of Oregon, 1993

Karl F. Heisler

Manager, Bay Area Community Development Group/Senior Project Manager

Karl, Program Manager with ESA's Bay Area Community Development Group, has managed the preparation of Environmental Impact Reports (EIR) and Mitigated Negative Declarations (MND) for numerous residential projects, large office projects, civic development projects, and rezoning projects. In addition to his management role, he has technical expertise in the areas of land use, zoning and plan consistency; architectural resources; and traffic, transportation and parking. Karl also specializes in development of EIR alternatives and comparative analysis of their potential effects.

Education:

- B.A., Urban Studies, San Francisco State University
- 22 Years Experience
- Professional Affiliations
- Association of Environmental Professionals

Relevant Experience

Plan Bay Area EIR, Oakland, CA. Project Director. Karl provided senior oversight and direction to the ESA team's most recently completed work on the 2013 update of the regional transportation plan EIR, a comprehensive regional plan in response to SB 375 known as Plan Bay Area. In a joint effort led by the Association of Bay Area Governments (ABAG) and MTC in partnership with the other regional and local government agencies and transportation partners, Plan Bay Area will be an integrated land-use/transportation plan. As in the prior EIRs, ESA analyzed energy, noise, geology and seismicity, water resources, and biological resources.

Bayview Residential Project, Contra Costa County, CA. Project Director. Karl provided senior-level review and direction for preparation of focused EIR for a residential development in the Vine Hill/Pacheco Boulevard area of unincorporated Contra Costa County, near Martinez. The project would develop 163 single-family homes and associated internal roadways on 42 acres and create two open space parcels of approximately 12 and 15 acres. Technical analyses for the EIR are related to the project's proposed extensive grading plan that would substantially alter the existing topography of the project site, new land use designation that would require an amendment to the General Plan, and the project's proximity to various heavy industrial uses, including two refineries, as well as the required extension and upgrade of utility lines.

Broadway/West Grand EIR, Oakland, CA. Project Manager. Karl managed an EIR on Signature Properties' 475-unit residential-plus-retail development at Broadway and West Grand Avenue in Oakland. The project resulted in the demolition of several buildings identified as historical resources under CEQA, while the EIR studied various preservation alternatives.

Fruitvale Transit Village Initial Study/EA, Oakland, CA. Deputy Project Manager. The project, sponsored by the nonprofit Unity Council and funded by a variety of local, state, and federal agencies, is a unique combination of residential and commercial uses, a branch library, childcare facility, senior center, social service agencies, and a community-based health clinic, all designed to be easily accessible by public transportation.

Lesley Lowe, AICP CTP

Managing Associate / Transportation Planner

Lesley is a Certified Transportation Planner with the American Institute of Certified Planners and has managed projects and prepared transportation technical analyses for numerous current and advanced planning projects. She has evaluated a wide range of transportation modes, including pedestrian, bicycle, transit, and vehicle. Lesley has experience preparing CEQA environmental documentation for Environmental Impact Reports (EIRs), Environmental Assessments (EAs), Mitigated Negative Declarations (MNDs), and Initial Studies (IS).

Relevant Experience

Plan Bay Area EIR. Project Manager and Energy Analyst. Lesley led the ESA team in preparing six technical sections for the Plan Bay Area EIR, a comprehensive regional plan in response to SB 375. In a joint effort led by the Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC) in partnership with the other regional and local government agencies and transportation partners, Plan Bay Area is an integrated land-use/transportation plan. Similarly, Lesley led the ESA team in preparing portions of the EIRs for the 2001 Plan, the Transportation 2030 Plan, and the Transportation 2035 Plan, which encompassed all transportation investments in the Bay Area Region.

El Sobrante Sikh Center Expansion MND, Contra Costa County. Project Manager. Lesley managed the preparation of an IS/MND for Contra Costa County to evaluate the potential environmental impacts of the proposed expansion of the Sikh Center of the San Francisco Bay Area. The existing religious temple is located in unincorporated El Sobrante and is a prominent feature in the area due to its hillside location near Interstate-80. The complex would be expanded to include a community center, performing arts center, museum, residences for temple priests, and expanded parking. ESA assessed the significant visual and traffic impacts of the project and proposed mitigation measures that reduced the impact to less than significant levels and moved the project ahead.

Bay Point Waterfront Strategic Plan EIR, Martinez, CA. Deputy Project Manager. Lesley assisted in the preparation of an EIR for the proposed Bay Point Waterfront Strategic Plan. The Contra Costa County Redevelopment Agency proposed to revitalize the Bay Point Waterfront area by developing a full-scale marina with related commercial/support uses, medium-density housing, interconnected open space, pedestrian walkways, and natural open space. A majority of the Plan Area is located within the jurisdiction of the San Francisco Bay Conservation and Development Commission. The Plan would also require an amendment to the Contra Costa County General Plan to change both the urban limit line and the land use designations for some portions of the site.

Education:

- M.A., City & Regional Planning, California Polytechnic University, San Luis Obispo
- B.A., Geography, Humboldt State University
- 15 Years Experience

Certifications / Registrations

- American Institute of Certified Planners
- Certified Transportation Planner (CTP)

Professional Affiliations

- American Planning Association
- Association of Environmental Planners
- Institute of Transportation Engineers

Chris Sanchez

Technical Associate

Chris Sanchez has over 18 years of experience conducting and monitoring air quality, noise and energy investigations and surveys for urban development, transportation, and infrastructure projects. He has prepared greenhouse gas emission inventories for five years since the passing of Assembly Bill 32. His professional training and experience have augmented an academic background in air quality, noise, meteorology, and energy. Chris has a bachelor's degree from U.C. Berkeley in Environmental Science with additional studies from U.C.B. in toxic air contaminants. He is trained and proficient in the CalEEMod air quality emissions model as well as in air dispersion modeling using the AERMOD dispersion model. He has been involved in dozens of major projects including major commercial airport master plans, divestiture of the State of California's power plants, mining projects and reclamation plans, rail transit extension projects and stadium construction projects.

Relevant Experience

Plan Bay Area EIR, Noise Analyst. Chris prepared the noise impact technical section for the Plan Bay Area EIR, a comprehensive regional plan in response to SB 375. In a joint effort led by the Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC) in partnership with the other regional and local government agencies and transportation partners, Plan Bay Area is an integrated land-use/transportation plan. Chris took traffic volume data for freeways, highways and arterial roadways throughout the Bay Area nine-county region provided by MTC and created customized software to determine the relative percentage of roadway in each county that exceeded the Caltrans Noise Abatement Criteria for the proposed Plan Bay Area and its alternatives. Noise impacts of the associated Sustainable Communities Strategy were also analyzed as this portion of the Plan promoted infill growth along transit corridors where ambient noise levels are frequently elevated and may be inappropriate for residential land uses.

Contra Costa County, Phillips 66 Propane Recovery Project EIR, Rodeo, CA. Air Quality and Greenhouse Gas Analyst. ESA is assisting Contra Costa County with the preparation of an EIR for the Phillips 66 Propane Recovery Project. The project includes installation of facilities that will allow Phillips 66 to recover propane from the refining process. Air Quality and greenhouse gas impacts relative to CEQA were analyzed using a variety of sources including the proposed permit amendment provided by the applicant. The Draft EIR is expected to be released for public review in the second quarter of 2013.

City of Oakland, Broadway-West Grand Mixed-Use Project 2013 EIR Addendum. Air Quality, Greenhouse Gas and/ Noise Analyst. CEQA documentation for the proposed modification to the Broadway – West Grand Mixed-Use Project, originally approved by the City Planning Commission in 2004 and evaluated in the 2004 EIR. The 2013 Modified Project would reduce the number of residential units and associated open space, increase the commercial floor area, reduce the number of parking spaces, reduce the project heights, and retain and renovate several existing buildings, including historic resources, previously approved for demolition.

Education:

- Education
- B.S., Environmental Science, University of California, Berkeley
- U.C. Berkeley Extension; Toxic Air Contaminants

Years Experience: 18

Jeffrey R. Caton, P.E., LEED® AP

San Francisco Bay Area Director, Sustainable Communities

Jeff is the Bay Area Group Leader for ESA's Sustainable Communities Group. He has more than 25 years of consulting, engineering, and business management experience and specializes in climate change and other sustainability issues. He has successfully assisted clients in a wide variety of business sectors, including construction, transportation, manufacturing, energy, mining, high tech, waste management, and defense, as well as many local, state, and federal government agencies throughout California and the United States.

Jeff helps clients develop and manage their sustainability and climate change initiatives through strategy development, benchmarking, performance measurement, and various communications media. He has led efforts in public reporting and communication of environmental performance and other sustainability issues, and in aligning environmental management with organizational strategy. His project experience includes all aspects of greenhouse gas (GHG) management including evaluation of carbon-related risks and opportunities, carbon footprint analysis, GHG inventory design and development, emissions quantification, reduction strategies, public reporting, and verification.

Relevant Experience

Contra Costa Congestion Management and Growth Management Programs Ongoing Planning-Related Consultant Services. Contra Costa County, CA. ESA played a prominent role on the team selected by CCTA (Dyett & Bhatia) to assist with developing a feasible Sustainable Communities Strategy (SCS) that meets GHG reduction targets through a combination of Transportation and land use measures. ESA's primary role is to provide technical analysis and review related to GHG analysis and transportation policy. This includes using travel demand models, GHG emissions models and toolkits, and protocols to develop baseline calculations, future projects, and quantify impacts of GHG reduction measures. It also includes analyzing the impact of local and regional policies, regional trends, and developments in low-carbon fuels, transportation technologies, and sustainable infrastructure.

Contra Costa County Climate Action Plan, Project Manager. ESA is on the team recently selected to develop the County's CAP, to be integrated with the General Plan. ESA's primary role is to conducting a study on the impact of sea-level rise on the resources of the unincorporated shore of Contra Costa County, to provide the County with a preliminary assessment of the vulnerabilities to sea level rise and potential adaptation strategies to manage the effects on both the natural and developed resources. ESA is also assisting with the community GHG inventory and develop strategies for reducing emissions associated with landfilled waste.

City of Pleasanton, CA, Climate Action Plan, Project Manager.

