

PROPOSAL  
FOR SERVICES

# CITY OF MANHATTAN BEACH

## RFP # 988-14 DOWNTOWN PLAN





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FOR SERVICES

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## RFP # 988-14 DOWNTOWN PLAN



SUBMITTED TO:

**CITY CLERK'S OFFICE**

1400 HIGHLAND AVENUE  
MANHATTAN BEACH, CA 90266

SUBMITTED BY:

**PMC**<sup>®</sup>

3900 KILROY AIRPORT WAY, SUITE 120  
LONG BEACH, CA 90806  
PHONE: (562) 200-7165  
(866) 828-6762  
WWW.PMCWORLD.COM







June 17, 2014

City Clerk  
City of Manhattan Beach  
1400 Highland Avenue  
Manhattan Beach, CA 90266

**Re: Proposal # 988-14 Downtown Plan Preparation**

Dear City Clerk:

The Manhattan Beach Downtown Plan project is a clear demonstration of the City's commitment toward addressing the changing needs of the Downtown and maintaining the small town charm that makes this such a unique environment for residents, merchants and visitors alike. Our team has watched Downtown Manhattan Beach change incrementally over time, and we find the City's proactive approach to initiating public discussion on the community's envisioned future very invigorating and inspiring. Our team would really like to be part of the process, and we are pleased to present this proposal in response to the Request for Proposals for the Manhattan Beach Downtown Plan Project.

PMC has a great deal of experience with helping communities identify downtown visions and strategies that work and, in particular, the land use and urban design elements of a well-designed, economically successful retail environment. Our company is a full service planning firm with a team specifically dedicated to Downtown Urban Revitalization and the design and function of downtowns, corridors, and districts. Providing contract staffing assistance to municipalities throughout California gives our staff a clear understanding of what it takes to write an award-winning document that can be realistically implemented on the other side of the planning counter. Additionally, the PMC team members selected for this project have an expertise in the mechanisms that create thriving environments, as well as a personal knowledge of the resources that make this Downtown such a special destination on California's coast.

The PMC team is led by project manager and downtown specialist Loreli Cappel, PMC's manager of Urban Revitalization and Design services, who has dedicated the last 15 years of her career to helping communities realize their visions for their downtowns. Ms. Cappel is joined by PMC's experts in the areas of community outreach, urban and streetscape design, local coastal plans, municipal finance, and the California Environmental Quality Act.

To achieve the City's desires for the Downtown Plan, we have assembled a unique team of subconsultants with the experience to lead the community from vision to action. Our teaming partners include:

- L.L. Consulting – Downtown Management Specialists

Founded in 2000, L.L. Consulting is committed to assisting communities with the economic revitalization and development of their historic downtown cores, traditional commercial districts, urban commercial corridors, and business improvement areas. Consulting services and technical assistance include organizational formation and training, Main Street Program development and management, business development strategies and programs, strategic planning and visioning, marketing, promotional and branding strategies and plans, business improvement district formation and management, and small business consulting and coaching.

- **Watry Design – Parking and Multimodal Specialists**

Incorporated in 2000, Watry Design has delivered over 800 parking projects on time and on budget throughout the Western United States. The company's extensive parking experience includes numerous parking studies, including parking management plans, site planning, feasibility studies, and evaluations of how parking and accessibility relate to the concepts of complete streets.

Our team truly believes that no two downtowns are alike, and therefore a unique team of specialists and creative thinkers is required to customize tools that really work for Downtown Manhattan Beach. Because we listen to the community at length throughout the outreach process, as well as write and implement these plans on a daily basis, we know how to develop strategies that work for staff and the community. Our client references will attest that the award-winning projects we've developed with and for them have won their communities recognition for their creativity, and implementation success. Just a few of our more recent award-winning downtown and district visioning projects include:

- **lone Downtown Plan:** 2013 APA California State Award for Comprehensive Planning – Small Jurisdiction; and 2013 APA California Chapter, Sacramento Valley Section Award for Comprehensive Planning – Small Jurisdiction
- **Kern County Downtown Visioning Projects (five communities):** First Place Best Practices Award by the APA, California Chapter, Central Section
- **Santa Rosa Station Area Plan:** 2013 APA California Chapter, Northern Section, Neighborhood Planning Award

From urban to rural and from vital to blighted, what makes a successful downtown is capitalizing on the area's assets and capturing the community's vision. We would really like the opportunity to help Manhattan Beach realize its Downtown Vision, and look forward to discussing this proposal with you. Please feel free to contact me directly at (562) 200-7165 x19201 or by email at [lcappel@pmcworld.com](mailto:lcappel@pmcworld.com) if you have any questions.

Sincerely,



Philip O. Carter  
President



Loreli Cappel  
Project Manager

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# 1

## Qualifications





## Qualifications

### PMC Firm Overview

PMC is a privately owned California corporation. The company was established in 1995 with a mission to provide planning, environmental, and municipal services to public agencies, special districts, and public-oriented organizations. We started as a small team and have continued to grow steadily and strategically, a direct result of providing exemplary service to more than 800 cities, counties, and special districts throughout California. Today, PMC has approximately 120 professionals based out of our seven California offices in Long Beach, San Diego, San Luis Obispo, Oakland, Rancho Cordova, Chico, and Monterey. This work will primarily be conducted from our Long Beach and San Luis Obispo office locations.

PMC brings a valuable combination of experience and qualifications to the planning process. Our experience as a consultant to dozens of cities and counties throughout California has given us exceptional specific plan qualifications and a broad range of problem-solving abilities. PMC's approach to preparing a specific plan focuses on providing a complete, workable design and policy document that reflects the vision and desires of the community. We partner with local governments, community members, stakeholders, regional agencies, and special districts to ensure that local policies are consistent with the larger framework. Our in-house experts understand legal issues, best practices, and special considerations to develop innovative, appropriate, and defensible policy solutions. Finally, as contract planning staff, we have working knowledge of the implementation of the policies we write and the planning issues faced by the staff interpreting and administering policy documents on a daily basis.

### Expertise in Urban Revitalization and Design

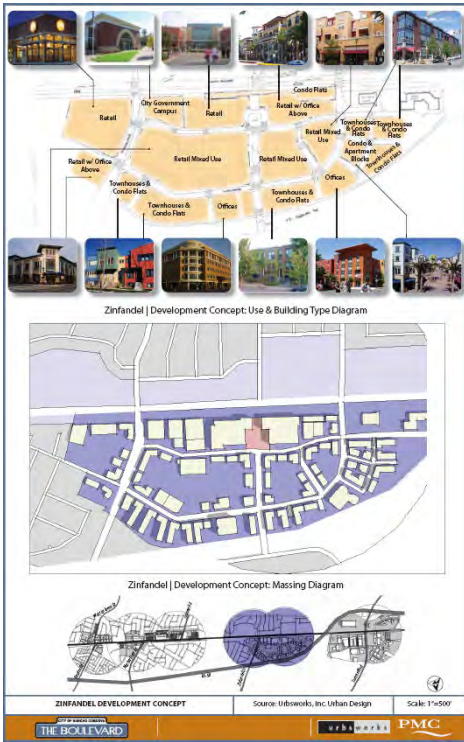
PMC's Urban Revitalization and Design team is a group of passionate urbanists, town planners, and landscape designers. The team's philosophy is that urban revitalization consulting ultimately serves the public interest. Thoughtful, engaging, and successful community-based planning, coding, and design are at the heart of our approach.

Our multifaceted team works together seamlessly to understand every detail of your community and to provide creative design solutions that work. Our designers are well versed in leading-edge design solutions and practices, and we work collaboratively with local governments to create innovative plans that are



#### Our design services include the following:

- Downtown plans
- Specific plans
- Vision plans
- Strategic plans
- Landscape and streetscape plans
- Corridor plans
- Design guidelines
- Station area plans
- Form-based codes
- Traditional zoning codes
- Transit and station area design
- Master plans
- Visual simulation
- Wayfinding and branding



consistently implemented. Our staff also assists dozens of municipalities as in-house contract staff. These staff members implement and administer policies and design plans every day, allowing us to keep a pulse on the planning table while keeping an “action-oriented” mindset for our clients.

The Urban Revitalization and Design team provides a variety of services to our clients. We love what we do, and we continue to bring our best talent to your community.

## Expertise in Community Engagement and Facilitation

Our Community Engagement and Facilitation team includes industry professionals who develop and implement a broad range of outreach strategies and activities for local and regional public agencies and community-based organizations. PMC’s team works with clients to develop a tailored community outreach strategy that meets the needs of the project and solicits meaningful feedback from community members and stakeholders.

PMC offers a comprehensive range of community engagement and facilitation services including stakeholder engagement and reporting techniques, community design charrettes, workshops and events, stakeholder meetings and interviews, surveys, and educational and interactive materials development. PMC’s team members are experienced facilitators for discussions of all sizes, from small advisory committees to large public workshops and special events. They have a wealth of experience working with underserved, minority, and low-income communities, as well as with populations with limited English proficiency. The team’s public relations and media services include public service announcement production, collateral materials development, website development, and graphics services.



## Expertise in Environmental Planning and CEQA

Environmental planning, project management, and lead agency compliance with CEQA and NEPA are among PMC's specialties. We prepare a wide variety of preliminary environmental analysis reports, opportunities and constraints analyses, and initial studies, which often form the basis of later CEQA and NEPA documentation; environmental impact reports and environmental impact statements (as prime contractor and project manager) to oversee the environmental review process from beginning to end. PMC provides turnkey assistance to our clients from early consultation on the appropriate level of documentation, noticing, and distribution of documents, to the preparation of findings of fact, mitigation monitoring programs, and overriding considerations.

## L.L. Consulting Firm Overview – Downtown Management Specialist

Founded in 2000, L.L. Consulting is committed to assisting communities with the economic revitalization and development of their historic downtown cores, traditional commercial districts, urban commercial corridors, and business improvement areas. L.L. Consulting has worked with local governments, Main Street programs, redevelopment agencies, business associations, chambers of commerce, business improvement districts, community development corporations, downtown organizations and other nonprofits throughout the Southwest. Consulting services and technical assistance include organizational formation and training, Main Street Program development and management, business development strategies and programs, strategic planning and visioning, marketing, promotional and branding strategies and plans, business improvement district formation and management, and small business consulting and coaching.

L.L. Consulting provides basic training for those communities who are just starting a revitalization program to advanced consulting services to help existing organizations and agencies sustain and expand their central business district and urban center efforts. All services are customized to the community or organization's needs and resources and the team members at L.L. Consulting pride themselves on providing hands-on assistance throughout the process, guaranteeing success for all parties involved.

Since 2004, L.L. Consulting has been providing technical assistance and consulting services for the Arizona Department of Commerce, the Arizona State Main Street Program, assisting the local Main Street programs with planning services and organizational training, and developing policies and objectives for expanding partnerships, strengthening the organizational structure and fostering

### Our environmental services include the following:

- Specific plans
- Redevelopment plans
- General plans and amendments
- Regional transportation plans
- Community plans
- Historic preservation programs
- Annexations
- Planned unit developments
- Tentative maps
- Industrial and business parks
- Mixed-use and commercial
- Landfill expansion
- Mining extraction and processing operations
- Major infrastructure projects



Downtown management  
and revitalization  
professionals



long-term sustainability for both the program as well as the commercial district. For the last three years, L.L. Consulting has been on contract with the New Mexico Economic Development Department, New Mexico Main Street Program, providing business development and promotional technical assistance for the state’s 19 local Main Street programs.

L.L. Consulting works with a number of business improvement districts, both tenant-based and property-based, throughout California. Direct services include assisting with the formation process, preparing the required annual reports, providing organizational development and board training for the supporting organizations, developing promotional and marketing plans, identifying priorities and developing work plans accordingly, and conducting public workshops and presentations on the value and benefits of a business improvement district.



## Watry Design Firm Overview – Parking Specialists

**Watry Design, Inc.** is dedicated to making its clients look good. The firm teams with its clients to take their problems and issues and find the best possible solution for their parking needs. This client-centered philosophy and an unmatched passion for parking form Watry Design’s guiding vision.

### Our parking services include the following:

- Parking master planning and parking site planning
- Parking supply and demand studies
- Shared parking and parking phasing analysis
- Parking technology assessments and specification development
- Parking structure feasibility studies
- Sustainable parking best practices
- Parking facility planning and design
- Photovoltaic and LEED certification analysis
- Mechanical/automated parking solutions
- Parking structure opinions of cost and pro forma development
- Parking facility maintenance and ADA upgrades
- Restoration and seismic upgrades
- Parking operations and management studies

Using a unique process developed over the firm’s 39-year design legacy, Watry Design’s architects, structural engineers, and planners are empowered to provide their professional expertise in every aspect of planning and design. This gives clients the collective knowledge and experience of the entire staff. This collaborative methodology enables the firm to provide clients with well-integrated solutions.

Incorporated in 2000 and led by a team of principals, Watry Design has delivered over 800 parking projects on time and on budget throughout the Western United States. The company’s extensive parking experience includes numerous parking studies for cities such as Vallejo, Tustin, Capitola, Santa Barbara, Marina del Rey, Covina, and Brentwood. These studies include parking management plans, site planning, feasibility studies.