ESA developed a Climate Action Plan (CAP) to enable the City to reduce community-wide GHG emissions and help settle two law suits related to their recent General Plan Update. The CAP scope included refining their GHG inventory and 2020 emissions projection, developing and quantifying emissions reduction measures, prioritizing measures for implementation, and designing a monitoring program. ESA used the CAP development process to help solve its General Plan issues. The resulting land use/housing/ transportation strategies were incorporated into the General Plan concurrent with adoption of the CAP.

Education.

- B.S. in Environmental Engineering, University of Michigan, Ann Arbor.

Certifications / Registrations

- Registered Professional Engineer, California, # 45127
- LEED Accredited Professional, US Green Building Council, 2009
- Accredited Lead Verifier, AB32 GHG Reporting

Professional Affiliations

- Member, Advisory Committee for Business Council on Climate Change (BC3)

Karl F. Heisler, Manager, Bay Area Community Development Group/
Senior Project Manager

Lesley Lowe, AICP CTP, Managing Associate / Transportation Planner

Chris Sanchez, Technical Associate

Jeffrey R. Caton, P.E., LEED® AP,
San Francisco Bay Area Director,
Sustainable Communities



Dena Belzer

President
Strategic Economics

Ms. Dena Belzer is the founder and president of Strategic Economics. Ms. Belzer has over 30 years experience working on economic issues ranging in scale from regional growth management to individual development projects. Her work has helped position Strategic Economics as a national leader in innovative urban economics research techniques that guide local public policy decisions based on sound market principles, while fostering sustainable communities and creating places with lasting value. This work has involved a wide range of clients including cities, counties, transit agencies, metropolitan planning organizations, councils of governments, economic development organizations, developers, and a number of community-based organizations.

Education

- Master of City Planning, Department of City and Regional Planning, University of California, Berkeley (1983)
- Bachelor of Arts, Psychology (1976), Pitzer College, Claremont, California

Professional Experience

- Co-Founder, Principal, Bay Area Economics, Berkeley, California (1987-1998)
- Associate Planner, Sedway Cooke Associates, San Francisco, California (1983-1987)

Selected Publications

- *Transit Oriented Development: From Rhetoric to Reality*, 2002
- *Hidden in Plain Sight: Capturing the Demand for Housing Near Transit*, 2004.
- *CDFI's and TOD*, 2010
- *Transit and Regional Economic Development*, 2011
- *TOD and Employment*, 2011

Contact

- 510-647-5291 x108
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Selected Projects

Central Healdsburg Avenue Plan, Healdsburg, California, 2012

Ms. Fogarty conducted a detailed economic and market assessment for the Central Healdsburg Avenue Plan. It included an employment analysis, a housing analysis, and a retail market analysis including a spatial analysis of historical sales tax data, an assessment of sales tax trends, an assessment of tenant mix in the shopping areas, and an evaluation of the interplay between visitor-oriented and locally supported retail uses in the city.

North Santa Rosa Station Area Plan, Santa Rosa, California, 2012 Plan Santa Rosa, California: 2012

Ms. Fogarty led a market study for office, residential, and supportive retail uses for the North Santa Rosa Station Area Plan. Building on the findings of the market analysis, she tested the financial feasibility of a range of building types in the plan area, and evaluated how City regulations influence development potential.

Central Corridor TOD Investment Framework, Minneapolis and St. Paul, Minnesota, 2010

In our role as a partner in the CTOD, Strategic Economics worked with a consultant team to develop an investment framework for the Central Corridor light rail. The team worked with a multi-jurisdictional working group to explore the ability of the private market to finance public improvements and information to better direct public resources in realizing the development vision for the corridor. Ms. Fogarty was the principal-in-charge for this study.

First and Boyle Market Feasibility Study, Boyle Heights Neighborhood, Los Angeles, CA, 2010

Working for the Community Redevelopment Agency of Los Angeles, Strategic Economics evaluated development options for a key parcel adjacent to the new Mariachi Plaza light rail station. Working with an architect, SE evaluated the feasibility of three development alternatives, and tested the sensitivity of each program to key factors including land use, parking requirements and other policies. Ms. Fogarty was the principal-in-charge for this study.



Nadine Fogarty

Principal
Strategic Economics

Nadine Fogarty manages a wide range of consulting assignments, providing expertise in market analysis, financial feasibility of real estate development, retail strategies, and implementation of transit-oriented development (TOD). She specializes in evaluating the implications of planning policies on development potential, and assisting with joint development strategies near transit stations.

Ms. Fogarty is currently leading a research effort funded by the Federal Transit Administration to understand the impact of transit on property values, and the potential to capture this value to pay for transit-related infrastructure and other community benefits.

Education

- Master of Science in Real Estate Development, MIT Center for Real Estate, Cambridge, Massachusetts
- Master of City Planning, MIT Department of Urban Studies and Planning, Cambridge, Massachusetts
- Bachelor of Arts, University of California, Berkeley, Berkeley, California

Professional Experience

- Economic Research Associates, Associate, San Francisco, CA
- Senior Research Analyst, MIT Center for Real Estate, Cambridge, MA

Selected Publications

- *Rails to Real Estate: Development Patterns Along Three Recently Constructed Rail Lines*, Federal Transit Administration, 2010
- *Capturing the Value of Transit*, Federal Transit Administration, 2008

Contact

- 510-647-5291 x103
- nfogarty@strategieconomics.com

Selected Projects

Fullerton Smart Growth 2030, Fullerton, California, 2012-2013

Strategic Economics, with Design, Community and Environment is working on Fullerton Smart Growth 2030, a public infrastructure finance project that includes both a funding and financing strategy for public improvements and a smart growth implementation website. SE is performing an extensive outreach effort to city and community stakeholders and conducting case studies of exemplary infrastructure finance projects. SE will also work with staff to develop a funding and financing strategy for the Specific Plan and prepare content for a training manual and website. Ms. Belzer is an advising Principal for this work.

EPA Smart Growth Technical Assistance – Infrastructure Financing Options for TOD, United States, 2012-2013

The U.S. Environmental Protection Agency's (EPA) Smart Growth Implementation Assistance (SGIA) program engaged a consultant team consisting of CH2MHill, Strategic Economics, and ARUP to evaluate new and innovative strategies for financing transit-oriented development (TOD) infrastructure. Ms. Belzer, as the technical Principal in Charge for this assignment, prepared an overview of existing tools for TOD infrastructure financing, and assisted four grantee communities with specific implementation strategies.

Bay Area Transit-Oriented Development Acquisition Fund, San Francisco Bay Area, 2009-2010

The Great Communities Collaborative retained Strategic Economics and Reconnecting America (the Center for Transit-Oriented Development) to conduct a feasibility study on the creation of a regional San Francisco Bay Area acquisition fund dedicated to securing developable property near transit for affordable and mixed-income housing. As one of the Project Directors, Ms. Belzer contributed to a report summarizing the potential need for the fund in the region, with a description of similar tools around the country, and providing recommendations for its creation in the Bay Area. Based on the study and additional work translating investment dollars into affordable units likely produced by an acquisition loan fund, Bay Area Metropolitan Transportation Commission committed ten million dollars in grant funds to seed the fund, which leveraged an additional \$40 million in public, private, and nonprofit investments.



Sujata Srivastava

Principal
Strategic Economics

Ms. Sujata Srivastava has over 11 years of experience in urban economics consulting. She specializes in economic development, real estate market analysis, and fiscal impact analysis, with a focus on planning for TOD and infill development. Ms. Srivastava has led the firm in developing new methodologies for estimating housing and employment demand near transit, as well as measuring economic benefits of compact development patterns at the regional level.

Ms. Srivastava is a fluent Spanish speaker, and is proficient in Hindi and Portuguese.

Selected Projects

Fullerton Smart Growth 2030, Fullerton, CA, ongoing

Strategic Economics, with Design, Community and Environment is working on Fullerton Smart Growth 2030, a public infrastructure finance project that includes both a funding and financing strategy for public improvements and a smart growth implementation website. SE is performing an extensive outreach effort to city and community stakeholders and conducting case studies of exemplary infrastructure finance projects. SE will also work with staff to develop a funding and financing strategy for the Specific Plan and prepare content for a training manual and website.

El Camino Real Economic and Housing Opportunities Study (ECHO I), San Mateo and Santa Clara Counties, California, 2008 - 2011

Strategic Economics was retained by San Mateo County Transit District to assess the economic benefits of transforming the auto-oriented El Camino Real corridor into a multimodal mixed-use corridor. Strategic Economics' analysis demonstrated to local governments and stakeholders how fundamental changes in land uses on the corridor could result in a number of positive benefits, including more jobs and housing, an enhanced tax base, a more vibrant pedestrian environment, and the potential to accommodate new growth in a sustainable manner. In Phase II of this work, Strategic Economics worked to develop an implementation strategy for infill development on El Camino Real. Ms. Srivastava was Principal-in-Charge and Project Manager for this study, which was partially funded with a TIGER II grant award from the Federal Transit Administration.

Santa Barbara General Plan Economic Analysis, Santa Barbara, CA, 2009

Strategic Economics conducted market, financial and economic impact analyses to guide the City of Santa Barbara's General Plan update. As Project Manager for Strategic Economics, Ms. Srivastava examined the impact of policy changes on the feasibility of market-rate housing development in the city, as well as the ability of the market to provide desired public benefits like retail space and workforce housing. The study tested various strategies to lower development costs in order to incent the construction of compact, affordable units. The team found that a policy lifting existing caps on density would be a viable strategy.

Education

- Master of City Planning, Department of City and Regional Planning, University of California, Berkeley
- Bachelor of Arts; Mount Holyoke College; South Hadley, Massachusetts

Professional Experience

- Principal; AECOM Economics; San Francisco, California
- Senior Associate; Economics Research Associates; San Francisco, California

Affiliations

- Board Member; Datacenter; Oakland, CA

Selected Publications

- *Transit and Employment*, 2011
- *Transit-Oriented Development and Regional Economic Development*, 2011
- *Community Development Financial Institutions and Transit-Oriented Development*, 2010

Contact

- 510-647-5291 x108
- dbelzer@strategieconomics.com



Sarah Graham

Senior Associate
Strategic Economics

Sarah Graham specializes in assessing the economic and fiscal impacts of land use policies, with a particular focus on the impacts of infill and transit-oriented development. Ms. Graham was instrumental in developing Strategic Economics' approach for the analysis of fiscal impacts of different development patterns for the Vision California process and for the Southern California Association of Governments.