Watry Design offers design services at all stages of the parking lifecycle. Whether it’s the need to assess current parking conditions or evaluate the potential of one site or a whole campus, Watry Design offers services to meet these needs, with expert teams designing surface, structured, underground and mixed-use parking, as well as parking garage components of larger buildings and developments. From traditional Design-Bid-Build to the Design-Build process, Watry Design delivers parking structures using the appropriate delivery method for every project.

Watry Design leverages the best innovation and technology the industry has to offer. From integrating photovoltaics to utilizing mechanical parking, the team develops highly efficient new and replacement parking solutions.





**Client Reference:**

Ed Pattison, City Manager  
 City of Ione  
 1 East Main Street  
 Ione, CA 95640  
 (209) 274-2412

**Project Dates:**

March 2011-November 2012

**Key Services Provided:**

- Outreach and facilitation
- Downtown Revitalization
- Land use planning
- Guidelines and Standards
- Streetscaping
- Municipal Finance

**Awards:**

- 2013 First Place Award for Comprehensive Planning – Small Jurisdiction, California State APA, and Sacramento Valley Section

## Downtown Plan, City of Ione, CA

As an extension of our contract staffing services with the City of Ione, PMC prepared a Downtown Plan for the community. The plan enacts new policies that appear in the City’s recently updated General Plan and helps address the planned decommissioning of two state highway routes that extend through the project area. To fund the project, PMC helped Ione attain a Community-Based Transportation Planning Grant from Caltrans.

The Ione Downtown Plan will guide revitalization, historic preservation, and economic development efforts within the city’s historic core. The plan includes a number of tools to facilitate the comprehensive improvement of downtown Ione. These include a vision plan, a market study and an economic development plan, a capital improvements plan and funding strategy, a parking plan, design guidelines and an architectural pattern book, public realm standards, and a wayfinding program.



## Downtown Development Plan, Town of Frederick, CO

PMC was selected by the Town of Frederick to prepare a Downtown Development Study, which included a Vision Poster and an economic scan. The existing downtown area was an underutilized district of disparate retail, office, residential, and civic uses. The area was ripe for revitalization and preservation in light of the town's expected exponential population growth as a Denver bedroom community over the next 50 years. The project concepts included extending the main street in downtown, creating a new civic center anchor, and encouraging more pedestrian-oriented retail and mixed-use development. A primary component of project success was an intense public outreach effort. Early in the process, PMC participated in the town's annual Miners Day festival by administering a Heart of Downtown Survey, Visual Preference Survey, and Land Use Survey to over 150 festival attendees.

### Client Reference:

Jennifer Simmons  
 Project Manager  
 City of Frederick  
 401 Locust Street  
 Frederick, Co 80530  
 (303) 833-2388  
[jsimmons@frederickco.gov](mailto:jsimmons@frederickco.gov)

### Project Dates:

March 2008 - April 2009

### Key Services Provided:

- Outreach and facilitation
- Corridor and District revitalization
- Streetscaping
- Land use planning
- Municipal Finance





**Client Reference:**

Lorelei Oviatt, Director of Planning and Community Development  
 Kern County  
 2700 M Street, Suite 100  
 Bakersfield, CA 93301  
 (661) 862-8866  
 loreleio@co.kern.ca.us

**Project Dates:**

January 2011–Present

**Key Services Provided:**

- Outreach and facilitation
- Corridor and district revitalization
- Land use planning
- Municipal finance
- Streetscaping

**Awards:**

May 2013 First Place Best Practices Award by the APA, California Chapter, Central Section

## Downtown Vision Plans, Kern County, CA

### Rosamond Business District (2011)

Kern County retained PMC to assist the Antelope Valley community of Rosamond to envision the future of its downtown business district. Rosamond is a rural community in need of some revitalization and basic streetscape improvements, and its citizens enthusiastically participated in a day-long visioning charrette during the first phase of this project. The charrette included a walking tour with PMC urban design experts, in addition to electronic polling on key issues, key word visioning exercises, and small group mapping activities. Extensive media outreach was conducted in advance of the meeting, resulting in thorough coverage by three media outlets. Following phases of the project included a prioritization workshop, the completion of the Vision Plan, and the development of a signature Rosamond Business District Vision Poster which was presented to the Kern County Board of Supervisors.

### East Bakersfield (2012)

PMC prepared a Vision Plan for the community of East Bakersfield. A two-day charrette-style community workshop provided the foundation for the Vision Plan. Approximately 150 participants joined in on mapping exercises, a vision key word activity, live polling surveys of design preferences, preliminary design work, and activities to prioritize County- and community-led projects. The end product is a Vision Plan that memorializes the visioning process with a poster illustrating the key improvements to achieve the community's vision, and an implementation matrix outlining the actions necessary to realize the vision and assigning responsibility.

### Mojave (2012)

PMC prepared a Vision Plan for the community of Mojave. A two-day charrette-style community workshop provided the foundation for the Vision Plan. The workshop featured mapping exercises, live polling, prioritization activities, preliminary design work, and a walking tour of the downtown with a simultaneous slideshow and live Twitter feed at the venue for those unable to participate in the walk. The Vision Plan contained two key components: a poster illustrating the key improvements to achieve the community's vision, and an implementation matrix outlining the actions necessary to realize the vision and assigning responsibility.

### Boron and Tehachapi (2013–Present)

PMC is currently finalizing the Community Vision Plan for the community of Boron, as well as initiating the visioning process for Old Towne Tehachapi.



# North Santa Rosa Specific Plan and EIR, Santa Rosa, CA

The North Santa Rosa Station is one of 14 stations being planned by Sonoma-Marín Area Rail Transit (SMART) for a start-up level of commuter rail service along the Northwest Pacific rail corridor. The City of Santa Rosa selected PMC to lead the project for the North Santa Rosa Station Area Specific Plan, funded by a grant awarded by the Metropolitan Transportation Commission. The plan will support the future SMART station by outlining strategies to establish a transit-supportive environment by improving connections between the station and adjacent destinations, densifying and intensifying land uses at key locations within the project area, and enhancing the physical design of the urban environment. While much of the existing area is developed, a few large, vacant parcels in the project area afford unique opportunities for transit-supportive development.

The planning effort focused on evaluating existing and potential land uses, analyzing circulation and infrastructure conditions, and developing land use regulations, implementation strategies, and design guidelines to encourage appropriate transit-oriented development within the project area. Components of the project included a market demand analysis, land use alternatives analysis, station access and connectivity plan, parking demand analysis, pedestrian-friendly design standards, infrastructure development and financing strategy, implementation plan, and community involvement strategy.

### Client Reference:

Jessica Jones, City Planner  
 City of Santa Rosa Community  
 Development Department  
 100 Santa Rosa Avenue, Room 3  
 Santa Rosa, CA 95404  
 (707) 543-3410  
 jjones@srcity.org

### Project Dates:

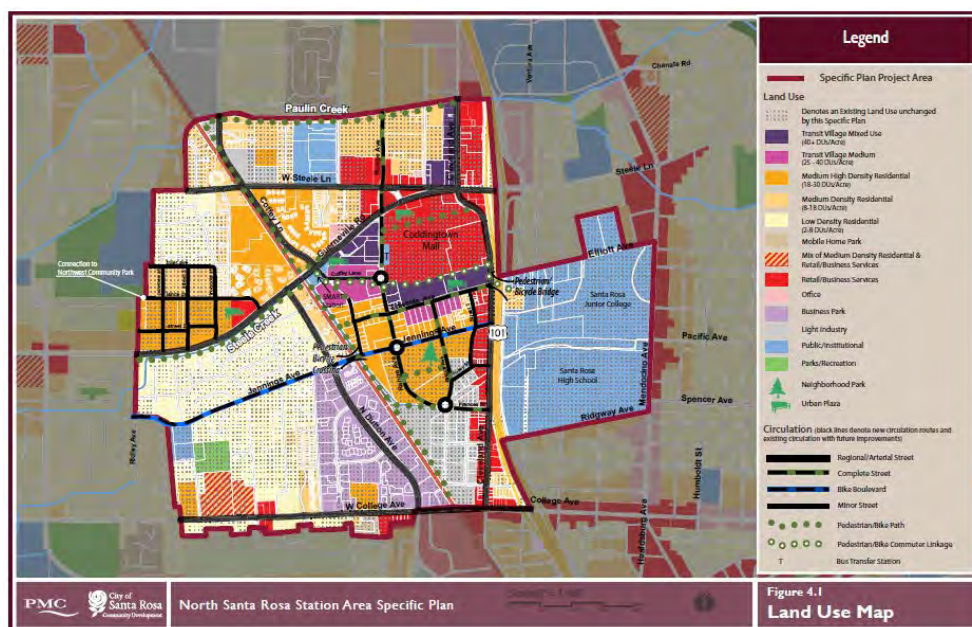
May 2011–October 2012

### Key Services Provided:

- Revitalization specific plan
- Land use and multimodal planning
- Zoning and policy development
- Outreach
- CEQA compliance

### Awards:

- 2013 Neighborhood Planning Award by the APA California Chapter, Northern Section



**Client Reference:**

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

**Project Dates:**

June 2008–March 2010

**Key Services Provided:**

- Downtown and corridor revitalization
- Outreach and facilitation
- Land use and zoning
- Multimodal circulation
- Implementation

## North Downtown Specific Plan, City of Compton, CA

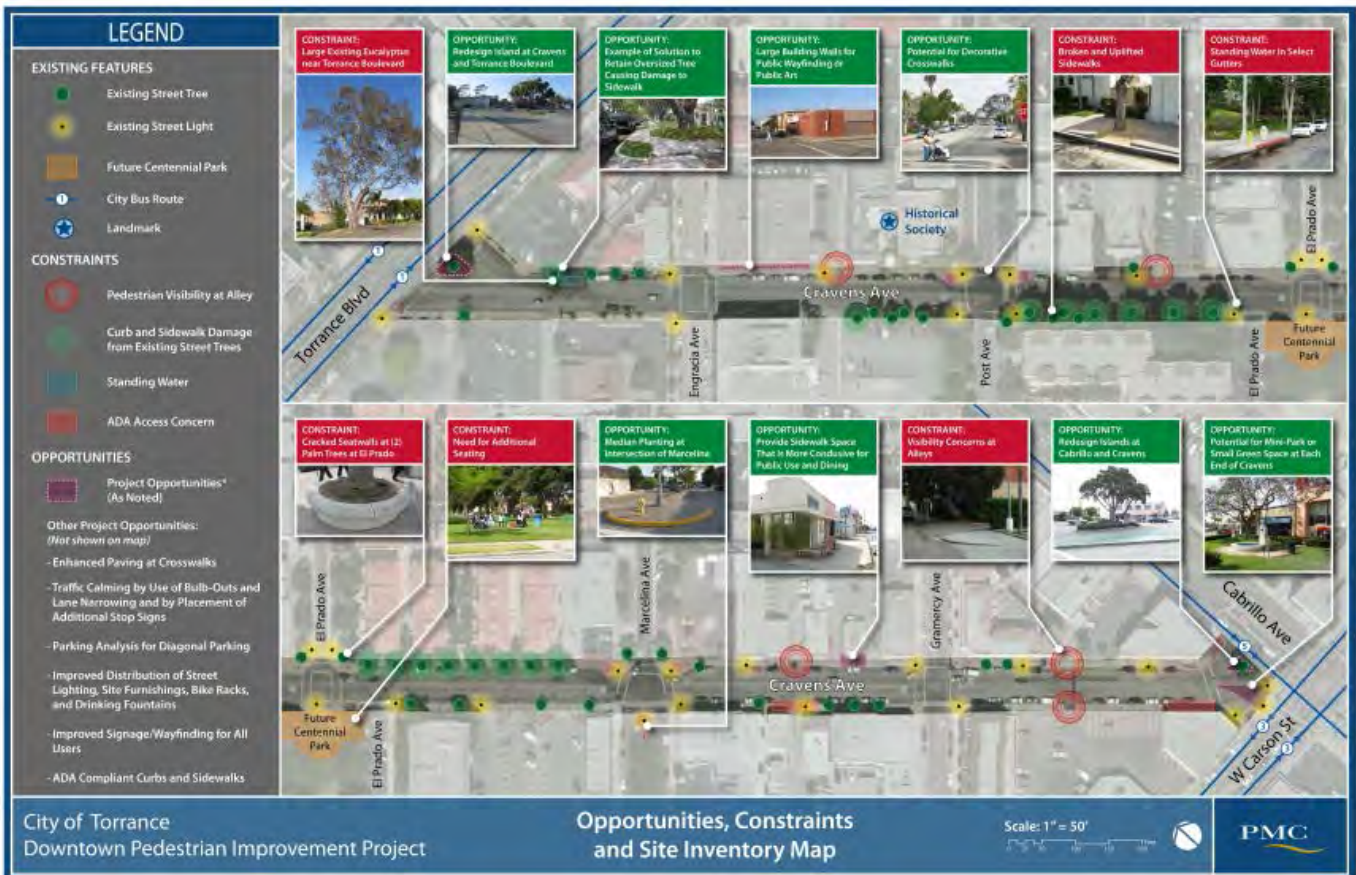
PMC was selected by the City of Compton to prepare a Specific Plan for the North Downtown area, an aging district of commercial, light-industrial, and residential uses adjacent to a regional light-rail transit station. The Specific Plan envisions redeveloping the project area into a transit-oriented mixed-use neighborhood. The renovated light-rail station would serve as hub for this new community, providing immediate access to shopping, entertainment venues, the City of Compton civic center, and several new multi-family residential developments. To facilitate this vision becoming reality, the plan proposes reinstating the planning area’s historic street grid, removing incompatible light-industrial uses (primarily auto-oriented) within the project area, and easing the North Downtown area’s parking requirements. These changes encourage pedestrian activity, stimulate commercial development, and make the planning area a more livable place.





# Downtown Torrance Streetscape Project

PMC was hired to complete the Downtown Torrance Streetscape Project which includes designs for downtown pedestrian realm. The project includes landscaping, signage and wayfinding, traffic calming measures, ADA improvements and other amenities to improve the pedestrian experience in Downtown, particularly along Cravens Avenue. The project has been combined with a street rehabilitation project slated for the City's public works Capital Budget and is aimed at improving walkability and helping to stimulate the local business economy.



## City of West Hollywood – Community Study



Winner of the IAP2 Project of the Year award in 2013, Project Manager Andrea Nelson and Assistant Project Manager Abby Monroe worked with the City of West Hollywood to complete a Community Study. The study will help the City identify the community and social services needs of residents and help determine funding priorities for the City’s social services contracts. PMC was retained to design and facilitate public participation for the project and to develop the Community Study Report. PMC partnered with Raimi + Associates, Godbe Research, Stephen Prestwood, and ISI Translation Services to complete this project.



Components of the Community Study outreach strategy include pop-up workshops at several locations in the city, focus groups with target population groups, one-on-one stakeholder interviews, a community meeting, an informational website, and a community-wide survey. All mobile pop-up workshops are designed to integrate with existing community groups and events. The pop-up workshop booth developed for this project was positioned at several community gathering places throughout the city, including public parks, the library, the community center, the farmers market, a downtown sidewalk, a movie theater, and City Hall lobby.

PMC worked with Raimi + Associates to develop a profile of West Hollywood that includes demographics, socioeconomic conditions, and health conditions in the city. The purpose of this task was to provide an in-depth understanding of the overall demographic profile of the city and how that profile has changed over time.



PMC compiled the results of the statistically valid survey, demographic analysis, stakeholder interviews, focus groups, pop-up workshops, and the community meeting into one graphically compelling final report.



## Downtown Peoria Streetscape and Community Park Master Plan Project , Peoria, AZ

PMC completed a master plan design for Old Town Peoria as well as the community’s central public space. PMC’s designers worked closely with the community, stakeholders, and City staff to develop a creative solution to programming Peoria’s central public space. PMC will remain on the project and develop construction documents for the park, continuing the strong community and client relationships built during the design phase. Public input was a major part of the project and guided the design relative to the use of space, preferred materials, public art, and priority features. The new community space will be used as the primary venue for all public events and festivals in Old Town Peoria. The final design was a collaboration of thoughtful ideas, a nostalgic nod to the city’s deep-rooted history, and a functional and artistic interpretation of the city’s past, present, and future.



## Fiesta District Revitalization and Design Project, City of Mesa, AZ

The City of Mesa retained PMC to prepare a design for the Fiesta District, a major city employment center in need of revitalization. This design plan included development of a district brand, vision, design guidelines, and site-specific schematics for the district’s revitalization and an implementation plan for ensuring the vision’s realization. Implementation of the final Design Handbook has since been initiated, and the City is approaching the construction-level design stage of the project.



## Subconsultant Experience

### LL Consulting

#### New Mexico Main Street Program

Economic Development Department. *Developing Business on Main Street*

*Project Dates:* July 2006–June 2008

Ms. Lott, in collaboration with Mr. Keith Kjelstrom, Principal of Kjelstrom Consulting, provided business development and economic repositioning technical assistance for the following New Mexico MainStreet programs: Raton, Clayton, Las Vegas, Gallup, Artesia, Roswell, Hobbs, Carlsbad, Clovis, Santa Rosa, Tucumcari, Portales, Silver City, Deming, Corrales, Bernalillo and Las Cruces. Services included analysis of each community's UNM Bureau of Business and Economic Research's report, *MainStreet: Community Economic Assessment*, a Town Hall presentation of the report, facilitation of a work session with local leaders to discuss the findings of the market study and assisting with the development of an economic strategy and action plan.

#### Economic Development Department Promoting the Development of Entrepreneurs in Main Street Districts

*Project Dates:* July 2008–June 2009

For the past year, Ms. Lott and Mr. Kjelstrom have been working specifically with Corrales and Artesia strengthening their economic development efforts and conducting additional business development services including a thorough study of each community's business mix, providing an analysis of their findings, revisiting the BBER report and helping the communities update the data accordingly, interviewing local partners and identifying resources and conducting several work sessions with the local MainStreet economic development leaders to update their business and market opportunities.

## Arizona State Main Street Program

### Department of Commerce Florence Main Street Program

**Project Dates:** November 2008- March 2009

Reviewed and updated communities market study, conducted a series of interviews and community meetings, facilitated a work session with community leaders to draft an economic strategy and action plan and prepared a final report of findings and recommendations.

## State of California,

### Small Business Development Centers

**Project Dates:** January 2001 to Present.

Provides consulting services for three California based Small Business Development Centers (SBDC)—Sierra College SBDC, Butte College SBDC and Shasta College SBDC. Services include working one-on-one with individual businesses assisting with business planning, market research, business feasibility, marketing and promotional strategies and financial projections. Ms. Lott has also conducted numerous workshops covering topics ranging from business planning to marketing and promotional plans to branding.

## Watry Design

### City of Capitola

#### Capitola Village Parking Structure Study

**Project Dates:** June 2009- August 2011

In support of both short- and long-term planning purposes, Watry Design, Inc. and Field Paoli conducted a Parking Feasibility Study for the City of Capitola. The goal of the study was to develop preliminary project details for the first phase, which includes a parking structure, a new City Hall & possible commercial development project. In addition to the creation of a minimum of 325 new parking stalls, the program had site constraints, sight line and pedestrian concerns, as well as budget parameters.

After working with stakeholders and developing a thorough analysis of various options, the plan below emerged as the preferred alternative.

## Callahan Property Company & City of Vallejo

### Vallejo Waterfront Studies & Vallejo Station Parking Structure

**Project Dates: June 2006–July 2013**

The City of Vallejo's Waterfront area experienced several unsuccessful attempts at revitalization and redevelopment over the past several decades. The city's repeated and continuing efforts to revitalize the area became successful when it issued a Request for Qualifications to the development community in 1997. The resulting Waterfront Project and Vallejo Station Intermodal Facility are the product of a broad based planning effort involving the Master Developer, the community and several City agencies. For Phase I, Watry Design served as parking consultant for the Master Developer to evaluate Master Plan solutions for parking that addressed the overall circulation issues of queuing to the City streets, coordination with the bus transfer center circulation, overall pedestrian connections solutions for the area including from the buses to the ferries. We evaluated phasing solutions for the on grade parking and structured parking. For Phase II, we were hired by the City to prepare construction documents for the parking structure evaluating lighting and security solutions for the parking and pedestrian connections. The Paseo Connection through the parking was evaluated to minimize pedestrian vehicle conflict. For Phase III, we were hired to evaluate parking operations and the installation of a parking access and revenue control solution for the entire Ferry parking system including lots and structure. This included providing for priority parking for monthly preferred ferry parkers. Phase IV, Parking Structure Phase B for which we have developed drawings and are awaiting funding.



### 3. Performance Schedule

Our team proposes the following a nine-month timeline for this project, however we believe that the timeline can be flexible depending on staff and public review periods.

Task #	Timeline
<b>Phase 1 Where Are We Now? - Assessing Downtown Manhattan Beach's DNA</b>	
Task 1.1 Kickoff Meeting with City Staff	August 1st
Task 1.2 Data Collection, Review, and Evaluation	August 1 <sup>st</sup> – Sept 1st
Task 1.3 Site Visit – Determine Downtown's DNA	August 1st
Task 1.4 Base Mapping	mid August (August 15ish)
Task 1.5 Outreach and Engagement Strategy	mid August
Task 1.6 Key Stakeholder Interviews and/or Focus Groups	August 1 <sup>st</sup> & 2nd
Task 1.7 Economic and Market Demand Assessment and Retail Trade Area Analysis (L.L. Consulting)	August 1st – Early Sept
Task 1.8 Interactive Project Website	Early Sept – May 1st 2015
Task 1.9 Downtown Parking and Mobility Study (Watry Design)	August 1st – mid Sept
<b>Phase 2 Where Do We Want To Go? - What is the consensus vision for Downtown?</b>	
Task 2.1 Internal Charrette – Preliminary Downtown Design and Strategies	Early October
Task 2.2 Identify Changes to Downtown Design Guidelines and Standards	Early October - Late October
Task 2.3 Develop Preliminary Downtown Land Use, Circulation and Parking Strategy	Early October - Late October
Task 2.4 Public Design Session – Downtown Vision and Strategy	Early November
Task 2.5 Develop Preliminary Downtown Streetscape Concepts	Mid October - Early November
Task 2.6 Public Council/Commission Study Session #1	Mid November
Task 2.7 Refine Downtown Vision and Strategy	Mid November – Early Dec
<b>Phase 3 How Do We Get There? - Developing the Downtown Plan</b>	
Task 3.1 Develop Memorandum on Land Use Regulation and Design Controls	Mid December – Mid Jan
Task 3.2 Downtown Retail Strategy	Mid December – Mid Jan
Task 3.3 Revised Streetscape Concepts	Mid December – Mid Jan
Task 3.4 Prepare Administrative Draft Downtown Plan	Late January – Late March
Task 3.5 Public Council/Commission Study Session #2	Early April
Task 3.6 Local Coastal Plan Update Memorandum	Mid April
Task 3.7 CEQA Compliance	Mid January – Mid April
Task 3.8 Final Draft Downtown Plan	April 30 <sup>th</sup> , 2015
Task 3.9 Project Management	Ongoing

## 4. Resumes of Key Staff

### Team Organizational Chart

The following organizational chart illustrates the proposed composition and organization of our project. Full resumes for the project team are included in the Appendix of this proposal.

City of Santa Rosa	
Loreli Cappel Project Manager/Downtown Specialist	
Al Warot - Senior Advisor	Damian Delaney – Senior Planner
Abby Woods - Community Engagement Specialist	Martti Eckert – Senior Graphics Specialist
Chris Manning – Senior Landscape Architect	John Bellas – Environmental Planner
Derek Wong – Municipal Finance Specialist	Tad Stearn – Coastal Zone Specialist
Subconsultants	
LL Consulting Staff - Downtown Management Specialist Lani Lott – Owner/Principal	Watry Design – Parking Specialists Michelle Wendler, AIA - Principal

## **5. Any additional information that the Proposer deems appropriate.**

The following reference letters have been included as additional information for review.

1. City of Pittsburg, CA- Development Services Department Planning Division
2. Kern County visioning Project Award: American Planning Association- California Chapter Central Section
3. Ione Downtown Plan Award: American Planning Association: Daniel Burnham Award for a Comprehensive Plan
4. City of Peoria, AZ- Community Development
5. City of Mesa, AZ Office of Economic Development





**City of Pittsburg**  
Development Services Department  
Planning Division  
65 Civic Avenue  
Pittsburg, CA 94565-3814

August 24, 2011

Pacific Municipal Consultants  
Urban Revitalization and Design Team  
Attention: Loreli Cappel  
2729 Prospect Park Drive, Suite 220  
Rancho Cordova, CA 95670

Loreli:

I wanted to thank you, Jeanine Cavalli and other members of the design team for your work on the Pittsburg/Bay Point BART Master Plan. The Master Plan, which was approved by the City Council on August 15, 2011, was funded through a FOCUS Station Area Planning grant. It set forth a focused vision for high density, mixed use development on approximately 50 acres of private and publicly-owned land around the existing Pittsburg/Bay Point BART Station. Facilitating divergent public, land owner and City staff input, PMC created a land use plan with a detailed circulation plan, street sections, design standards and guidelines and an infrastructure, implementation and financing plan.

I believe that you and your team proposed creative yet realistic solutions to design issues facing the site. Your dedication and commitment to the project was evident by your willingness to make the project work under tight grant funding deadlines. I would recommend you and your team to any jurisdiction that is considering PMC to develop a master plan or specific plan for transit oriented development.

Feel free to contact me directly at 925-252-4015 or at [lschmidt@ci.pittsburg.ca.us](mailto:lschmidt@ci.pittsburg.ca.us).

Sincerely,

Leigha Schmidt  
Associate Planner







**American Planning Association**  
**California Chapter Central Section**  
Counties of Fresno, Inyo, Kern, Kings, Madera, Mariposa,  
Merced, Mono, Stanislaus, Tulare, and Tuolumne

May 17, 2013

Lorelei Oviatt  
Director, Kern County Planning and Community Development Department  
711 Cinnamon Drive  
Bakersfield, CA 93301

RE: 2013 Awards of the American Planning Association, California Chapter, Central Section –  
First-Place Award: Kern County Planning and Community Development Department – Kern County  
Visions

Dear Mrs. Oviatt:

Congratulations! Your project has been chosen by the Central Section of the California Chapter of the American Planning Association (APA) to receive a First Place Award for the Kern County Vision Plans.

The purpose of the APA California Central Section Awards Program is to encourage quality in planning and increase the public's awareness of the planning profession through recognizing outstanding achievement in the planning field. Each year, the Section looks forward to honoring the most outstanding efforts in planning. The program honors innovative plans and projects, distinguished APA members, and lay contributors to planning and achievements of the Central Section.