Selected Projects

North Santa Rosa Station Area Plan, North Santa Rosa, California. Ongoing

As part of a consultant team Strategic Economics assessed the market strength and demand for office, residential, and supportive retail uses for the North Santa Rosa Station Area Plan. Based on that analysis, Strategic Economics also prepared a detailed analysis that tested the financial feasibility of several potential building types, and evaluated how City regulations such as parking requirements and height restrictions influence development potential. Ms. Graham is the project manager for this study.

El Camino Real Economic and Housing Opportunities Studies & the Grand Boulevard Initiative Financing Study, San Mateo and Santa Clara Counties, California, 2013

Strategic Economics was retained by the Grand Boulevard Initiative to demonstrate the economic benefits of fundamental transportation and land use changes on the 47-mile multi-jurisdictional El Camino Real corridor to local governments and stakeholders. Ms. Graham provided technical advice on early analyses and is the Strategic Economics project manager for a current phase that includes a comprehensive overview of the need for infrastructure to support the corridor's transformation and a strategy for financing the necessary improvements.

EPA Smart Growth Technical Assistance – Infrastructure Financing Options for TOD, National, 2012

The EPA's Smart Growth Implementation Assistance program engaged a consultant team including Strategic Economics to evaluate innovative strategies for financing TOD infrastructure. Strategic Economics prepared an overview of existing and emerging tools for funding and financing TOD infrastructure and demonstrated how certain tools can be assembled into financing models. Ms. Graham was the Project Manager for this effort.

Downtown Menlo Park and El Camino Real Specific Plan, Menlo Park, California, 2009 & 2011

Strategic Economics joined a team led by Perkins + Will to conduct market, feasibility, economic, and fiscal analysis to support the development of a new specific plan covering Downtown Menlo Park and the El Camino Real corridor. After assessing the market strength and demand for various land uses within the study area, SE examined development potential based on lot sizes and configurations, possible building types, and the market feasibility and sensitivity of several conceptual development models agreed-upon by the City and public. The concluding fiscal impact analysis assessed the proposed plan's influence on the City's General Fund. Ms. Graham was the Project Manager for this work.

Education

- Master of Public Policy, Goldman School of Public Policy, University of California, Berkeley; Berkeley, CA
- Bachelor of Arts, International Relations, Environmental and Economic Affairs; Tufts University; Medford, MA

Professional Experience

- Project Manager; MuniFinancial; Oakland, CA
- Policy Analyst; ECONorthwest; Eugene, OR
- Fiscal Policy Analyst; Budget Analyst's Office, Board of Supervisors; San Francisco, CA

Graduate Honors

- San Francisco Planning and Urban Research Association
- San Francisco Bicycle Coalition.
- Walk San Francisco

Contact

- 510-647-5291 x114
- sgraham@strategieconomics.com



Amanda Gehrke

Senior Associate
Strategic Economics

Amanda Gehrke specializes in the assessment of real estate market and retail growth opportunities, financial feasibility analysis and affordable housing strategies related to transit-oriented development (TOD) and smart growth. In addition, Amanda was instrumental in pioneering Strategic Economics' TOD work at the corridor and regional geographies, including growth projections and the analysis of employment trends and opportunities.

Ms. Gehrke has a Master of Business Administration and Master of Urban Planning from the University of California Los Angeles, where she focused her studies on sustainable business, economic development and the built environment.

Education

- Master of Business Administration, University of California, Los Angeles, Los Angeles, California
- Master of Urban Planning, University of California, Los Angeles, Los Angeles, California
- Bachelor of Arts, Pomona College, Claremont, California

Professional Experience

- City Sustainability Intern, Rocky Mountain Institute, Boulder, Colorado
- Real Estate Development Intern, Venice Community Housing Corp., Los Angeles, California
- Real Estate Development Intern, Livable Places, Los Angeles, California
- Speakers Bureau Coordinator, Catalyst Inc, New York City, New York

Contact

- 510-647-5291 x102
- agehrke@strategiceconomics.com

Selected Projects

Sustainable Transportation and Land Use Study, Maricopa County, Arizona, 2013

The Maricopa County Association of Governments retained Strategic Economics to identify transportation and land use strategies to increase the effectiveness of future high capacity transit corridors in the region. In addition to a regional study of the potential for commercial and residential development, this work included a series of pro forma analyses to test the financial feasibility of a range of compact single-family and attached multi-family housing types. Ms. Gehrke is the Project Manager for this study.

Neighborhood Equitable TOD Loan Fund, Seattle, Washington, 2013

Ms. Gehrke assisted the Seattle Office of Housing in determining the need, challenges and opportunity for development of a below-market, multi-source loan fund for equitable TOD in the Southeast Seattle LINK light rail station areas. Ms. Gehrke contributed to the team's assessment of the local real estate market, and assisted with a map portfolio of demographic & housing trends in Southeast, and analyzed interviews with key real estate informants.

Transit-Oriented Development Market Analysis, Puget Sound Region, 2012

A recipient of a HUD Partnership for Sustainable Communities grant, the Puget Sound Regional Council (PSRC) worked with Ms. Gehrke, who conducted a regional market and affordable housing study as part of the PSRC's Growing Transit Communities program. This comprehensive assessment of housing and commercial market conditions at the regional and local levels provided critical insight into the TOD readiness of potential corridors and station areas. This work also included the development of a station-area level TOD market index; the creation of residential and commercial TOD demand forecasts through 2040; the development of a station area typology in collaboration with PSRC staff and Reconnecting America; and the identification of implementation actions and investments to coordinate and catalyze TOD at the station area and regional levels.



Derek W. Braun

Associate II
Strategic Economics

Derek Braun specializes in analysis of market opportunities and demand, employment and industry trends, and the economic and fiscal impacts of development. Mr. Braun's market analysis expertise includes assessment of how transit corridors re-shape market demand at the regional, corridor-wide, and station area scales – providing insight into how public policy can leverage transit-oriented development opportunities.

Selected Projects: Market Analysis of Knowledge Corridors

Market Analysis of Knowledge Corridors, Hartford, CT and Springfield, Massachusetts regions. Ongoing

Strategic Economics is working with Jonathan Rose Companies to prepare a regional economic development and transit-oriented development market study for the Hartford and Springfield regions, soon to be connected by a new commuter rail line. The economic development analysis includes an assessment of employment in the region by subarea and industry; historic and projected economic growth by industry; workforce characteristics; and the identification of industry clusters of significance for transit-oriented development. Central to the analysis is the relationship between the regional economies, and the future potential for creating transit-oriented development projects (residential and commercial) to meet the growing demand. Mr. Braun is the Project Manager for this study.

Downtown Menlo Park and El Camino Real Specific Plan, Menlo Park, California, 2009

Strategic Economics joined a team led by Perkins + Will to conduct market, feasibility, economic, and fiscal analysis to support the development of a new specific plan covering Downtown Menlo Park and the El Camino Real corridor. After assessing the market strength and demand for various land uses within the study area, SE examined development potential based on lot sizes and configurations, possible building types, and the market feasibility and sensitivity of several conceptual development models agreed-upon by the City and public. The concluding fiscal impact analysis assessed the proposed plan's influence on the City's General Fund. Mr. Braun conducted analyses and investigated locations and tools suitable for encouraging retail along the El Camino Real corridor to concentrate in new nodes.

Warner Center Specific Plan Restudy, Los Angeles, California: 2008-2009

Strategic Economics worked with transportation consultant Iteris and urban designer Patricia Smith to evaluate the potential to transform Warner Center, an automobile-oriented employment and retail center located on the west side of Los Angeles' San Fernando Valley at the terminus of the Orange Line bus rapid transit corridor. SE evaluated Warner Center's market and transit-oriented development potential, identified implementation strategies, and developed a phasing plan to transition Warner Center to a vibrant, mixed-use downtown. The study considered industrial land supply preservation concerns, retail competitiveness, and long-term housing and office demand. SE also assessed the capacity of new development to absorb a new financing mechanism to help cover the costs of a streetcar or bus circulator throughout the district. Mr. Braun conducted analyses and co-authored strategies to implement the Specific Plan.

Education

- Master of Planning, University of Southern California, Los Angeles, California (2008)
- Bachelor of Science, Management, Case Western Reserve University, Cleveland, Ohio (2005)

Professional Experience

- Project Area Intern, Community Redevelopment Agency of the City of Los Angeles, Los Angeles, California
- Economic Development Intern, JWA Urban Consultants, Rolling Hills Estates, California

Memberships

- American Planning Association
- San Francisco Planning + Urban Research Association

Contact

- 510-647-5291 x112
- dbraun@strategieconomics.com



Alison Nemirow

Associate
Strategic Economics

Alison Nemirow provides technical analysis, research, and writing for a wide range of projects and assists with project management. Much of her work has focused on evaluating local market opportunities, assisting communities with plan implementation and infrastructure financing, and assessing the economic and fiscal impacts of public and private investments. Ms. Nemirow also has significant expertise in applying GIS technologies and statistical analysis to study urban economies and real estate development potential.

Before attaining her Master, she worked at SE for 2 yrs as a research analyst – post Masters, she resumed in July 2011 as a full-time associate.

Education

- Master of City Planning, Department of City and Regional Planning, University of California, Berkeley (2011)
- Bachelor of Arts in Environmental Studies, University of Chicago (2007)

Professional Experience

- Graduate Student Fellow, Center for Community Innovation, Berkeley
- Housing Policy Intern, Public Policy Institute of California, San Francisco
- Co-Founder and Secretary, College of Environmental Design Graduate Student Council, University of California, Berkeley
- TLC Program Evaluator Metropolitan Transportation Commission, Oakland

Graduate Honors

- ULI Deb Stein Graduate Student Fellowship
- California Planning Foundation Scholarship
- DCRP Fellowship

Contact

- 510-647-5291 x107
- anemirow@strategieconomics.com

Selected Projects

Fullerton Smart Growth 2030, Fullerton, California, 2012

As part of a consultant team, Strategic Economics worked on this public infrastructure finance project that includes both a funding and financing strategy for public improvements and a smart growth implementation website. Ms. Nemirow supported SE's extensive outreach effort to city and community stakeholders and conducted case studies of exemplary infrastructure finance projects. Ms. Nemirow's work assisted staff with the development of a funding and financing strategy for the Specific Plan, and informed the content for a training manual and website.