Regarding your submission, which was nominated by Loreli Capelli with PMC, the awards jury was very impressed with the amount of public outreach employed throughout the process and excellent graphical design of the documents; making them very easy to understand. We appreciate your strong dedication to the bettering of communities through effective planning and look forward to seeing the positive effects of these plans over time.

Respectfully,

Ralph Raffi Kachadourian  
Central Section Director  
American Planning Association  
California Chapter

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August 28, 2013

**Subject: American Planning Association: Daniel Burnham Award for a Comprehensive Plan**

Dear 2014 APA Awards Jury:

On behalf of the Sacramento Valley Section of the California APA Board, we are pleased to express our support for the nomination of the Lone Downtown Plan for the Daniel Burnham Award for a Comprehensive Plan. We are proud that the project won the top award for comprehensive planning in small jurisdictions in both the Sacramento Valley Section and State competitions, and feel that the product embodies all aspects of a superior comprehensive planning document.

The Lone Downtown Plan is an important cog in the wheel of Sacramento Valley's comprehensive planning process. Our region has undergone an effort to create a "blueprint" for growth over the next 50 years aimed at linking transportation planning with land use and creating a vision for future land use in local jurisdictions. In embracing this effort, the community of Lone has developed a tool that memorializes its vision, providing strategies for land use and transportation encompassing smart growth principles, as well as an action plan for helping the community realize its envisioned future.

The Downtown Plan is a clean, attractive, and easy-to-navigate document that "shows" as much as it "tells" the reader about what the city's historic core area will be like in the future. The plan provides pragmatic, market-tested solutions that embody progressive planning and urban design principles. These solutions will help the community maintain and enhance the district's unique character, while revitalizing the area's economic condition and overall appearance. The community engagement process involved the public and private sectors in an unconventional yet fortuitous fashion and the yield was a strongly supported project that was embraced by all and smoothly adopted.

The Lone Downtown Plan is an exemplary tool for all comprehensive planning efforts in the Sacramento Valley, State of California, United States, and beyond. We encourage your strong consideration of this project for the Daniel Burnham Award for a Comprehensive Plan.

Sincerely,

Tricia Stevens, AICP  
Section Director  
Sacramento Valley APA Section





# City of Peoria

## Community Development

9875 N. 85th Avenue, Peoria, Arizona 85345

June 24, 2009

To Whom It May Concern,

The City of Peoria is pleased to recommend the services of Loreli Cappel and the staff of PMC. We have recently had the opportunity of contracting with PMC to develop a revitalization plan for Peoria's historic Old Town and the surrounding area. As a part of this effort, PMC assessed the state of historic preservation in Peoria and the effectiveness of related City policies and procedures currently in place. PMC then recommended achievable strategies and policies in the form of an action plan which will guide activities that assist in the attainment of the City's historic preservation goals.

The project team, led by Ms. Cappel, created a positive environment for interaction with members of the community and worked hard to build consensus among stakeholders with a wide variety of interests and viewpoints. Overall, the civic engagement process was handled in an extremely professional and constructive manner.

The draft plan resulting from PMC's work has been well received thus far by community participants, staff, and members of the City Council and commissions. The project has been managed by Ms. Cappel in a very professional manner and has been accessible, committed, and enthusiastic throughout the project. Additionally, PMC was flexible in staying within the parameters that were set forth for this project. The process and resulting product that encompass PMC's efforts have been favorable.

Please feel free to contact me with any questions that you may have in regards to our revitalization project and our interactions with Ms. Cappel and PMC.

Regards,

A handwritten signature in black ink, appearing to read "Robert Gubser".

Robert Gubser, AICP  
Senior Planner  
City of Peoria Community Development Department  
9875 N. 85<sup>th</sup> Avenue  
Peoria, AZ 85345  
(623) 773-7405





January 28, 2009

Loreli Cappel  
PMC  
5600 Aguila Avenue  
Atascadero, California 93422

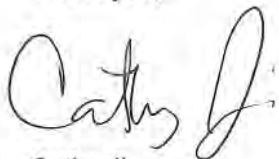
Dear Loreli,

On behalf of the City of Mesa, I'd like to offer my thanks and appreciation to you and PMC for the outstanding work provided to us on the Fiesta District Design Project. From the very beginning, PMC has been proactive and provided their full attention and dedication to our project. The quality of your work, detailed information and presentation boards were well received in our presentation to citizens of Mesa, city management and the City Council.

As the project manager, you effectively managed any issue or obstacle that we encountered along the way in a manner where the project moved forward without interrupting the momentum. Under your management, PMC remained on budget and fulfilled the scope of this project to our great satisfaction. We were particularly pleased with the quality of the end handbook we received. Throughout the length of the project, PMC gained wide praise for their work from our Advisory Boards and City Council.

The City of Mesa greatly appreciates the hard work, dedication, high quality service, and sense of pride and ownership given by you to this project. We look forward to putting into action the recommendations of your team from now and into the future.

Thank you,



Cathy Ji  
Economic Development Specialist



# 2

## Project Approach and Methodology







# Project Understanding, Approach, and Methodology

## Understanding

Having worked in a wide variety of downtowns, our team clearly understands the issues and opportunities surrounding downtown visioning, preservation, and revitalization projects. From urban to rural and from vital to blighted, a successful downtown is made through capitalizing on the area's assets and capturing the community's vision. We know that no two downtowns are alike and, therefore, a unique team of specialists is required to lead the community from vision to action.

Our team has watched Downtown Manhattan Beach change over time. Redevelopment projects, non-retail ground floor uses, aging streetscape elements, and demand for parking are just a few changes brought to light. The rising cost of rents and the gradual change of Downtown's character are a result of shifts such as the growing interest from national retailers.

This Downtown Plan will be aimed at preserving the small town feel and village atmosphere of the area; should define a clear vision and a path to action for the decades to come; and, through an engaging public outreach process, should define what economic development means to the community.

The City has already begun the discussion for this project and bolstered community awareness in the way of thoughtful discussion at public meetings. The following ideas emerged from this discussion that will contribute greatly to the Downtown Plan's development.

From the recent Downtown Plan discussions, we have learned:

- Downtown visitors and residents don't want to lose the "charm" of Downtown, and they value the "uniqueness" of Downtown.
- People would like more events, arts, and culture in the Downtown area including, but not limited to, first Friday, seasonal celebrations, artist fairs or an art walk, or an increase in the Downtown arts with the opportunity for incubator buildings for artists.
- Downtown visitors and locals could benefit from more directories and wayfinding signs.
- Uses that were deemed "missing from Downtown" included a hardware store.





- Conversely, uses that attendees do not want to see more of included additional outdoor patios or seating areas disrupting path of travel, national brands, and increased ground floor realtors and banks that don't activate the street front.

## Approach and Methodology

Our team will approach this project as a three-step process which includes:

- Phase 1 Where Are We Now?
- Phase 2 Where Do We Want To Go?
- Phase 3 How Do We Get There?

This Downtown Plan will achieve the City's stated objectives as outlined below.

City Objective	PMC Approach
<p>Undertake an economic and market demand assessment and retail trade area analysis in order to define the market position for Downtown and to serve as the basis for the preparation of the Downtown Plan;</p>	<p>PMC and downtown specialist L.L. Consulting will analyze downtown conditions, community preferences and desires, and a variety of technical data including ESRI Tapestry Reports to determine the appropriate market position for Downtown.</p>
<p>Develop and implement an effective public and stakeholder education and engagement process which encourages involvement and provokes dialogue and discussion towards the development of a consensus driven Downtown Plan;</p>	<p>PMC's community engagement and facilitation specialists have developed a series of outreach opportunities to extract staff, stakeholder (merchant, downtown organization, and property owner), decision-maker, and community input such as online surveys, interviews, public visioning sessions, working groups, and decision-maker study sessions.</p>
<p>Identify urban design opportunities, standards, and examples with a major emphasis on graphics as opposed to text, to be used to update the Downtown Design Guidelines;</p> <p>Determine the type of development standards and regulations which will foster new development activity and which will foster business success;</p> <p>Develop and prepare a Streetscape and Public Improvement plan including funding strategies to enhance the physical improvements in the Downtown area in support of the Downtown Plan goals;</p>	<p>PMC will collaborate with our graphics and downtown specialists to develop highly illustrative lists of design guidelines, development standards, and streetscape improvement concepts aimed at fostering successful downtown businesses, which will be included in the Downtown Plan or used to update existing city design documents and codes.</p>

City Objective	PMC Approach
<p>Review and facilitate a business mix analysis to allow greater understanding of how the Downtown Manhattan Beach marketplace functions to assist in developing strategies to arrange/locate current and future businesses within the mix to ensure an economically vibrant area with the best mix to positively impact foot traffic and sales;</p> <p>Provide recommendations for Downtown business retention and expansion strategies;</p>	<p>In addition to the development of a Downtown Vision founded by input, data, and consultant experience, the PMC team will develop a strategy for achieving the Downtown Vision that determines the best mix of uses, how and where to locate them to maximize success, and strategies for retaining current businesses, improving retail health and stability, and recruitment/expansion of future retail.</p>
<p>Undertake a parking, access, and linkage study, and parking management strategies as the basis for updating the Downtown Parking Master Plan and the Downtown Parking Management Plan and for making Downtown streets “Complete” streets which can accommodate all forms of transportation;</p>	<p>Led by our parking specialists Watry Design, our team will collaborate on complete streets strategies which will improve access to and around Downtown. The end product will be a memorandum of parking management and access and linkage strategies.</p>
<p>Prepare and process the appropriate environmental clearance for the Downtown Plan in compliance with CEQA.</p>	<p>Once the project vision and strategies are defined, PMC’s local CEQA specialists will work alongside the team advising on CEQA-related issues to ensure environmental compliance. The end product will include a memorandum on CEQA compliance as well as a section in the Downtown Plan.</p>

## Scope of Work

### Phase 1 Where Are We Now?

#### Assessing Downtown Manhattan Beach’s DNA

In this initial phase of the project, the team will engage in a due diligence process designed to inform the planning team on the primary issues to be addressed, gather and review relevant data, and obtain initial input from the public, key stakeholders, and decision-makers.

#### Task 1.1 Kickoff Meeting with City Staff

The PMC team will hold an initial kickoff meeting with the City to establish a mutual understanding of the key issues, to further define the scope of work, project schedule and expectations, and to collect pertinent data. We would use this opportunity to allow the City to brief the team on specific attributes of the planning area, key hot spots, and neighborhood concerns and issues.







The consultant team would also use this opportunity to discuss the communications protocol and to obtain additional City-supplied information for review, including mapping, the extensive amount of existing information, previous studies, and other information as available.

*Deliverable:* Meeting minutes and final scope of work, fee and schedule

## Task 1.2 Data Collection, Review, and Evaluation

As one of the most critical steps in the process, the PMC team will review code, data, and documents relevant to this effort. PMC will get up to speed on past and current planning efforts and harness the wealth of existing data that can be used in this planning process.

*Deliverable:* Background Summary notes

## Task 1.3 Site Visit – Determine Downtown’s DNA

As part of the site reconnaissance process, the PMC team will make field observations. PMC staff will be responsible for assessing the condition of elements including land use, existing development standards/conditions, streetscape signage, and Downtown Manhattan Beach’s general urban character as it fits into the surrounding context. PMC staff would make ongoing site visits to walk the Downtown to gain an in-depth understanding of the sites and surroundings, and photo document the area. This task will be accomplished on the first visit (Task 1.1)

*Deliverable:* Field notes, photo inventory



## Task 1.4 Base Mapping

Utilizing mapping information provided by the City and from other available sources, the PMC team will prepare a digital project area base map that would serve as the foundation for presentation of all urban design and specific plan graphics.

*Deliverable:* Project base map

## Task 1.5 Outreach and Engagement Strategy

PMC will develop and implement an effective public and stakeholder education and engagement process which encourages involvement and provokes dialogue and discussion toward the development of a consensus-driven Downtown Plan. Key features of this strategy include:









## Task 1.6 Key Stakeholder Interviews and/or Focus Groups

This task may involve either one-on-one interviews with various stakeholders, or focus groups with common interest groups, or a combination of both (to be identified in cooperation with the City). The PMC team will work with the City to create the stakeholder list, which will likely include merchants, landholders, staff, select decision-makers, landowners, interest groups, and other relevant organizations. The purpose of this effort will be to validate refinements in the “Future for Downtown Manhattan Beach.” This process strives to create a comfortable and intimate environment where attendees can express the issues and observations they feel are of priority within the Downtown, and to identify how key issues may be solved. This exercise will allow the team to understand the desires in terms of physical improvements, future standards or regulations, and quality of life strategies already established. This task will be accomplished on the first visit (Task 1.1).

If the City would like to maximize participation beyond one-on-one interviews, PMC will work with City staff to host focus groups with targeted stakeholder groups, which could include business and property owners, developers, and tourists, among others. The purpose of the focus groups is to solicit input on specific issues during the first phase of the project, including key opportunities and challenges, priorities for the future, and preferences.

It is assumed that staff will support the event through support facilitation of small breakout groups, and by assisting with coordination of interview timeslots and venue coordination details.

**Deliverable:** Up to 10 one-hour one-on-one or small group stakeholder interviews and summary memo of findings

## Task 1.7 Economic and Market Demand Assessment and Retail Trade Area Analysis (L.L. Consulting)

L.L. Consulting will analyze economic and market data in order to define the market position for Downtown and to serve as the basis for the preparation of the Downtown Plan. Data will be compiled from a variety of sources such as ESRI, the US Census Bureau, and other federal agencies (i.e., state, regional, county and local governments), and local organizations. The analysis will include the following steps:

- Explore key population, age, income and housing characteristics.
- Analyze local employment and industry patterns.
- Define the primary and secondary trade areas.
- Examine the Downtown business mix.

- Assess local consumer buying power and spending.
- Review area visitor industry trends.
- Estimate district businesses' sales performance.
- Define special market segments such as area employees, students, and visitors.

L.L. Consulting will then assess the types of business promotions and activities that the Downtown Manhattan Beach Business and Professional Association is supporting and offering recommendations, including exploring new partnership opportunities to leverage arts and cultural, new consumer groups, etc., strategies for working with the property owners and local economic development partners to identify future recruitment opportunities and really addressing how to strengthen Downtown's "brand" or position in the marketplace as a destination for residents, visitors, and investment.

**Deliverable:** Memorandum outlining Market Findings and Recommended Market Position (to be included in Downtown Plan document)

### Task 1.8 Interactive Project Website

In an effort to reach a broad range of community members, PMC will work with the City to develop an online component to the outreach for the project. An interactive web page devoted to the project will provide a digital "gathering space" that features community input gathered thus far and interactive tools to provide input, such as comment boards or maps. The website will serve as a resource for community members and will include the following information: project purpose, upcoming events, background information, and interactive activities that mirror the community workshop activities (e.g., online survey tool, interactive map). The PMC team maintains a strong relationship with MindMixer and recommends using the MindMixer resources for this project. The application combines a simple, easy-to-use interface with a robust, visually oriented, and real-time back-end data dashboard. The site creates an enjoyable user experience, making community engagement fun, easy, and accessible through a number of interactive tools such as surveys, voting, and games. The MindMixer interface with project stakeholders and citizens can be specifically designed to solicit ideas and preferences about a cohesive vision, guiding principles, and implementation strategies relevant to the plan area.

**Deliverable:** MindMixer project website with online surveys and mapping





## Task 1.9 Downtown Parking and Mobility Study (Watry Design)

Watry Design will assist with the portion of undertaking a parking, access, and linkage study, and parking management strategies as the basis for updating the Downtown Parking Master Plan and the Downtown Parking Management Plan and for making Downtown streets “complete” streets which can accommodate all forms of transportation. While the analysis will begin in Phase 1, input gathered in phase 2 will feed into the process and recommendations.



We will evaluate how the parking ties into the access and linkage and how it connects to complete streets. We will evaluate existing and proposed parking management strategies as part of the City update to the existing Downtown Parking Master Plan and Downtown Parking Management Plan. Our team assumes we would participate in up to three meetings and provide a summary memorandum of parking management strategies. We will contribute to the deliverables of the access and linkage study that will be documented by others. This proposal does not include parking counts or other field analysis.

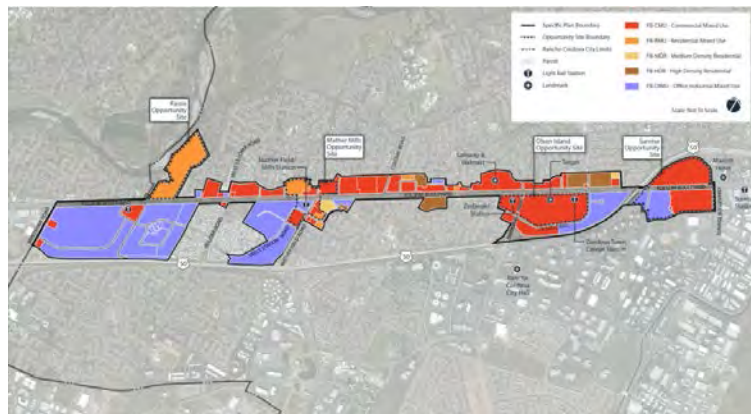
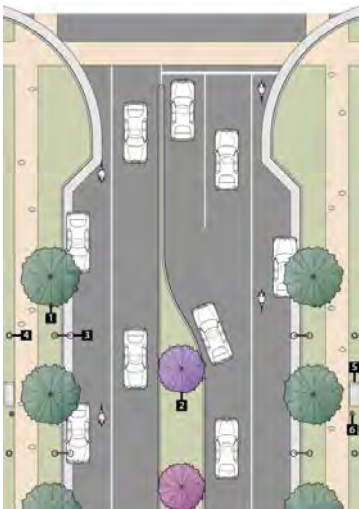
*Deliverable:* Updated Downtown Parking Master Plan and Management Plan



## Phase 2 Where Do We Want To Go?

### What is the Consensus Vision for Downtown?

*In this second phase of the project, the team will use all the existing vision information at its disposal to create an interesting and market-based Downtown Vision and Strategy which utilizes the previous strategic plan as a starting point. Without a vision, the Downtown Plan will have no basis for where the residents, merchants, and stakeholders of Manhattan Beach want their Downtown area to go. We feel it is imperative to arrive at a popular vision before proceeding.*









## Task 2.4 Public Design Session – Downtown Vision and Strategy

The PMC team will facilitate a public design session to review preliminary vision and strategy elements. The format will be a highly interactive and graphic rich program that will engage and enthuse attendees. PMC will seek direction on community preferences for topics such as:

- Land uses and the downtown tenant mix
- Mobility and parking
- Design preferences for architecture, streetscaping, and public spaces
- Priority projects

This event can be designed to engage community members in casual and positive ways. By conducting workshops as community events, the project process is accessible and easy to relate to. The PMC team could design one or all of these workshops to be a pop-up workshop event rather than a traditional community workshop. By taking the workshop to the people, pop-up workshops reach a broader range and number of community members who do not typically attend a traditional community workshop. Pop-up workshops can be held at existing community events, in plazas, along well-traveled corridors, or at a prominent community gathering spot. For example, the Metlox Plaza provides an exciting opportunity to host a family-oriented project event. Pop-up workshops serve as a highly visible, interactive, and engaging tool. We have had great success conducting pop-up workshops in lieu of traditional workshops, engaging more than three times the number of people.

We will use a combination of outreach techniques to facilitate involvement from participants and generate the greatest possible feedback. We design highly interactive and engaging activities and techniques that may include a vision wall, hands-on mapping exercises, and priority voting exercises, among others. We can utilize design, preference, or coloring activities, to involve youth in the plan development process.

PMC can develop a pop-up workshop toolbox for City staff, community members, or key stakeholders to conduct additional workshops with community groups and organizations (such as the Chamber of Commerce, neighborhood groups, and others) to solicit further input from the community.

It is assumed that staff will support the event through additional facilitation of small breakout groups, and by assisting with distributing promotional materials and event and venue coordination details.



*Deliverable:* Facilitation of public design session with meeting summary and update to MindMixer interactive website

## Task 2.5 Develop Preliminary Downtown Streetscape Concepts

PMC’s design team will develop a preliminary streetscape plan for Downtown. Plans and palettes to be created will include but not be limited to:

- Street and intersection treatments
- Sidewalk treatments/alley treatments
- Landscape/street tree palettes
- Thematic street furniture palettes
- Festive light treatments
- Other amenities

*Deliverable:* Preliminary Downtown Streetscape Concepts

## Task 2.6 Public Council/Commission Study Session #1

PMC will partner with staff to conduct a public study session with decision-makers, stakeholders, downtown interest groups, and the community at large. This session will be focused on the review of feedback and materials developed to date. This interactive study session may include preference surveys, electronic polling and/or mapping, and prioritization activities. In addition to this meeting, attendees will be encouraged to participate online through the project’s MindMixer website, and track the project progress as the team refines products based on input from the study session.

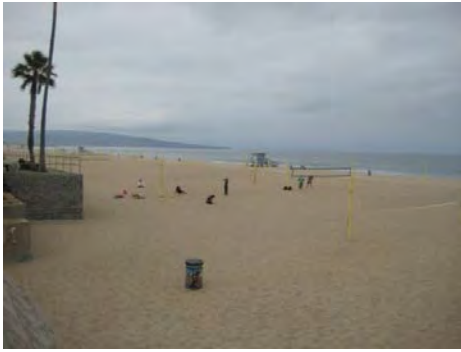
*Deliverable:* Facilitation of public study session with meeting summary and update to MindMixer interactive website

## Task 2.7 Refine Downtown Vision and Strategy

The PMC team will refine the vision and strategy for Downtown incorporating all previous direction from City staff and the public and prepare a memorandum outlining the project direction. This refined vision and strategy will serve as foundation for the draft Downtown Plan document in Phase 3.

*Deliverable:* Downtown Vision and Strategy Memorandum for inclusion in the Downtown Plan





## Phase 3 How Do We Get There?

### Developing the Downtown Plan

*In this phase of the project, the PMC team will finalize the tools and programs for how Manhattan Beach will achieve its desired outcome. This phase of the process involves feedback from staff, the public, and elected officials. This set of implementing actions is where the “rubber hits the road” and provides a regulatory and funding framework for how to achieve the Downtown Vision.*



#### Task 3.1 Develop Memorandum on Land Use Regulation and Design Controls

In this task, the PMC team will prepare a memorandum outlining new land use regulations, development standards, and design guidelines to address private property within the study area. The new standards and guidelines will be highly graphic and in a format determined by staff that is easiest to incorporate into existing City documents, or can be included into the Downtown Plan as its own stand-alone section for Downtown guidelines and standards.

*Deliverable:* Land Use Regulation and Design Controls Memorandum or chapter



#### Task 3.2 Downtown Retail Strategy (L.L. Consulting)

In addition to the development of a Downtown Vision founded by input, data, and consultant experience, the PMC team will develop a strategy for achieving the Downtown Vision that determines the best mix of uses, how and where to locate them to maximize success, and strategies for retaining current businesses, improving retail health and stability, and recruitment/expansion of future retail.

This task will include recommendations for the programming and organizational part of supporting a Downtown Plan such as conducting a business inventory, analyzing ESRI data and interpreting gaps, and identifying opportunities with the Downtown business mix. Also included in this strategy will be business development strategies such as recruitment, retention, expansion, and balancing of the business mix to meet the needs of the consumers while protecting the character of the Downtown area.

*Deliverable:* Retail Strategy for inclusion in the Downtown Plan



### Task 3.3 Revised Streetscape Concepts

PMC’s design team will refine the Downtown streetscape concepts prepared in Phase 2, and provide additional detail such as possible manufacturer, make and model numbers, and unit costs. These recommended improvements will be at a concept level with imagery and sketches that will provide a foundation for technical documents and standards.

**Deliverable:** Streetscape Concepts for inclusion in the Downtown Plan



### Task 3.4 Prepare Administrative Draft Downtown Plan

The consultant team will compile previous work efforts into a comprehensive Administrative Draft Downtown Plan document. The team will draft the below sections including text, graphics, and other supporting data to include but not be limited to:

- Introduction and background
- Existing conditions
- Community Engagement Process
- The Downtown Vision
- Land use regulations and zoning
- Public streetscape improvements and recommendations
- Private development standards and private property design guidelines
- Mobility, transit, circulation, and parking
- Implementation Strategy and Funding Plan



This final section will provide a toolbox of potential implementation strategies and financing mechanisms available to achieve the short- and long-term goals of each of the major components of the Downtown Plan. The overall implementation plan will include the following components:

- Identification of all recommended projects, actions, policies, and programs
- Prioritization of projects
- Recommended timing of public improvements
- Identification of key catalyst projects within the project area
- Identification of municipal incentives desirable to implement the Specific Plan
- Designation of lead agencies for implementation of Plan actions
- Identification of potential financing mechanisms



**Deliverable:** Administrative Draft Downtown Plan





### Task 3.5 Public Council/Commission Study Session #2

PMC will partner with staff to conduct a public study session with decision-makers, stakeholders, downtown interest groups and the community at large. This session will be focused on the review of the Administrative Draft Downtown Plan. This interactive study session will provide an overview of key plan elements with stations to provide detailed feedback. In addition to this meeting, attendees will be encouraged to participate online through the project’s MindMixer website and provide input or collaborate virtually with other members of the community on key plan elements.

***Deliverable:*** Facilitation of public study session with meeting summary and update to MindMixer interactive website



### Task 3.6 Local Coastal Plan Update Memorandum

We understand that changes are going to occur that will impact the Local Coastal Plan (LCP). The City will need to consult with California Coastal Commission staff to determine whether an LCP update will be required. PMC will prepare a memo identifying changes. A formal amendment to the LCP, which may be prepared at a later date beyond the life of this project, will need to include a detailed account/documentation of the outreach process undertaken for this Downtown Plan. As an optional task, PMC can prepare a formal application to the Coastal Commission for the LCP update.

***Deliverable:*** Local Coastal Plan Update Memorandum



### Task 3.7 CEQA Compliance

PMC’s approach is to structure and organize the Downtown Plan documents into a format that will qualify for an exemption from the California Environmental Quality Act (CEQA). PMC’s CEQA specialist will provide direction to the City and to the project team over the course of the project to properly define project documents into a format that can be exempt from CEQA. As the work products evolve, PMC will identify and recommend the most appropriate CEQA strategies to utilize, which may include but are not limited to CEQA’s statutory exemption for feasibility and planning studies (CEQA Guidelines Section 15262), CEQA’s categorical exemptions (CEQA Guidelines Sections 15300-15332), and CEQA’s “general rule” for project exemptions (CEQA Guidelines Section 15061(b)(3)).