North Santa Rosa Station Area Plan, Santa Rosa, California, 2012

Strategic Economics assessed the market strength and financial feasibility for a variety of land uses and densities for the North Santa Rosa Station Area Plan. Based on that analysis, Ms. Nemirow helped prepare the affordable housing strategy and the municipal financing strategy for the implementation section of the plan.

Downtown San Rafael Station Area Plan, San Rafael, California, 2012

In anticipation of Sonoma Marin Area Rail Transit service to Downtown San Rafael, the City of San Rafael is conducting a station area plan. Working with a Joint Project Team, Strategic Economics (SE) is creating a conceptual plan for fully integrating SMART service into the station area and facilitating transit-oriented development. Ms. Nemirow worked with the City and Joint Project Team members to draft the implementation strategy and create a matrix linking each recommended project with potential funding/financing sources.

El Camino Real Economic and Housing Opportunities Study, San Mateo and Santa Clara Counties, California, 2010

Strategic Economics evaluated the economic benefits of transforming the El Camino Real corridor into a multimodal mixed-use corridor to demonstrate how fundamental changes in land uses on the corridor could result in a number of positive benefits, including more jobs and housing and an enhanced tax base. SE's analysis included profiling the economic and regulatory issues affecting infill development on the corridor and calculating the fiscal and economic benefits of intensification. In Phase II of this work, Ms. Nemirow is developing an implementation strategy for infill development along El Camino Real.

Lisa Wise Consulting



Lisa Wise, AICP

President
Lisa Wise Consulting

As a certified planner and public accountant, Lisa has almost 25 years of experience in land use planning, accounting, and finance. Lisa's professional focus includes a commitment to inclusive and effective community engagement, comprehensive planning, development codes, affordable housing, economics, and managing complex projects. Examples from Lisa's project experience include development code updates for the City of Cincinnati, the Cities of Livermore and Flagstaff (conventional and form-based hybrid codes) and Marin and Santa Barbara Counties, the update of the City of Ventura General Plan and Downtown Specific Plan and Form-Based Code, a City of Benicia Master Plan and Form-Based Code, the City of King Historic Corridor Revitalization Plan and Form-Based Code, the City of Kingsburg Development Code Update (conventional and form-based hybrid code), over 14 housing elements, inclusionary and employee housing studies, and financial feasibility studies for the Ports of San Diego and Long Beach.

Prior to starting her firm in December 2006, Lisa was with Crawford, Multari & Clark Associates (CMCA), a land use planning firm. From 1990 to 1999, Lisa was a manager in the securities and commodities division at PricewaterhouseCoopers (PWC) in Chicago and New York City (PWC is one of the "Big 4" international accounting firms and provides financial services and management consulting). At PWC, her primary responsibilities included managing large international financial services engagements, building client relationships, mentoring junior staff, and teaching in-house classes.

Lisa graduated from the Master of City and Regional Planning Program at Cal Poly in San Luis Obispo in 2001. While attending Cal Poly, Lisa worked for both the County of San Luis Obispo in the Housing and Economic Development Division and the Governor's Office of Planning and Research. Lisa has returned to California Polytechnic State University in San Luis Obispo as adjunct faculty in the College of Architecture and Environmental Design. Classes taught include community planning labs (CRP 410 and 411), population and housing (CRP 442), and real estate feasibility (CRP 520 and CM 475).

Lisa has been selected as a speaker for State and national APA conferences, League of California Cities Conference, and New Partners for Smart Growth Conference, among others. In addition, Lisa recently co-authored the article, "Going Hybrid: How one city overhauled its zoning code while combining form-based and conventional elements," featured in the February 2012 issue of Planning Magazine.

Education

- California Polytechnic State University
San Luis Obispo, CA, Master of City and Regional Planning, 2001
- DePaul University
Chicago, IL, M.S. Accountancy, 1990
- University of Cincinnati
Cincinnati, OH, B.S. Business Administration in Marketing and Finance, 1987

Past Work Experience

- California Polytechnic State University
San Luis Obispo, CA, Part-time Faculty, 2002 - Present
- Crawford, Multari & Clark Associates
San Luis Obispo, CA, Professional Consultant, 2001 - 2006
- San Luis Obispo County CA,
Staff Planner, 2000 - 2001
- Governor's Office of Planning and Research
Sacramento, CA, Intern, 1999 - 2000
- PricewaterhouseCoopers, LLP, New York,
NY, Financial Services Manager, 1990 - 1999
- NBD Chicago Bank, Chicago, IL, Personal
Banking Representative, 1988 - 1989

Certifications and Memberships

- American Institute of Certified Planners (AICP) December 2010 - Present
- American Planning Association, 2001 - Present
- Certified Public Accountant 1991
- Congress for New Urbanism 2003 - Present
- The Land Conservancy of San Luis Obispo County
Treasurer, 2007 - 2009
President, 2009 - 2012

Relevant Project Experience

- Cincinnati, OH, Form-based Code Study
- Flagstaff, AZ Zoning Ordinance Update
- Grover Beach, CA, Zoning Code Update
- Kingsburg, CA, Development Code Update, Form-based Code, and Economic Study
- Livermore, CA, Development Code Update
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Merced, CA, Bellevue Corridor Community Plan and Code
- Mesa, AZ, Form-Based Code and Regulating Plan
- Petaluma, CA, SMART Rail Station Areas: TOD Master Plan
- Richmond, CA, Livable Corridors Plan and Code
- San Luis Obispo, CA, Economic Development Strategic Plan
- Soledad, CA, Downtown Specific Plan and Code



Menka Sethi

Senior Associate
Lisa Wise Consulting

Menka brings over ten years of financial feasibility, real estate investment, and business management experience to LWC. She has managed mixed-use development, new construction and leasing projects that ranged from \$5 million to \$100 million, involved complex entitlement processes, and the use of tax credit equity funding. Menka developed growth, retention, disposal, and modernization funding strategy, and business asset plans, and most recently managed a \$230 million leased commercial real estate portfolio for U.S. General Services Administration. She holds a Masters of Business Administration degree from Columbia University and a degree in architecture from Carnegie Mellon University.

At LWC, Menka brings leadership and expertise in pro forma development, financial feasibility analysis, and financial modeling particularly as variables are influenced by market forces and land use policy. Menka's strengths and experience include shaping recommendations on development alternative scenarios and land use designations while assessing the impacts of community vision, availability of capital, and synergies with the existing development landscape. Menka also guides the LWC team in monetizing and strategizing on the application of sustainable urban planning principles of economic, social, and environmental sustainability generated by live/

work proximity, complete streets and neighborhoods, mixed use, density at the urban core and open spaces on the periphery. Menka has a proven track record in project management, coordination among team members, and providing on-going project performance analysis and reporting.

Relevant Project Experience

- Alameda County, CA, Ashland Cherryland Business District Specific Plan Update
- Loomis, CA, Housing Element Update 5th Cycle
- National Marine Fisheries Service, West Coast Albacore Study
- Port San Luis Harbor Department, CA, Harbor Terrace Campground Predevelopment Activities
- Richmond, CA, South Shoreline Specific Plan and Program EIR

Education

- Columbia University, New York, NY Master of Business Administration, May 2005
- Carnegie Mellon University, B.A., Architecture, May 1999

Past Work Experience

- California Polytechnic State University San Luis Obispo, CA, Adjunct Faculty, Finance, Orfalea College of Business, Present
- US General Services Administration (GSA) San Francisco, CA, Senior Assets Manager 2009-2012
- Hauser Architects, San Francisco, CA, Development Manager, 2007-2009
- Summerhill Homes, Palo Alto, CA, Associate Development Manager, 2005-2007
- Greater Jamaica Development Corporation (GJDC), New York, NY, Finance Associate, 2004-2005
- Harborview Medical Center, Seattle, WA, Capital Project Manager, 2002-2003
- Kaplan McLaughlin Diaz (KMD) Architects, Seattle, WA, Associate Architect, 1999-2002

Certifications and Memberships

- Registered Architect (WA #8849)



Lisa Wise, AICP

President
Lisa Wise Consulting

Brian holds a Bachelor of Science degree in Architecture from the University of Michigan, Ann Arbor, and a Master of City and Regional Planning degree from California Polytechnic University, San Luis Obispo. Brian brings a wealth of diverse planning experience to LWC, having previously worked as an architectural and planning associate for Mills College in Oakland, CA, in the campus architecture, facilities, and operations department. While at Mills, Brian assisted the College with a major capital construction campaign, managed watershed restoration, tenant improvement and ADA accessibility projects, and was an active leader in a host of campus sustainability planning and implementation efforts. As a graduate student at Cal Poly, he taught computer applications to undergraduate students in the program. Brian's multidisciplinary background contributes to his role at LWC in project management, research and data analysis, visual communication, and design.

At LWC, Brian's focus is working with communities to develop long range planning and visioning strategies that are both economically viable and sensitive to the environment, with experience that blends physical planning with economics and transportation. He has played a key role in the development of the Morro Bay and Monterey Community Fishing Sustainability Plans, the National Marine Fisheries Service Albacore Cost Earnings Survey, and the Richmond Shouth Shoreline Specific Plan.

Education

- California Polytechnic State University
San Luis Obispo, CA, Master of City and Regional Planning, Urban Design and Transportation Planning
- University of Michigan, Ann Arbor
B.S., Architecture

Past Work Experience

- California Polytechnic State University,
San Luis Obispo, CA, Instructor,
January 2012 - June 2013
- City of San Luis Obispo, CA
Long Range Planning Division,
Graduate Student Planning Intern,
April 2013 - June 2013
- Mills College, Oakland, CA, Architectural
Assistant and Planning, Associate,
January 2007- June 2010

Certifications and Memberships

- LEED, AP

Relevant Project Experience

- County of Alameda, Ashland Cherryland Business District Specific Plan Update
- City of Benicia, CA, Housing Element Update 5th Cycle
- City of Morro Bay, CA, Economic Impact Report
- City of Monterey, CA, Fishing Community Sustainability Plan
- City of Morro Bay, CA, Fishing Community Sustainability Plan
- City of Richmond, CA, South Shoreline Specific Plan
- Port San Luis Harbor District, Economic Impact Report
- City of Vallejo, CA, Integrated Revitalization Program - Sonoma Boulevard Specific Plan and Citywide Code Update

James Kennedy Consulting Services

James Kennedy

Principal

James Kennedy Consulting Services

Professional Experience

James Kennedy Consulting Services

- Developer negotiations for the City of Fremont – September, 2012 to present
- Bay Area Rapid Transit District on-call real estate services – March, 2014 to present

California Redevelopment Association

Executive Director – September 2011 to May 2012

- Managed the legislative advocacy and member services activities of a statewide member services organization.

Contra Costa County Community Development Department

- Redevelopment Director – September 1987 to September 2011
- Chief, Development Finance Programs – November 1985 to September 1987
- Senior Housing and Community Development Planner – August 1983 to November 1985
- Senior Planner – April 1978 to August 1983
- Planner – April 1976 to February 1978

Redevelopment

- Manage Redevelopment Agency with five project areas; annual tax increment of \$20 million, funds administered in excess of \$100 million. Activities include:
 - Transit-Oriented Development – Contra Costa Centre TOD and Bay Point TOD programs;
 - Affordable Housing Finance;
 - Infrastructure Finance;
 - Public Facility Finance;
 - Economic Development/Job Linkage Programs;
 - Planning and development review
- Manage professional staff of eighteen responsible for Redevelopment, Housing, Community Development Block Grants, park and recreation, and historical preservation.

Affordable Housing Program Implementation

- Developed and implemented over \$2 billion of real estate and secured financing to finance over 15,000 affordable housing units/mortgages via:
 - Single Family Bonds/MCC's;
 - Multi-Family Bonds;
 - Low Income Housing Tax Credits;
 - Community Development Block Grant Funds; and
 - HOME Program Funds.

Community Development Block Grants

- Responsible for planning, administration and implementation of community development projects – Contra Costa County has been a top performing Urban County in the nation since 1979.

Economic Development

- Develop and implement Industrial Development Bond issues.
- Develop and implement small business lending programs.

Infrastructure and Capital Financing

- Responsible for overseeing the issuance of county infrastructure financings including Mello-Roos Community Facility Bonds, and redevelopment tax increment financings.
- Manage the disposition and development of surplus County General Fund real estate assets.

Housing Element

- Responsible for preparing and advising Planning Commissions, and Board of Supervisors in development of housing policy in Contra Costa County.

Areas of Expertise

- Transit-Oriented Development
- Affordable Housing
- Structured Real Estate Financing
- Community Revitalization
- Public-Private Partnerships
- Public Finance
- Planning & Entitlements

Education:

- Master of Arts Degree – Environmental Economics
A Masters Degree in Geography emphasizing Environmental Economics in 1975 from San Diego State University.
- Bachelor of Arts Degree – Economics
B.A. Degree in Economics obtained from San Diego State University in 1972. Areas of concentration: public finance, urban and regional economics, environmental economics, and welfare economics.

Other Information

- Eden Housing Board of Directors – January, 2013 to present;
- Kennedy-King College Scholarship Fund Board of Directors – 1987 to present;
- Board Member of Contra Costa County Workforce Development Board – 2001 to 2011;
- California Redevelopment Association Board of Directors – 2001 to 2011;
- Board of Directors of the ABAG Finance Authority – 1998 to 2011;
- Martinez Education Foundation Board of Directors – 1994 to 2009;
- Cal/EPA Environmental Justice Advisory Committee – 2001 to 2005; and
- Cal/Trans San Joaquin Rail Committee – 1998 to 2004.

PERSONAL AWARDS

- Bay Area Council Award of Merit in the provision of affordable housing;
- United Council of Spanish Speaking Organization's "Honorary Hispanic" Award;
- Contra Costa County Employee of the Year finalist; and
- Martinez Chamber of Commerce "Man of the Year" award.

References

Richard Mitchell

Planning and Building Services Director
City of Richmond
1401 Marina Way South
Richmond, California 94804
510.620.6706
richard_mitchell@ci.richmond.ca.us

Christine Rodrigues

Associate Planner, City of Livermore
1052 South Livermore Avenue
Livermore, California 94550
925.960.4471
chrodrigues@ci.livermore.ca.us

David Armstrong

Armstrong Real Estate Advisors
1790 East Main Street
Ventura, CA 93001
310.600.6682
david@armstrongadvisors.com

Federal Forms

Pleasant Hill Transit Village, a TOD project that Opticos has been involved with for 10 years.



Exhibit 10-K Certification of Financial Management System and Contract Costs

CONSULTANT CERTIFICATION:

Consultant Firm Name: Opticos Design, Inc.

Cost Proposal Date: 04/09/14

Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 01/01/2012 – 12/31/2012

I, the undersigned, certify that all costs in this proposal (prime consultants and all subconsultants) are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), Part 31 and the indirect cost rate(s) have been prepared or audited in accordance with the following criteria and in the acceptable indirect cost rate schedule formats, and retained in the project files:

1. Generally Accepted Government Auditing Standards (GAGAS) issued by the United States Government Accountability Office, if applicable.
2. 23 Code of Federal Regulations (CFR), Chapter 1, Part 172 – Administration of Engineering and Design Related Service Contracts.
3. 48 CFR, Chapter 1, Part 31 – Contract Cost Principles
4. 48 CFR, Chapter 99, Cost Accounting Standards, Subpart 9900
5. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

I, the undersigned, further certify that our financial management system meets the standards for financial reporting, accounting records, internal and budget control as set forth in the FAR of title 49, CFR, Part 18.20.

In addition, I the undersigned, certify that the approximate dollar amount of all A&E contracts awarded by Caltrans or a California local agency to this firm within the last three (3) calendar years for all State DOT and Local Agencies is \$ 2,953,800 and the number of States in which the firm does business is 10.

*Consultant Certification Signature:



Consultant Certifying Name and Title (Print):

Karen Parolek

CFO

Consultant Contact Information – Email and Phone number karen.parolek@opticosdesign.com
510.558.6957

Date of Consultant Certification (mm/dd/yyyy) 04/09/14

*An Individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

LOCAL AGENCY CERTIFICATION – COST ANALYSIS:

I, the undersigned, certify that I have performed a cost analysis in connection with this contract including, contract modifications exceeding \$150,000, for the fiscal period as specified above.

Local Agency Certification Signature:

Local Agency Certifying Name and Title (Print):

Local Agency Contact Information – Email and Phone number:

Date of Certification (mm/dd/yyyy):

Date of Cost Analysis (mm/dd/yyyy):

Exhibit 10-L Consultant Certification of Final Indirect Costs

Firm Name: Opticos Design, Inc.

Indirect Cost Rate: 219.7%

Date of Proposal Preparation (mm/dd/yyyy): 04/09/14

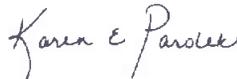
Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 01/01/2012 – 12/31/2012

I certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

1. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.
2. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

Consultant Signature: *



Name and Title (Print)

Karen Parolek, CFO

Date of Certification (mm/dd/yyyy):

04/09/14

- * An Individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

Exhibit 10-O1: Local Agency Consultant DBE Commitment

(Inclusive of all DBEs at time of proposal)

NOTE: Please refer to instructions on the reverse side of this form.

Consultant to Complete this Section			
1. Local Agency Name:	<u>Contra Costa Transportation Authority</u>		
2. Project Location:	<u>Contra Costa County, CA</u>		
3. Project Description:	<u>PDA Planning Studies</u>		
4. Consultant Name:	<u>Opticos Design, Inc.</u>		
5. Contract DBE Goal %:	<u>5%</u>		
DBE Commitment Information			
6. Description of Services to be Provided	7. DBE Firm	8. DBE Cert.	9. DBE %
Policy and Coding	Lisa Wise Consulting, Inc.	40054	
Economics and Implementation	Strategic Economics	33062	
Local Agency to Complete this Section		10. Total % Claimed	_____ %
16. Local Agency Contract Number: _____	<div style="font-family: cursive; font-size: 1.2em; margin-bottom: 5px;">Karen E Parolek</div> <hr style="border: 0; border-top: 1px solid black;"/>		
17. Federal-aid Project Number: _____			
18. Proposed Contract Execution Date: _____			
Local Agency certifies that all DBE certifications are valid and the information on this form is complete and accurate:		11. Preparer's Signature	
_____		Karen Parolek	
19. Local Agency Representative Name (Print)		12. Preparer's Name (Print)	
_____		CFO	
13. Preparer's Title		14. Date	
20. Local Agency Representative Signature	21. Date	04/09/14	510.558.6957
_____	_____	15. (Area Code) Tel. No.	
22. Local Agency Representative Title	23. (Area Code) Tel. No.		
_____	_____		

Distribution: (1) Original – Submit with Award Package
 (2) Copy – Local Agency files

Exhibit 10-O2: Local Agency Consultant DBE Information

(Inclusive of all DBEs listed at bid proposal)

NOTE: Please refer to instructions on the reverse side of this form.