***Deliverable:*** Environmental Compliance Memorandum and/or a CEQA section in the Final Draft Downtown Plan

### Task 3.8 Final Draft Downtown Plan

Following the action taken by decision-makers, the consultant team will make the final edits and modifications to the document as directed by staff. This task assumes one redlined copy of consolidated comments on the Administrative Draft will be provided to the consultant team

***Deliverable:*** Final Draft Downtown Plan

### Task 3.9 Project Management

This task covers the day-to-day elements of the project. These may include but are not limited to:

- Regular team check-in meetings (typically every other week) with client and subconsultant team
- Client correspondence and coordination with client project manager
- Scheduling of professional staff and subconsultants
- Quality control and proofreading
- Developing and maintaining project schedule
- Monthly progress reports
- Meeting agendas

***Deliverable:*** Ongoing project management







# 3

## References





## References

Project descriptions are included in Section 2: Qualifications.

Client	Project
<b>PMC</b>	
<p>Kern County, California            Lorelei Oviatt, Director of Planning and            Community Development            Kern County            2700 M Street, Suite 100            Bakersfield, CA 93301            (661) 862-8866            loreleio@co.kern.ca.us</p>	<p>Kern County Downtown Visioning Projects</p>
<p>Santa Rosa, California            Lisa Kranz, Supervising Planner            City of Santa Rosa            100 Santa Rosa Avenue            Santa Rosa, CA 95404            (707) 543-3259            lkranz@ci.santa-rosa.ca.us</p>	<p>North Santa Rosa Station Area Specific Plan &amp; EIR</p>
<p>Ed Pattison, City Manager            City of Ione            1 East Main Street            Ione, CA 95640            (209) 274-2412</p>	<p>Ione Downtown Plan</p>
<p>Pittsburg, California            Ms. Leigha Schmidt            City of Pittsburg            65 Civic Avenue            Pittsburg, CA 94565            (925) 252-4920            lschmidt@ci.pittsburg.ca.us</p>	<p>Pittsburg Bay Point Master Plan – TOD Market Study and            Implementation Strategy</p>
<p>Michael DeSimone, Community Development            Director            City of Logan            290 North 100 West            Logan, UT 84321            (435) 716-9022</p>	<p>Downtown Logan Specific Plan</p>
<p>Compton, California            Kofi Sefa-Boakye            Community Redevelopment Agency            City of Compton            205 S. Willowbrook Avenue            Compton, CA 90220            (310) 605-5511            kboakye@comptoncity.org</p>	<p>Compton Downtown Specific Plan</p>

Client	Project
<b>LL Consulting</b>	
<p>New Mexico Economic Department/State Main Street Program            Mr. Rich Williams,            State Director            P: 505-827-0168            rich.williams@state.nm.us</p>	<p>Business Development Technical Assistance</p>
<p>Arizona Department of Commerce/State Main Street Program            Lisa Henderson,            State Director            P: 602-771-1134            lisah@az.commerce.com</p>	<p>Business Development Technical Assistance</p>
<p>Florence Main Street Program            Jennifer Evans,            Executive Director            P: 520-868-4496            jennifer@florencemainstreet.com</p>	<p>Market Study and Economic Development Strategies</p>
<b>Watry Design</b>	
<p>City of Capitola, Department of Public Works            Steven Jesberg,            Director of Public Works            420 Capitola Ave            Capitola, CA 95010            (831) 475-7300            sjesberg@ci.capitola.ca.us</p>	<p>Capitola Village Parking Structure Study</p>
<p>City of Vallejo            Russell Moore            City Engineer            555 Santa Clara Street            P.O. Box 3068            Vallejo, CA 94590            (707) 648-4377            rmoore.ci.vallejo.ca.us</p>	<p>Vallejo Waterfront Studies &amp; Vallejo Station Parking Structure,            Vallejo, CA</p>



# 4

## Compensation/Payment Schedule





## Compensation/Payment Schedule

Task #	PMC	L.L. Consulting	Watry Design	Direct Costs	Fee
<b>Phase 1: Where Are We Now? - Assessing Downtown Manhattan Beach's DNA</b>					
Task 1.1 Kickoff Meeting with City Staff	\$2000	\$2000	\$1000	\$1450	\$6450
Task 1.2 Data Collection, Review, and Evaluation	\$2000				\$2000
Task 1.3 Site Visit – Determine Downtown's DNA	\$2000	\$1000			\$3000
Task 1.4 Base Mapping	\$600				\$600
Task 1.5 Outreach and Engagement Strategy	\$500				\$500
Task 1.6 Key Stakeholder Interviews and/or Focus Groups	\$1500	\$1500			\$3000
Task 1.7 Economic and Market Demand Assessment and Retail Trade Area Analysis (L.L. Consulting)	\$500	\$5000		\$1000	\$6500
Task 1.8 Interactive Project Website	\$4000			\$500	\$4500
Task 1.9 Downtown Parking and Mobility Study (Watry Design)	\$500		\$13000		\$13500
<b>Phase 2: Where Do We Want To Go? - What is the Consensus Vision for Downtown?</b>					
Task 2.1 Internal Charrette – Preliminary Downtown Design and Strategies	\$3000	\$500	\$500	\$500	\$4500
Task 2.2 Identify Changes to Downtown Design Guidelines and Standards	\$3000	\$500			\$3500
Task 2.3 Develop Preliminary Downtown Land Use, Circulation, and Parking Strategy	\$3000		\$500		\$3500
Task 2.4 Public Design Session – Downtown Vision and Strategy	\$8000			\$1000	\$9000
Task 2.5 Develop Preliminary Downtown Streetscape Concepts	\$4000				\$4000
Task 2.6 Public Council/Commission Study Session #1	\$5000			\$500	\$5500
Task 2.7 Refine Downtown Vision and Strategy	\$2000				\$2000

Task #	PMC	L.L. Consulting	Watry Design	Direct Costs	Fee
<b>Phase 3 How Do We Get There? - Developing the Downtown Plan</b>					
Task 3.1 Develop Memorandum on Land Use Regulation and Design Controls	\$2000				\$2000
Task 3.2 Downtown Retail Strategy (L.L. Consulting)	\$500	\$4000			\$4500
Task 3.3 Revised Streetscape Concepts	\$2000				\$2000
Task 3.4 Prepare Administrative Draft Downtown Plan	\$5000				\$5000
Task 3.5 Public Council/Commission Study Session #2	\$4000			\$500	\$4500
Task 3.6 Local Coastal Plan Update Memorandum	\$1500				\$1500
Task 3.7 CEQA Compliance	\$1500				\$1500
Task 3.8 Final Draft Downtown Plan	\$2000				\$2000
Task 3.9 Project Management	\$2000				\$2000
<b>Subtotal</b>	\$62100	\$14500	\$15000	\$5450	\$97050
10% sub markup				\$2950	\$100000
<b>TOTAL</b>					<b>\$100000</b>

## PMC Team Billing Rates

Team Member	Project Role	Billing Rate
<b>PMC</b>		
Al Warot	Senior Advisor	\$195
Tad Stearn	Coastal Zone Specialist	\$195
Loreli Cappel	Project Manager/Downtown Specialist	\$145
Derek Wong	Municipal Finance Specialist	\$145
John Bellas	Environmental Planner	\$145
Chris Manning	Senior Landscape Architect	\$120
Abby Woods	Community Engagement Specialist	\$110
Damian Delaney	Senior Planner	\$110
Martti Eckert	Senior Graphics Specialist	\$100
	Technical Editor	\$85
	Administrative Support	\$65
<b>LL Consulting</b>		
Lani Lott	Downtown Management Specialist	\$125
<b>Watry Design</b>		
Michelle Wendler	Parking Specialist	\$225





# A

## Appendix - Résumés





## Loreli Cappel

### Project Manager/Downtown Specialist

Ms. Cappel manages PMC’s Urban Revitalization and Design services. She is an experienced project manager skilled in several facets of planning, including urban design, visioning, downtown revitalization, and master and specific planning, as well as facilitating and integrating public outreach into the planning process. Ms. Cappel’s passion for community design runs deep. Her interest in developing and preserving well-designed public space in imaginative new ways is aimed to shape urban design fabrics that produce unique, livable communities. With a strong background in working with focus and community groups to help them achieve their goals, Ms. Cappel’s strength is translating feedback into a comprehensive and reader-friendly product.

#### Education

BS, City and Regional Planning, Urban Design & Transportation Planning | California Polytechnic State University, San Luis Obispo

#### Relevant Project Experience

**City of Lone, Downtown Plan.** Managed the development of this Downtown Planning effort which was awarded the state APA award for comprehensive planning for a small jurisdiction. Tasks included team coordination, leading the downtown vision sessions, land use planning, stakeholder interviews, facilitating public workshops, leading discussions with decision-makers, drafting code, and creating and providing quality control on the final product. This project included a strong retail and market strategy which provided the foundation for the land plan. The circulation plan tackled issues such as increasing pedestrian and bike connectivity as well as rerouting long bed truck traffic around the downtown core.

**Kern County, Downtown Community Vision Plans, Project Manager.** Managed five visioning efforts for Kern County, crafting outreach strategies, conducting workshops and synthesizing input into a user friendly community vision plan and poster to help guide future revitalization action. Hundreds of participants joined in on mapping exercises, vision key word activities, live polling surveys of design preferences, preliminary design work, and activities to prioritize County- and community-led projects. The end products were a series of Vision Plans for each community memorializing the visioning process with a Vision Poster illustrating the key improvements to achieve the community’s vision and an implementation plan outlining the actions and responsibilities to implement the vision.

**City of Santa Rosa, North Santa Rosa Station Area Specific Plan, Project Manager.** Led the team for this project, which is one of 14 stations being planned by Sonoma-Marin Area Rail Transit (SMART) for a start-up level of commuter rail service along the Northwest Pacific rail corridor. The plan will support the future SMART station by outlining strategies to

#### Professional Affiliations

- Urban Land Institute
- California Redevelopment Association
- Habitat for Humanity International

establish a transit-supportive environment by improving connections between the station and adjacent destinations, densifying and intensifying land uses at key locations within the project area, and enhancing the physical design of the urban environment. While much of the existing area is developed, a few large, vacant parcels in the project area afford unique opportunities for transit-supportive development. The planning effort focused on evaluating existing and potential land uses, analyzing circulation and infrastructure conditions, and developing land use regulations, implementation strategies, and design guidelines to encourage appropriate transit-oriented development within the project area.

**City of Peoria, AZ, Old Town Peoria Revitalization Plan, Project Manager.** Led the revitalization effort aimed at establishing a clear vision and identity for a sustainable, revitalized Historic Old Town and adjoining subareas and a strategy to achieve it. Directed the development of the plan, which includes a historic preservation plan, land use plan, circulation plan, design plan, and design guidelines and standards for achieving the desired future development, and an overall strategy to create a strong pedestrian-oriented Old Town core, transit-oriented development, and a well-connected and integrated project area. Worked with a large Advisory Committee of decision-makers, staff members, community activists, and stakeholders to create consensus and collaborate on a vision that represented the community's desires. The revitalization plan product was based on a strong public outreach strategy, sound economic data, and a unified community vision. Key to the success of this plan is the implementation strategy that provides the City with short- and long-term action items for the plan's implementation. This product was the recipient of the 2010 Arizona APA Best Master Plan award.

**City of Mesa, AZ, Fiesta District Design Project, Project Manager.** Managed and developed a design for the Fiesta District, a major city employment center in need of revitalization. The district design plan included development of a district brand, vision, and site-specific improvements to define a unique sense of place while improving transportation and pedestrian linkages. PMC worked collaboratively with the City and the district's key stakeholders to redefine, brand, and improve the project area. Project components included a community outreach strategy, development of a district branding plan, a circulation plan, design concepts, guidelines, and standards for public and private improvements, and an implementation strategy providing financing options, estimated improvement costs with recommended phasing and priorities. The final product was a final District Design Handbook including all previously mentioned components as well as documentation of the planning process and outreach effort.

**City of Pittsburg, Bay Point BART Station Master Plan, Project Manager.** Collaboratively developed a Master Plan for this important BART station with a team of planners, designers, economists, and engineers. The plan will transform the site, originally a suburban station that consists of surface parking, to a more compact urban transit-oriented development. The Master Plan calls for a walkable environment focusing on multimodal transportation and pedestrian-friendly development. A mix of public spaces



and paths, residential densities, commercial and flex uses, and parking structures are planned along a grid-like network of narrow streets. Key components of this plan include a sound economic strategy that drives the land planning, infrastructure, and phasing as well as a detailed implementation element that is action-oriented and informed by funding sources.

**City of Compton, North Downtown Specific Plan, Project Manager.** Prepared a Specific Plan for the North Downtown area, an aging district of commercial, light industrial, and residential uses adjacent to a regional light-rail transit station. The Specific Plan envisions redeveloping the project area into a transit-oriented mixed-use neighborhood. The renovated light-rail station would serve as hub for this new community, providing immediate access to shopping, entertainment venues, the City of Compton civic center, and several new multi-family residential developments. To facilitate this vision becoming reality, the plan reinstates the planning area’s historic street grid, removing incompatible light industrial uses (primarily auto-oriented) within the project area and easing the North Downtown area’s parking requirements. These changes encourage pedestrian activity, stimulate commercial development, and make the planning area a more livable place.

**City of Santa Ana, Downtown Vision Plan, Project Manager.** Led a team that created a unique design plan which illustrates infused mixed use, live/work opportunity, artistic and cultural uses, festive retail scenes, regional transportation, regional government, and overall urban intensity into Santa Ana’s already thriving downtown. A comprehensive tool for the future direction for downtown Santa Ana, this plan not only paints a clear picture of the downtown of the future but includes tangible steps for implementation to ensure the execution of this vision.

### Previous Experience

**RRM Design Group, Associate Planner.** Responsible for the coordination and preparation of urban design documents, including design guidelines, development standards, implementation strategies and funding mechanisms, downtown revitalization plans, vision plans, specific plans, and master plans. Other duties included natural resource management and mapping utilizing geographic information systems. Created marketing materials including interview materials, presentation materials, and proposals.

**The Planning Center, Urban Designer.** Directed urban infill and redevelopment plans; responsible for creation of marketing materials including interview materials, presentation materials, and proposals; and responsible for coordination of project teams.

**RBF Consulting, Urban Designer.** Prepared urban design documents, including urban reuse concept plans, streetscape evaluations, vision plans, master plans, and specific plans.



## Albert V. Warot

### Senior Advisor

Mr. Warot manages and oversees numerous projects within a number of PMC's service areas. He has more than 40 years of professional planning experience involving both public and private sector employment. His experience spans all aspects of planning, including current, advance, and environmental planning, as well as housing and community development. Mr. Warot has prepared applications for and subsequently administered numerous state and federal grants related to planning and community development (e.g., CDBG, HOME, CalHome, Section 108, and historic preservation). He possesses an in-depth working knowledge of the redevelopment process and has designed and administered programs dealing with residential and commercial property rehabilitation and the development of low- and moderate-income housing. He has also managed the updating of numerous General Plan Housing Elements certified by the California Department of Housing and Community Development (HCD).

#### Education

BS, Geography | Northern Arizona University

#### Relevant Experience

Mr. Warot has served various cities in management capacities that include the following:

- Community Development Block Grant (CDBG) program coordinator/manager for the cities of Cudahy, Bell Gardens, La Puente, Rosemead, and San Gabriel
- Acting Community Development Director for the City of South El Monte
- Planning Director for the City of Calimesa
- Special Planning Advisor for the City of Westlake Village
- Planning Advisor for the cities of Hawaiian Gardens, La Habra Heights, Lynwood, and West Hollywood

#### Environmental Documents

Mr. Warot has prepared environmental documents for large-scale projects and has processed major development proposals, including the following:

- Reynolds Ranch Project, which consisted of a development plan for 220 acres of farmland in the southeast section of Lodi's sphere of influence, with a mix of uses including a 350,000-square-foot, 40-acre lifestyle retail center; a 200,000-square-foot, 20-acre office complex; 1,084 residential units; a 10-acre school site; 9 acres of parkland; and a 1-acre fire station site
- A 428-unit residential development on the hillsides adjoining the Las Virgenes Reservoir in Westlake Village

#### Professional Affiliations

- American Planning Association
- Association of Environmental Professionals

#### Affiliations

- Sustainable City Committee, City of Signal Hill
- Oversight Board, City of Signal Hill
- Los Cerritos Wetlands Restoration Advisory Committee, City of Long Beach
- Chairman, City Advisory Committee, Los Angeles Urban County CDBG Program
- American Planning Association
- National Association of Housing and Redevelopment Officials
- Local Government Commission

#### Awards

- Distinguished Leadership Award from the Los Angeles Section of the American Planning Association

- Development of 131 acres near the Lindero Canyon Road interchange on the Ventura (101) Freeway in Southern California with a mixture of business park, general commercial, hotel, and high-density residential uses
- Torrance Municipal Airport Master Plan
- Gateway Plaza mixed-use project in Garden Grove
- Major redevelopment projects in Lynwood, Oxnard, Torrance, and Pasadena
- A proposed 22,000-acre annexation to the City of Tehachapi
- Marlex Oil Refinery expansion in Long Beach

### Housing and Community Development

**City of Carson.** Principal in charge of updating the General Plan Housing Element.

**City of Westlake Village.** Managed the Housing Element update of the City's General Plan.

**City of Barstow.** Directed the update of the City's General Plan Housing Element.

**City of Blythe.** Managed a project that involved the conversion of existing Riverside County addresses on approximately 2,100 residences and 100 businesses, which had been annexed into the city, to a new city property address numbering system.

**City of Wasco.** Assisted the City with the Housing Element update of its General Plan. Previously managed a CDBG-funded citywide housing condition survey and directed an update of that survey using a CDBG P/TA grant awarded by HCD.

**City of Pasadena.** Managed a survey, conducted in a GIS format, of utility cabinets in the city's residential areas.

**City of Tehama.** Managed a series of CDBG-funded housing studies for the city, which included household income and housing condition surveys and an investigation of potential funding sources to assist low-income residents with housing costs.

**City of Ontario Redevelopment Agency.** Managed a survey of physical blight conditions for a proposed amendment to the Cimarron Redevelopment Project Area Plan. Managed the provision of on-call redevelopment and planning services to the city and its Redevelopment Agency and Housing Authority.

**City of San Gabriel.** Assisted the city with the administration of its CDBG program.

**City of Bell Gardens.** Assisted the City with the administration of its annual CDBG program as needed. Responsible for training City staff in the administration of the grant, providing direction in the formulation and implementation of projects, and satisfying federal reporting requirements. The City was recognized by the County's Community

Development Commission for overall program performance and for the Project of the Year in the Urban County of Los Angeles.

**City of Calimesa.** Managed the last two updates of the City’s General Plan Housing Element. Assisted the City with the general administration of multiple CDBG grants and the implementation of various CDBG-funded activities, including the initiation of a housing rehabilitation program, a park feasibility study, and household income and housing condition surveys.

**City of La Mirada.** Managed the last two updates of the City’s Housing Element.

**City of Brawley.** Managed the preparation of the updated City’s General Plan Housing Element.

**City of Agoura Hills.** Conducted a community development needs assessment that resulted in the establishment of a CDBG-funded housing rehabilitation program. Coordinated the preparation of guidelines and all other materials needed for the operation of the program.

**Los Angeles County.** As chairman of the City Advisory Committee for the L.A. Urban County CDBG Program, acted as spokesperson for the 48 cities that comprise the country’s largest urban county program. Served in this position for several years while representing the County’s First Supervisorial District as CDBG Coordinator from the City of Rosemead.

**City of Torrance.** As the associate planner in charge of community development, responsible for administering an annual CDBG entitlement of \$1.3 million, a rental assistance program involving 254 Section 8 certificates, and the implementation of a redevelopment program consisting of three project areas.

### Prior Experience

**Gateway Cities Council of Governments, Sustainable Communities Strategy.** Led a team in assisting the Gateway Cities Council of Governments (COG) in determining its response to Senate Bill 375 and the associated formulation of a Sustainable Communities Strategy (SCS) from a subregional standpoint. The COG comprises 27 cities in southeast Los Angeles County with a combined population of two million. Based on the recommendations contained in the final report prepared by the Willdan team, the COG accepted delegation from the Southern California Association of Governments for the development of the SCS for the Gateway Cities subregion, as allowed by Senate Bill 375. As an extension of that earlier effort, Mr. Warot subsequently assisted the COG, as a member of a Cambridge Systematics-led team, with the actual development of the SCS for the Gateway Cities subregion.





## Damien Delany

### Senior Planner

Mr. Delany has over 20 years experience in the planning field. He has worked for a nonprofit housing corporation and major private residential and commercial developers and as a planning and community development consultant to a number of Southern California cities. This diverse experience has given him valuable insights on how to foster successful public/private partnerships. He has a strong background in the supervision of large complex projects and possesses an in-depth knowledge of project management requirements and compliance issues. He is highly experienced at managing multidisciplinary project teams while completing assignments on time and within budget.

#### Education

Masters Certificate in Applied Program Management | Villanova University, Villanova, PA

Regional Development and Urban Planning | University of Arizona

#### Relevant Project Experience

\* Denotes work completed prior to joining PMC

**Charles Company, Project Manager.\*** Performed duties of tenant coordinator for new outlet mall. Managed 46 tenant construction schedules and needs. Developed site for new national restaurant chains. Managed 133-acre, 18-lot residential development in Ventura County. Oversaw numerous shopping center tenant improvement projects. Maintained ongoing and comprehensive project schedules. Established conceptual budgets for improvements.

**Park West Landscape Maintenance, Supervisor.\*** Responsible for a field staff of approximately 60 individuals. Developed budgets and organized schedules for clients. Managed a fleet of 15 vehicles in two satellite locations.

**Shea Homes, Community Development Manager.\*** Managed two \$100 million master planned communities and kept both projects under budget and on schedule. Worked with the Purchasing Department on purchasing items within budget constraints. Reviewed and approved requests for proposals and contractor bids. Coordinated with inside/outside legal counsel on contract negotiations. Managed the Department of Real Estate approval process. Created methodologies and processes for the selection of vendors and new employees. Tracked, coordinated, led, and developed the work of supporting development team members and departments to achieve project schedules, goals, and objectives.

**City of Anaheim, Senior Project Manager.\*** Coordinated, developed, and managed \$13 million annual budget. Managed and oversaw new for-sale/rental residential communities. Negotiated disposition and development agreements and exclusive negotiation agreements. Negotiated the acquisition of a multimillion-dollar insurance policy for development sites.

**Willdan Engineering, Principal Planner.\*** Served in increasingly responsible capacities culminating with principal planner in charge of community development services. Directed and managed the delivery of a wide array of housing and community development services funded by various state/federal grants and redevelopment agency monies. Clients served included the cities of Anaheim, Costa Mesa, Fountain Valley, La Puente Paramount, Rosemead, and Woodland.

# Abby Woods

## Community Engagement Specialist

Ms. Woods is a member of PMC's Community Engagement and Facilitation Services team, which provides comprehensive public outreach and stakeholder engagement programs for public agencies. She is a multi-scale community planner with experience in the nonprofit, government, and for-profit industries. Her expertise includes community engagement, partnership development, event strategy, and conflict resolution. Ms. Woods has completed social equity and community assessments for regional and local planning agencies, as well as developed dynamic public outreach campaigns for long-range planning and economic development efforts. She is an experienced public facilitator who uses innovative techniques to engage audiences small and large in conversations about land use, public health, transportation and sustainability.

### Education

MS, Community Development | University of California, Davis

BS, Economics and Marketing | University of Illinois at Chicago

### Relevant Project Experience

**City of West Hollywood, Community Study.** Co-managed a city-wide Community Study, including a statistically valid survey, demographic data analysis, focus group series, stakeholder interviews, a community workshop, and a mobile data collection lab. The results of this project helped the City of West Hollywood to determine funding goals for social services over the following six years. The Community Study specifically focused on gathering input from stakeholders and targeted population segments, such as LGBT residents, youth, people living with HIV/AIDS, seniors, and more. This project was awarded 2013 Project of the Year by the International Association of Public Participation (IAP2).

**San Gabriel Valley Council of Governments, Energy Action Plans and Regional Framework.** Co-managed the public participation process for the development of 27 Energy Action Plans for cities of the San Gabriel Valley. Public participation focused heavily on community events and one-on-one stakeholder interviews. The PMC team also facilitated internal staff workshops for member cities to discuss energy efficiency opportunities with facilities managers and field staff. The project culminated in a regional conference of civic and sustainability leaders, designed by the PMC team.

**Kern Council of Governments, Community Participation for the Sustainable Communities Strategy and RTP Update.** Co-managed and designed the public participation process for Kern COG's Regional Transportation Plan update and development of its first Sustainable Communities Strategy. Participation strategy included 40 community meetings and extensive stakeholder engagement. Additionally, PMC provided two online tools to enable participation comparable to that in community meetings. Online tools and project materials were provided in both English and Spanish.

### Professional Affiliations

- Member, San Francisco Planning + Urban Research Association (SPUR)
- Member, American Planning Association (APA)

### Professional Certifications

- LEED Green Associate

### Awards

- International Association for Public Participation, Project of the Year (2013)

### Board Member

- The Women's Building, San Francisco

### Additional Long-Range Planning Projects:

- City of Elk Grove, Sheldon Commercial Area Zoning Code Update, Public Participation and Stakeholder Engagement
- City of Elk Grove, Old Town Special Planning Area Update, Public Participation
- San Luis Obispo County, Renewable Energy Streamlining Program, Stakeholder Engagement
- City of Rancho Cordova, Folsom Boulevard Specific Plan Update, Stakeholder Engagement
- City of West Hollywood, Community Visioning for 1343 N. Laurel Avenue, Stakeholder Engagement
- City of Santa Clara, Climate Action Plan, Public Participation
- Contra Costa County, Climate Action Plan, Public Participation
- Butte County, Climate Action Plan, Public Participation
- City of Calimesa, General Plan Update, Public Participation
- City of Elk Grove, Climate Action Plan, Public Participation
- City of Davis, Third Street Redevelopment Plan, Public Participation
- California Department of Transportation/UC Davis, Highway 37 Corridor Plan/Sea Level Rise Analysis, Stakeholder Engagement and Community Survey
  - Sacramento Area Council of Governments, Sustainable Communities Strategy, Social Equity Data Analysis

### Previous Experience

**City of Davis, Department of Community Development and Sustainability, Graduate Intern.** Worked on both long-range and transportation planning and economic development projects, including redevelopment of a major downtown commercial corridor. Facilitated and drafted downtown parking communications strategy (citywide implementation). Assisted with management of Federal Transit Administration and Safe Routes to School grants.