Consultant to Complete this Section			
1. Local Agency Name:	Contra Costa Transportation Authority		
2. Project Location:	Contra Costa County, CA		
3. Project Description:	PDA Planning Studies		
4. Total Contract Award Amount:	\$ _____		
5. Consultant Name:	Opticos Design, Inc.		
6. Contract DBE Goal %:	5%		
7. Total Dollar Amount for all Subcontractors:	_____		
8. Total Number of all Subcontractors:	5		
DBE Commitment Information			
9. Description of Services to be Provided	10. DBE Firm Contact Information	11. DBE Cert. Number	12. DBE Dollar Amount
Policy and Coding	Lisa Wise Consulting, Inc.	40054	
Economics and Implementation	Strategic Economics	33062	
Local Agency to Complete this Section		13. Total Dollars Claimed	\$ _____
20. Local Agency Contract Number:	_____	14. Total % Claimed	_____ %
21. Federal-aid Project Number:	_____	<i>Karen e Parolek</i>	
22. Contract Execution Date:	_____	15. Preparer's Signature	
Local Agency certifies that all DBE certifications are valid and the information on this form is complete and accurate:		Karen Parolek	
23. Local Agency Representative Name (Print)	_____	16. Preparer's Name (Print)	
24. Local Agency Representative Signature	_____	CFO	
25. Date	_____	17. Preparer's Title	
26. Local Agency Representative Title	_____	04/09/14	510.558.6957
Caltrans to Complete this Section		18. Date	19. (Area Code) Tel. No.
Caltrans District Local Assistance Engineer (DLAE) certifies that this form has been reviewed for completeness:			
28. DLAE Name (Print)	29. DLAE Signature	30. Date	

Distribution: (1) Copy – Email a copy to the Caltrans District Local Assistance Engineer (DLAE) within 30 days of contract award. Failure to send a copy to the DLAE within 30 days of contract award may result in delay of payment.
 (2) Copy – Include in award package sent to Caltrans DLAE (3) Original – Local agency files

Debarment and Suspension Certification

TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29

The bidder, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, manager:

- is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any Federal agency;
- has not been suspended, debarred, voluntarily excluded or determined ineligible by any Federal agency within the past 3 years;
- does not have a proposed debarment pending; and
- has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

Exceptions will not necessarily result in denial of award, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

Notes: Providing false information may result in criminal prosecution or administrative sanctions.

The above certification is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this Certification.

Exhibit 10-P Nonlobbying Certification For Federal-Aid Contracts

NONLOBBYING CERTIFICATION

FOR FEDERAL-AID CONTRACTS

The prospective participant certifies by signing and submitting this bid or proposal to the best of his or her knowledge and belief that:

- (1) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The prospective participant also agrees by submitting his or her bid or proposal that he or she shall require that the language of this certification be included in all lower-tier subcontracts, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.



Signature - Authorized Representative

Not filled out because we have nothing to disclose.

Exhibit 10-Q Disclosure of Lobbying Activities

DISCLOSURE OF LOBBYING ACTIVITIES

COMPLETE THIS FORM TO DISCLOSE LOBBYING ACTIVITIES PURSUANT TO 31 U.S.C. 1352

1. Type of Federal Action:

- a. contract
- b. grant
- c. cooperative agreement
- d. loan
- e. loan guarantee
- f. loan insurance

2. Status of Federal Action:

- a. bid/offer/application
- b. initial award
- c. post-award

3. Report Type:

- a. initial
 - b. material change
- For Material Change Only:**
 year _____ quarter _____
 date of last report _____

4. Name and Address of Reporting Entity

- Prime
- Subawardee
Tier _____, if known

5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:

Congressional District, if known

Congressional District, if known

6. Federal Department/Agency:

7. Federal Program Name/Description:

CFDA Number, if applicable

8. Federal Action Number, if known:

9. Award Amount, if known:

10. a Name and Address of Lobby Entity
(If individual, last name, first name, MI)

b. Individuals Performing Services (including address if different from No. 10a)
(last name, first name, MI)

(attach Continuation Sheet(s) if necessary)

11. Amount of Payment (check all that apply)

\$ _____ Actual Planned

12. Type of Payment (check all that apply)

13. Form of Payment (check all that apply)

- a. cash
- a. in-kind, specify: Nature: _____
Value: _____

- a. retainer
- a. one-time fee
- a. commission
- a. contingent fee
- a. deferred
- a. other, specify: _____

14. Brief Description of Services Performed or to be performed and Date(s) of Service, including officer(s), employee(s), or member(s) contacted, for Payment Indicated in Item 11:

(attach Continuation Sheet(s) if necessary)

15. Continuation Sheet(s) attached: Yes No

16. Information requested through this form is authorized by Title 31 U.S.C. Section 1352. This disclosure of lobbying reliance was placed by the tier above when his transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to Congress semiannually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Signature: _____

Print Name: _____

Title: _____

Telephone No.: _____ Date: _____

Authorized for Local Reproduction

Standard Form - LLL

Federal Use Only:

Exhibit 10-F, Certification of Consultant, Commissions & Fees

CERTIFICATION OF CONSULTANT

I HEREBY CERTIFY that I am the CFO and duly authorized representative of the firm of Opticos Design, Inc. whose address is 2100 Milvia Street, Suite 125, Berkeley, CA 94704 and that, except as hereby expressly stated, neither I nor the above firm that I represent have:

- (a) employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the above consultant) to solicit or secure this agreement; nor
- (b) agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the agreement; nor
- (c) paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the above consultant) any fee, contribution, donation, or consideration of any kind, for or in connection with procuring or carrying out this agreement.

I acknowledge that this Certificate is to be made available to the California Department of Transportation (Caltrans) in connection with this agreement involving participation of Federal-aid Highway funds, and is subject to applicable state and federal laws, both criminal and civil.

Karen E Parolek

04/09/14

(Date)

(Signature)

Distribution: 1) Local Agency Project File (original & Contract)
2) DLAE (copy)

Exhibit 10-L Consultant Certification of Final Indirect Costs

Firm Name: Nelson\Nygaard Consulting Associates, Inc.

Indirect Cost Rate: 155.72%

Date of Proposal Preparation (mm/dd/yyyy): 04/07/14

Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 01/01/13-12/31/13

I certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

1. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.
2. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

Consultant Signature: * _____

Name and Title (Print) Paul A. Jewel, President and COO

Date of Certification (mm/dd/yyyy): 04/07/14

- * An Individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

Exhibit 10-L Consultant Certification of Final Indirect Costs

Firm Name: Environmental Science Associates

Indirect Cost Rate: 209.72 (165.12 Overhead + 44.6 Fringe) (10% fee proposed)

Date of Proposal Preparation (mm/dd/yyyy): April 10, 2014

Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 1/1/2013 - 12/31/2013

I certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

1. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.
2. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

Consultant Signature: *



Name and Title (Print)

Brian Ramos, Sr. Vice President

Date of Certification (mm/dd/yyyy):

04/10/2014

- * An Individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

Exhibit 10-L Consultant Certification of Final Indirect Costs

Firm Name: Strategic Economics, Inc.

Indirect Cost Rate: 176.89%

Date of Proposal Preparation (mm/dd/yyyy): 4/3/2014

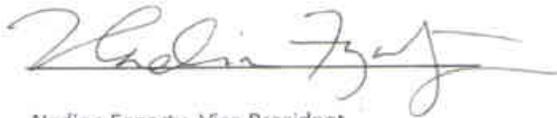
Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 1/1/2012 - 12/31/2012

I certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

1. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.
2. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

Consultant Signature: *



Name and Title (Print)

Nadine Fogarty, Vice President

Date of Certification (mm/dd/yyyy): 4/3/2014

- * An Individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

Exhibit 10-L Consultant Certification of Final Indirect Costs

Firm Name: Lisa Wise Consulting, Inc.

Indirect Cost Rate: 153%

Date of Proposal Preparation (mm/dd/yyyy): 4/7/2014

Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 1/1/2013 - 12/31/2013

I certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

1. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.
2. All known material transactions or events that have occurred affecting the firm's ownership, organization, and indirect cost rates have been disclosed.

Consultant Signature: *



Name and Title (Print)

President

Date of Certification (mm/dd/yyyy):

4/7/14

- * An individual executive or financial officer of the contractor's organization at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate proposal submitted in conjunction with the contract.

Cooperative Funding Agreement PDA.3.MTZ
between
Contra Costa Transportation Authority and
the City of Martinez

This COOPERATIVE FUNDING AGREEMENT (this "AGREEMENT") is effective this 18th day of March 2014 (the "EFFECTIVE DATE") between CONTRA COSTA TRANSPORTATION AUTHORITY, a local transportation authority ("AUTHORITY") and the CITY OF MARTINEZ, a municipal corporation of the State of California ("SPONSOR"), each separately, a "PARTY".

RECITALS

THE PARTIES ENTER THIS AGREEMENT on the basis of the following facts, understandings and intentions:

- A. The Metropolitan Transportation Commission (MTC) is the designated Metropolitan Planning Organization (MPO) for the nine-county San Francisco Bay Area region and is required to prepare and endorse a Transportation Improvement Program (TIP) which includes federal funds.
- B. MTC is the designated recipient for federal funding administered by the Federal Highway Administration (FHWA) assigned to the Metropolitan Planning Organization (MPO)/Regional Transportation Planning Agency (RTPA) of the San Francisco Bay Area for the programming of projects (regional federal funds).
- C. MTC Resolution 4035 adopted July 23, 2014 establishes the "Project Selection Policies and Programming" for projects to be funded with Cycle 2 Program regional federal funds and includes funding for the PDA Planning Grant Program designed to support planning for Priority Development Areas (PDAs) that will help provide

Cooperative Agreement No. PDA.3.MTZ between Contra Costa Transportation
Authority and the City of Martinez

housing, jobs and intensified land use, promote alternative modes of travel to the single occupancy vehicle, and manage parking demand.

D. AUTHORITY, which serves as the Congestion Management Agency for Contra Costa County, has assumed responsibility for certain planning and programming activities, work tasks and products that support MTC's Overall Work Program, including the administration of the PDA Planning Grant Program in Contra Costa County.

E. MTC authorized \$2.745 million in regional federal funds to AUTHORITY through the PDA Planning Grant Program to provide grants to local jurisdictions to support planning in their PDAs consistent with MTC Resolution 4035. Recipients of these funds must comply with the requirements of the federal aid process including the requirement to provide at least 11.47 percent of the full cost of the planning activity funded (the "local match").

F. In the process for implementing the PDA Planning Grant Program in Contra Costa County adopted by the AUTHORITY in December 2013, the AUTHORITY will be responsible for administering the grant funding and the contracts with the consultant teams providing planning support services, and local jurisdictions will be responsible for overseeing the planning projects and providing at least the 11.47 percent local match, all or a portion of which may be provided through the staff costs expended working on the planning activity.

G. In September 2014, AUTHORITY approved a list of five consultant teams to provide planning support services and ten planning projects to be funded through the PDA Planning Grant Program, including the PDA Market and Fiscal Analysis, the "PROJECT".

H. SPONSOR and AUTHORITY desire to work together to develop the PROJECT.

Section I

SPONSOR AGREES:

A. To manage and direct the substantive work of the consultants assigned to the PROJECT including, but not limited to, providing necessary data and materials, reviewing and overseeing the revision of work products, and supporting public outreach efforts.

B. To provide AUTHORITY and MTC with copies of reports and other documents developed as part of the PROJECT scope. These reports and documents shall carry the following notation on the front cover of title page:

“The preparation of this report has been financed through a grant from the U.S. Department of Transportation and the Federal Highway Administration. Content of this report does not necessarily reflect the official views or policy of the U.S. Department of Transportation.”

MTC, AUTHORITY, and any federal agency providing funding under the terms of this AGREEMENT shall have the right to reproduce, publish or otherwise use, or authorize others to use the information developed from this PROJECT.

C. To provide the required local match for the PDA Planning Grant Program funds in either staff time or direct reimbursement to the AUTHORITY. AUTHORITY will offset a portion of this required local match using AUTHORITY staff time.

D. To document staff time and costs expended on the PROJECT in a form consistent with Exhibit B, or any revisions to Exhibit B needed to make it consistent with the Caltrans Local Assistance Procedures Manual, and submit to CCTA within 20 days of the end of each quarter during which the PROJECT is ongoing. In addition, SPONSOR agrees to provide AUTHORITY with monthly or quarterly progress reports and financial information as may be reasonably requested by AUTHORITY or MTC.

Cooperative Agreement No. PDA.3.MTZ between Contra Costa Transportation
Authority and the City of Martinez

E. SPONSOR acknowledges that the AUTHORITY may redirect funding for the PROJECT in the event that the PROJECT is delayed or fails to be completed. SPONSOR shall use its best efforts to notify AUTHORITY in writing in the event that it encounters difficulty that is expected to delay the timely performance of the PROJECT, and AUTHORITY agrees to cooperate with SPONSOR to work out a mutually satisfactory course of action with SPONSOR.

F. **RECORDS AND AUDITS:**

1. **RECORDS:** SPONSOR shall maintain full and adequate books, records, accounts, and any and all work products, materials, and other data relevant to its performance under this AGREEMENT for a minimum of three (3) years following completion or termination of PROJECT and, if any litigation, claim, negotiation, audit, or other action has been started prior to the end of such three (3) years, then until the completion of the action and any resolution of all issues which arise from it, or the end of the three (3) year period, whichever is later. SPONSOR shall maintain books and accounts in accordance with generally accepted accounting principles (GAAP), enable the determination of incurred costs at interim points of completion, and provide support for reimbursement payment vouchers or invoices. For the purpose of determining compliance with Title 21, California Code of Regulations, Section 2500 *et seq.*, when applicable, and other matters in connection with the performance of SPONSOR'S contracts with third parties pursuant to Government Code Section 8546.7, SPONSOR and its contractors and subcontractors shall each maintain all books, documents, papers, accounting records, and other evidence pertaining to the performance of such contracts and make the same available at their respective offices at all reasonable times during the contract period and for three (3) years from the date of final payment by AUTHORITY hereunder. AUTHORITY, MTC, the California State Auditor, the federal Department of Transportation (DOT), Federal Highway Administration (FHWA), Comptroller General of the United States or federal auditors shall have access to any books, records, and documents that are pertinent to this AGREEMENT or the PROJECT for audits, examinations, excerpts, and transactions and copies thereof shall be furnished by SPONSOR if requested.

2. **AUDITS:** SPONSOR will provide thorough and complete accounting for all funds expended in the performance of this work to the degree necessary to permit regular examination by AUTHORITY, MTC, the California State Auditor, the Comptroller General of the United States or federal auditors and consistent with 49 Code of Federal Regulations, Part 18. SPONSOR shall permit authorized representatives of DOT, the Comptroller General of the United States, FHWA, MTC and AUTHORITY to inspect and audit all data and records relating to SPONSOR's performance under this AGREEMENT, including data and records pertaining to subcontracts. All accounting records, data, and supporting documentation will remain available for review and audit for a period of not less than three years after submission by MTC of the final expenditure report for federal contracts providing funds under this AGREEMENT. SPONSOR shall be responsible for meeting audit requirements of the "Single Audit Act of 1984" as implemented by OMB Circular A-133 and any revision or supplement thereto. SPONSOR shall annually submit to AUTHORITY and MTC one copy of its audit completed in accordance with the above-described single audit requirements within 30 days after completion of the audit, but no later than one year after the end of the audit period. If SPONSOR fails to comply with the above audit requirement, AUTHORITY is not required to provide any PDA Planning Grant funds under this AGREEMENT until such audit has been submitted.

Section II

AUTHORITY AGREES:

- A. To obtain authorization from Caltrans and FHWA to use the \$2.745 million in regional federal funds for the PDA Planning Grant Program in Contra Costa.
- B. To provide consultant planning support services for the PROJECT consistent with the scope of work and milestone schedule in Exhibit A.
- C. To offset a portion of the required local match using AUTHORITY staff time.

- D. To assist SPONSOR in delivering the project.
- E. To submit invoices for work on the PROJECT conducted by the consultant team and SPONSOR consistent with the requirements of Caltrans and FHWA.
- F. To provide forty-eight hours written notice of any audit to be conducted relating to this AGREEMENT.
- G. To comply with the requirements of the AGREEMENT as applicable to the AUTHORITY.

Section III

THE PARTIES MUTUALLY AGREE:

- A. **TERM:** The Termination Date for this AGREEMENT shall be 36 months from the date this AGREEMENT is executed unless terminated at such other time by the written consent of all the parties hereto. Termination Date may be modified only if mutually agreed to in writing by both SPONSOR and AUTHORITY.
- B. **ADDITIONAL ACTS AND DOCUMENTS:** Each party agrees to do all such things and take all such actions and to make, execute, and deliver such other documents and instruments as shall be reasonably requested to carry out the provisions, intent, and purpose of the AGREEMENT.
- C. **AMENDMENT:** This AGREEMENT may not be changed, modified, or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of this AGREEMENT shall be void and of no effect.
- D. **ASSIGNMENT:** SPONSOR may not assign, transfer, hypothecate, or pledge this AGREEMENT to any other party.

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Authority and the City of Martinez

E. **INDEMNITY:** It is mutually understood and agreed, relative to the reciprocal indemnification of AUTHORITY and SPONSOR:

1. SPONSOR shall indemnify, defend, and hold harmless AUTHORITY and AUTHORITY's Board, representatives, agents, officers and employees from and against all claims, injury, suits, demands, liability, losses, damages and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of SPONSOR, its officers, employees or agents, or subcontractors or any of them by reason of anything done or omitted to be done by SPONSOR under or in connection with any work, authority or jurisdiction delegated to SPONSOR under this AGREEMENT. It is also understood and agreed that, pursuant to Government Code Section 895.4, SPONSOR shall fully indemnify and hold AUTHORITY harmless from any liability imposed for injury and damages (as defined by Government Code Section 810.8) or environmental obligations or duties occurring by reason of anything done or omitted to be done or imposed by obligation of law or assumed by SPONSOR under this AGREEMENT or in connection with any work, authority, or jurisdiction delegated to SPONSOR under this AGREEMENT.
2. AUTHORITY shall indemnify, defend, and hold harmless SPONSOR and SPONSOR's council, representatives, agents, officers and employees from and against all claims, injury, suits, demands, liability, losses, damages and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of AUTHORITY, its officers, employees or agents, or subcontractors or any of them by reason of anything done or omitted to be done by AUTHORITY under or in connection with any work, authority or jurisdiction delegated to AUTHORITY under this AGREEMENT. It is also understood and agreed that, pursuant to Government Code Section 895.4, AUTHORITY shall fully indemnify and hold SPONSOR harmless from any liability imposed for injury and damages (as defined by Government Code Section 810.8) or environmental obligations or duties occurring by reason of anything done or omitted to be done or imposed by obligation of law or assumed by AUTHORITY under this AGREEMENT or in

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connection with any work, authority, or jurisdiction delegated to AUTHORITY under this AGREEMENT.

F. **COMPLIANCE WITH LAWS:** AUTHORITY and SPONSOR shall comply with all applicable federal and State laws and regulations regarding the work performed and the reimbursements and funds requested or used under this AGREEMENT.

G. **NOTICES:** Any notice which may be required under this AGREEMENT shall be in writing, shall be effective when received, and shall be given by personal service or by certified or registered mail, return receipt requested, to the addresses set forth below, or to such addresses which may be specified in writing by the parties hereto.

SPONSOR:

Dina Tasini
Planning Manager
525 Henrietta Street
Martinez CA 94553

AUTHORITY:

Brad Beck
Senior Transportation Planner
2999 Oak Road, Suite 100
Walnut Creek CA 94597

H. **TERMINATION OR CANCELLATION:**

1. By written mutual consent of both parties, this AGREEMENT may be terminated at any time.
2. Either party may terminate this AGREEMENT at any time for cause pursuant to a power created by this AGREEMENT or by law, otherwise than for breach, by giving written notice of termination to the other party which shall

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specify both the cause and the effective date of termination. Notice of termination under this provision shall be given at least ninety (90) days before the effective date of such termination. Payment shall be made by the AUTHORITY for all services rendered by SPONSOR to the PROJECT pursuant to this AGREEMENT up to the time of termination, subject to any expenditure limits applicable to this AGREEMENT.

3. This AGREEMENT may be canceled by a PARTY for breach of any obligation, covenant, or condition hereof by the other PARTY, upon written notice to the breaching PARTY. With respect to any breach that is reasonably capable of being cured, the breaching PARTY shall have 30 days from the date of the notice to initiate steps to cure. If the breaching PARTY diligently pursues cure, such PARTY shall be allowed a reasonable time to cure, not to exceed thirty (30) days from the date of the initial notice, unless a further extension is granted by the non-breaching PARTY. On cancellation, the non-breaching PARTY retains the same rights as a PARTY exercising its right to terminate under the provisions of this Section, except that the canceling PARTY also retains any remedy for breach of the whole contract or any unperformed balance.

I. **ENTIRE AGREEMENT:** This AGREEMENT is the entire agreement among AUTHORITY and SPONSOR relating to the subject matter of this AGREEMENT. AUTHORITY and SPONSOR acknowledge they have not relied upon any promise, representation or warranty not expressly set forth in this AGREEMENT in executing this AGREEMENT.

J. **SEVERABILITY:** Should any part of this AGREEMENT be determined to be unenforceable, invalid, or beyond the AUTHORITY of SPONSOR to enter into or carry out, such determination shall not affect the validity of the remainder of this AGREEMENT which shall continue in full force and effect, provided that the remainder of this AGREEMENT can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.

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K. **WAIVER:** No waiver by a PARTY of any default or breach of any covenant by the other PARTY shall be implied from any omission to take action on account of such default if such default persists or is repeated and no express waiver shall affect any default other than the default specified in such waiver and then such waiver shall be operative only for the time and to the extent stated in such waiver. Waivers of any covenant, term or condition contained herein shall not be construed as a waiver of any subsequent breach of the same covenant, term or condition. No waiver of any provision under this AGREEMENT shall be effective unless in writing and signed by the waiving PARTY.

L. **CONTROLLING LAW AND VENUE:** This AGREEMENT and all matters relating to it shall be governed by the laws of the State of California and venue shall be in Contra Costa County.

M. **AUTHORITY:** All PARTIES executing this AGREEMENT represent and warrant that they are authorized to do so.

N. **COUNTERPARTS:** This AGREEMENT may be executed in counterparts.

O. **LIMITATIONS:** All obligations of AUTHORITY under the terms of this AGREEMENT are expressly subject to the AUTHORITY'S continued authorization to receive and expend federal funds as the Congestion Management Agency for Contra Costa County. If for any reason the AUTHORITY'S right to receive and expend such federal funds is terminated or suspended in whole or part, the AUTHORITY shall promptly notify SPONSORS, and the PARTIES shall consult on a course of action. If, after twenty five (25) working days, a course of action is not agreed upon by the parties, this AGREEMENT shall be deemed terminated by mutual or joint consent; provided, that any obligation to fund from the date of the notice shall be expressly limited by and subject to (i) the lawful ability of the AUTHORITY to expend sales tax proceeds for the purposes of this AGREEMENT; and (ii) the availability, taking into consideration all the obligations of the AUTHORITY under all outstanding contracts, agreement to other obligations of the AUTHORITY, of funds for such purposes.

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P. **EXHIBITS:** EXHIBITS A through C are hereby incorporated by reference and made a part of this AGREEMENT. The exhibits are as follows: EXHIBIT A: Scope of Work; EXHIBIT B: Invoicing Procedure; EXHIBIT C: AUTHORITY boardletter approving PDA Planning Grant.

AUTHORITY

SPONSOR

BY: _____
Julie K. Pierce
Chair

BY: _____
Rob Schroder
Mayor

ATTEST:

ATTEST:

BY: _____
Randell H. Iwasaki
Executive Director

BY: _____
Gary Hernandez
City Clerk

APPROVED as to legal form:

APPROVED as to legal form:

BY: _____
Malathy Subramanian
Authority Counsel

BY: _____
Jeff Walter
City Attorney

Exhibit A

Scope of Work

The primary goal of this project is to complete a focused market and fiscal analysis for the downtown PDA study area and consider implementation strategies that will increase opportunities for development, enhance marketability, and contribute to the area's revitalization. It is anticipated that this work can be completed through the tasks enumerated below over an 8-10 month period.

Task 0: Review and Confirm Scope, Schedule and Budget

The Project team will work with City staff to refine and confirm the proposed scope of work, schedule and budget.

Task 0 Deliverable: Refined scope of work, schedule and budget

Task 1: Project Kickoff and Background Research (Month 1)

- 1.1: Coordination Call. The Project team will initiate a conference call with City Staff to review and refine the project scope and timeline.
- 1.2: Participate in Kickoff Meeting (Staff Meeting #1). The project team will meet with City Staff in Martinez to review and discuss project objectives, clarify deliverables and deadlines, determine the need and availability of City resources and documents, and identify key issues and stakeholders.
- 1.3: Site Tour and Documentation.
- 1.4: Base Mapping and Data Request.
- 1.5: Identify Stakeholders.

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Task 1 Deliverables:

- 1.a Kickoff Meeting Summary Notes in digital format
- 1.b Background Data Request in digital format

Task 2: Base Mapping, Physical and Market Analysis (Months 2-3)

- 2.1: Research of Relevant Background Documents.** The project team will gather and review existing relevant documents and existing area conditions. Documents to review will include the existing 2006 Downtown Specific Plan, the 2011 Downtown Infrastructure Planning and Design Study, the 1982 Historical Resource Inventory, the 2010 General Plan Update, 2009 Housing Element Update, the Zoning Ordinance, the results of the 2011 *Downtown Matters!* Workshop series, and other relevant background identified during Task 1.
- 2.2: Basemap Preparation.** The project team will work with City Staff to create basemaps for the project area.
- 2.3: Planning and Regulatory Analysis.**
- 2.4: Existing Market Conditions Assessment.** Strategic Economics will conduct an analysis of local and regional housing market conditions. The analysis will include assessing both the existing housing supply in Downtown, the City of Martinez, and the regional market area, as well as the regional demand for new downtown/infill housing units.
- 2.5: Constraints and Opportunities Analysis.** The project team will utilize base mapping to conduct an analysis of the physical characteristics of the downtown PDA in order to assess constraints and opportunities for new development.
- 2.6: Selection of Opportunity Sites.**
- 2.7: Infrastructure Assessment.** Using the 2011 Downtown Infrastructure Planning and Design Study and supplemental information on infrastructure obtained during Task 1, the project team will conduct an analysis of existing infrastructure

with particular focus on the opportunity sites in order to communicate specific constraints and/or gaps that need to be overcome in order to facilitate opportunity site development.

2.8. Compile Existing Physical and Market Conditions Memo.

2.9: Staff Meeting #2.

Task 2 Deliverables

- 2.a Working base map(s) of project area
- 2.b Draft Physical and Market Conditions Memo
- 2.c Staff Meeting #2 Notes in digital format

Task 3: Site Testing and Revitalization Strategies (Months 4-5)

3.1. Key Urban Design Features and Projects - Alternatives. Based on information prepared during Task 2.8, the project team will develop conceptual design alternatives for key urban design features or projects determined as catalysts for downtown revitalization.

3.2. Opportunity Sites Testing and Financial Feasibility Analysis. The financial feasibility analysis will evaluate the “highest and best use” for up to four (4) of the downtown opportunity sites selected in Task 2.6, including which types of market-rate housing development are likely to be feasible in the short-, medium-, and long-term; how much rents or sales prices would need to increase in order to make different types of residential development financially feasible for developers; and what types of regulatory changes, public investments, or incentives the City could prioritize in order to attract interest from the development community given the availability of development opportunities in other Contra Costa County communities.

3.3. Compile Draft Urban Design and Infill Strategy Memo.

3.4. Staff Meeting #3.

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Task 3 Deliverables

- 3.a Draft Urban Design and Infill Strategy Memo
- 3.b Staff Meeting #3 Notes in digital format

Task 4: Implementation Strategies (Months 6-7)

- 4.1. Implementation Strategies and Financing Mechanisms.** The implementation strategy will focus on the specific actions that the City can take to create value in the Downtown and reduce development risk, in order to attract the new residents and housing development needed to serve as the catalyst for Downtown revitalization.
- 4.2. Compile Draft Implementation Strategy Memo.**
- 4.3. Staff Meeting #4.**

Task 4 Deliverables

- 4.a Draft Implementation Strategy Memo
- 4.b Staff Meeting #4 Notes in digital format

Task 5: Project Implementation and Finalization (Months 8-10)

- 5.1. Compile Draft Market and Feasibility Plan.**
- 5.2. Staff Meeting #5.**
- 5.3. Joint PC/CC Workshop to review/discuss recommendations.**
- 5.4. Finalize Draft Market and Feasibility Study.**

Task 5 Deliverables

- 5.a Draft Market and Feasibility Plan in digital format

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5.b Steering Committee Meeting Notes in digital format

5.c Joint PC/CC Workshop materials

5.d Final Market and Feasibility Study in digital format

Exhibit B

Invoicing Procedures

PROCEDURE FOR INVOICES PREPARED BY SPONSOR FOR SUBMITTAL TO AUTHORITY:

- I. SPONSOR shall prepare and submit invoices to AUTHORITY on a quarterly basis (January-March, April-June, etc.) within 20 calendar days of the close of each quarter;

- II. Each invoice shall include
 - A. A cover letter signed by the SPONSOR's authorized representative that includes the following:
 1. The quarterly period for which the invoice applies
 2. A sequential billing number (1, 2, 3,...etc.)
 3. Reference to this AGREEMENT, including this Cooperative Agreement number
 4. A summary of progress on the PROJECT during the period covered by the invoice
 5. A summary of costs incurred by SPONSOR staff and during the period covered by the invoice that SPONSOR will use for its required local match, and
 6. Cumulative local match provided to date

 - B. A table summarizing staff costs incurred that includes:

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1. Name and title of each staff person
 2. Total hours worked during the period covered
 3. Hourly rate, which is comprised of the base salary plus benefits for that employee
 4. Total cost for each employee during the period covered by this invoice
 5. Sum of costs for all employees during the period covered by this invoice
- C. A detailed listing of each day an employee worked on PROJECT during the period covered and the number of hours that employee worked on that day and the total number of hours that employee worked on PROJECT during the period covered
- D. SPONSOR may provide the information outlined in Items A, B and C in an alternative format with prior approval of AUTHORITY