**Crowdbrite, Community Engagement Specialist.** Co-facilitated demonstrations of Crowdbrite technology, a cutting-edge crowdsourcing web platform typically used for community participant workshops, digital design review, project team collaboration, and stakeholder values identification. Developed interactive templates designed to guide meeting participants toward specific goals.



## Event Production Experience

**West Coast Green, Production Manager.** West Coast Green '09, '10 (Three-day conference and expo on sustainable innovation in green building; 10,000 attendees)

**Institute at the Golden Gate, Golden Gate National Parks Conservancy, Operations Consultant.** Turning the Tide 2010 (Three-day conference on healthy communities and the role of the National Parks Service; 200 attendees)

**Sustainable Life Media, Executive Production Manager.** Sustainable Brands '08, '09, Sustainable Brands International (Four-day conference on sustainability and marketing for Fortune 500 companies; 250–800 attendees)

**Net Impact, Program Manager.** Net Impact Sustainable Business Conference 2007 (Four-day conference and expo for MBA students and business professionals; 2,000 attendees)

**Mayor Richard M. Daley's Office, City of Chicago, Volunteer Coordinator.** 2005 US Conference of Mayors (Three-day, non-partisan conference on leadership and urban policy for current US mayors of cities with populations greater than 3,000; 300 attendees)



## Martti Phillip Eckert

### Senior Graphics Specialist

Mr. Eckert brings six years of experience to PMC's Planning, Design, and Facilitation team. During his tenure with the company, he has worked on numerous advance planning projects, including general, specific, and downtown plans, zoning ordinances, design guidelines, and community visioning efforts. Mr. Eckert has acquired expertise working on all phases of these projects, including facilitating charrettes and workshops, leading discussions with decision-makers, researching background resources and innovative planning concepts, drafting provisions, guidelines, and other content for project deliverables, and preparing maps and illustrations. Since joining PMC, he has also gained experience working as a staff planner for a suburban community in the Sacramento region and prepared visual simulations for several of the firm's environmental planning projects.

#### Education

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

BS, Architecture | University of Cincinnati, Cincinnati, OH

#### Relevant Project Experience

**City of Lone, Downtown Plan.** Played a critical role in all phases of the project. This included interviewing stakeholders, facilitating public workshops, leading discussions with decision-makers, drafting sections of the code, leading the project's vision sessions, and preparing maps and illustrations for public meetings and for inclusion in the document.

**City of Rancho Cordova, Folsom Boulevard Specific Plan.** Participated in the development of conceptual mixed-use town center and transit-oriented development designs for several locations in the planning area, drafted portions of the plan, and facilitated meetings associated with the plan.

**City of Rancho Cordova, Zoning Code Update.** Drafted several sections of the Zoning Code, including the article devoted to form-based provisions for the city's commercial mixed-use centers and development standards for pedestrian-oriented spaces.

**Town of Frederick, CO, Downtown Development Study.** Participated in the conceptual design process and creation of a fully rendered site plan illustrating the plan's vision for new development and redevelopment in the planning area. Drafted portions of and created graphics for the plan, facilitated meetings associated with the plan, and conducted site reconnaissance to aid the planning process.

**City of Compton, Downtown Specific Plan.** Participated in the conceptual design process and created a hand-drawn site plan illustrating the plan's vision for new development and redevelopment in the planning area.

**City of Chico, General Plan Update.** Participated in the conceptual design process and created a hand-drawn site plan illustrating the plan's vision for new development and redevelopment in the city's downtown area.

**City of Rancho Cucamonga, Zoning Code Update.** Created an entirely new set of graphics to illustrate the Zoning Code.

**City of Lemoore, Zoning Code Update.** Created an entirely new set of graphics to illustrate the Zoning Code.

**City of Santa Rosa, North Santa Rosa Station Area Specific Plan.** Helped facilitate public meetings and participated in the project's visioning effort.

**City of Holtville, Design Workshop and Downtown Code.** Organized and co-facilitated a design workshop to determine the community's vision for developing the downtown area and created a rendered site plan illustrating this vision.

**City of Victorville, Old Town Specific Plan.** Participated in the creation of a rendered site plan illustrating the plan's vision for new development and redevelopment in the planning area. Drafted portions of the plan.

**City of Oceanside, Downtown Residential Design Guidelines.** Drafted the Design Guidelines document, created hand-drawn vignette sketches to illustrate the guidelines, and conducted site reconnaissance to aid in the creation of the document.

**City of Live Oak, Citywide Design Guidelines.** Created graphics to illustrate the Design Guidelines and contributed to designing the document's layout.

**City of Peoria, AZ, Central Peoria Revitalization Plan.** Participated in the creation of a rendered site plan illustrating the plan's vision for new development and redevelopment in the planning area. Developed two fly-through animations of a 3-D model depicting the possible form of the envisioned development.

**City of Rancho Cordova, General Plan.** Prepared maps describing the conceptual land uses in the City's planning areas and assisted with editing the plan.

**City of Peoria, AZ, Osuna Park Master Plan and Construction Documents.** Participated in the conceptual design process and created a rendered site plan illustrating the park's design. Assisted with the production of construction documents for the park's redevelopment. Prepared presentation boards for the project's public design workshop.

**City of Mesa, AZ, Fiesta District Branding Plan.** Created several large maps and an opportunities and constraints exhibit for use at public meetings and facilitated meetings associated with the plan.

**City of South Lake Tahoe, General Plan Update.** Drafted portions of the General Plan Background Report's Land Use and Community Design chapter and conducted site reconnaissance to aid the General Plan update process.

**City of Weed, Downtown Revitalization Plan.** Participated in the design of a master plan to help guide redevelopment in the city's downtown.

### Previous Experience

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

**Cincinnati Public Schools, Cincinnati, OH, Co-Operative Education Student.** Managed construction and maintenance projects in the district's classroom buildings.

**McConnell & Ewing Architects (formerly Mark McConnell & Associates Architects), Cincinnati, OH, Cooperative Education Student.** Created and edited construction documents, contributed hand drawings and digital renderings to assist with the schematic design process, and assisted with the documentation of existing building and site conditions.

**Hammond Beebe Rupert Ainge, Chicago, IL, Cooperative Education Student.** Created and edited construction documents, constructed study models to assist with the schematic design process, and designed presentation boards. Organized and updated schedules and project logs, assisted staff with the creation of a work portfolio and presentation boards, and edited proposals.





## Christopher Manning

### Senior Landscape Architect

Mr. Manning’s design sense is largely shaped by his experience of growing up in California and influences from programs and travel in Italy, Greece, England, Germany, Spain, Turkey, and the Czech Republic. For 30 years, Mr. Manning has consistently worked on a diverse array of project types, including designing and managing complex projects. He is well versed in working closely with large design teams as well as with architects, engineers, planners, interior designers, and various consultants. He spent many years of his career engaged in projects in Singapore and Indonesia. When it comes to sustainable practices in landscape design, Mr. Manning’s no-nonsense approach is rooted in his early years of employment as a gardener and his knowledge of the maintenance requirements related to our built environment. He believes that every project holds the potential to integrate several resource-efficient practices, and he strives to educate his clients on these now-popular themes of sustainability.

#### Education

BS Landscape Architecture: | California Polytechnic State University, San Luis Obispo

#### Relevant Project Experience

\*Denotes work or projects completed prior to joining PMC.

**City of Peoria, AZ, Johnny E. Osuna Memorial Park.** Developed construction drawings and concepts for the 3-acre park that successfully synthesized community input and the rich history of the historic downtown area to develop a unique facility. The PMC Urban Design team worked closely with the community, stakeholders, and staff to develop a creative solution to programming the city’s central public space. Input played a significant role and guided the design process, preferred materials, public art, and features. The final design was a collaboration of thoughtful ideas, a nostalgic nod to the city’s deep-rooted history, and a functional and artistic interpretation of the city’s past, present, and future. The new community space will be used as the primary venue for all public events and festivals in Old Town Peoria.

**City of Atascadero, Transit Center Site Selection Study.\*** Served a prominent role in analyzing eight potential properties that were considered and evaluated for development as a regional bus transit center. Chronologically recorded and documented the entire project process and findings into a 108-page document. Through meetings with the City and the involvement of the team’s transportation consultant, prepared plan graphics, conceptual site designs, site evaluation criteria and rankings, opportunity and constraints analysis, and budgetary cost estimates that ultimately led to four recommended sites.

#### Licenses

- Licensed California Landscape Architect #3978
- Licensed Arizona Landscape Architect # 51410
- LEED Accredited Professional

#### Professional Affiliations

- Board member of the So. Cal. Chapter of ASLA (2001–2003)
- San Luis Obispo Botanical Garden – Interpretive Committee, Building and Garden Docent (2007 to present)

**City of Arroyo Grande, Downtown Streetscape Improvements.\*** Served as design lead and project manager for the four-block streetscape improvement plan. Worked closely with the City's Community Development Department and the business association to create bulbout planters, seating areas, street trees, storm drain improvements, street lighting, street furnishings, irrigation, stamped asphalt crosswalks, and flash LED crosswalks. Responsible for all aspects of the projects including design, management, and construction administration.

**City of Salinas, East Market Streetscape Improvements, Lead Landscape Architect.\*** Refined and provided design development drawings and details for this 1-mile streetscape project incorporating LID practices with bulbout planters containing drought-tolerant trees and shrubs designed to be irrigated by intercepting stormwater. The scope of this project also included coordination with the California Department of Transportation, community meetings with business stakeholders, concepts for gateway and mural designs, street lighting, and a decorative crosswalk materials report to aid the City in the selection process for adopting a decorative crosswalk standard.

**City of Arroyo Grande, Centennial Square.\*** Provided conceptual site planning that would transform an existing city street into a public plaza, in preparation for the city's upcoming 100-year anniversary. This space was designed in response to the City's desire to expand upon the existing outdoor gathering spaces and to make a vital connection between the recently revitalized Branch Streetscape and the historic swinging pedestrian bridge that ties downtown to Heritage Square (public park). This plaza will act as the hub of the historic village of Arroyo Grande and provide a vital link for the city's large community-wide spring and fall events. The design included multi-use spaces that could be utilized for outdoor dining space by adjacent restaurants or simply used as public seating areas during restaurant off-hours.

**City of Riverbank, Gateway Project, Lead Architect.\*** Created concept and construction drawings for the city's multiple-location gateway project. The objective of the project was to create a unique city identity by providing improvements and signage at each end of State Route 108, which involved coordination with the California Department of Transportation and utility providers. The project consisted of a 2-acre area of ornamental planting on the east end of town and a water feature, city sign, and artistic mosaic on approximately 2,000 square feet at the west end.

## Additional Experience

**RRM Design Group, San Luis Obispo, Senior Landscape Architect.** Key public sector projects included:

- City of Arroyo Grande, Heritage Square Improvements
- City of Ventura, Sports Park

- City of Arroyo Grande, Branch Streetscape
- City of Salinas, Market Streetscape
- City of Arroyo Grande, Centennial Park Plaza

Key private sector projects included:

- City of San Luis Obispo, Dalidio Ranch
- Nipomo, The Woodlands
- City of San Luis Obispo, Spanos Stadium & Mustang Memorial Plaza
- City of Santa Maria, La Vigna
- City of Santa Maria, Mattie's Landing
- City of Arroyo Grande, Monte Sereno
- City of Arroyo Grande, Las Ventanas

**Ahbe Landscape Architects, Culver City, Senior Project Manager.** Responsible for design, production of contract documents, direction of staff, client and consultant contact, and meetings for a diverse number of projects. Prominent projects included:

- City of Gardena, Gardena Willows Wetlands Restoration
- City of Los Angeles, Los Angeles River Garden Park
- City of Pico Rivera, Rio Hondo & San Gabriel Spreading Grounds
- City of San Pedro, Dean Danna Friendship Park
- City of Los Angeles, Tree People Center
- City of Camarillo, California State University Channel Islands

**Hablinski+Manion Architects, Beverly Hills, Landscape Architect Department Manager.** Responsible for operating landscape design department of architectural firm specializing in residential estate properties. Roles included management of staff, coordination with consultants, preparation and presentations of design development phases, project management, construction documents, and field observation.

**Ambrose Associates, Beverly Hills, Landscape Architect.** Multidisciplinary firm specializing in architecture, planning, interior design, and landscape architecture for multi-family residential developments and custom residential properties. Responsibilities included conceptual site plans, master planning, construction documents, project management, coordination with building trades, and site observation. Work experience also included numerous design assignments, coordination with building trades, and multiple projects with overseas clients in Indonesia and Singapore.



## John M. Bellas, LEED AP, ENV SP Environmental Planner

Mr. Bellas has managed the preparation of numerous CEQA and NEPA documents for a wide range of projects, including land development/entitlement projects, land use plans/programs, and capital improvement projects. In addition to preparing environmental documents, Mr. Bellas has served clients as an in-house/on-call environmental coordinator. In this capacity, he has reviewed numerous environmental documents for technical and legal adequacy and has provided day-to-day environmental consulting services ranging from CEQA/NEPA compliance strategy to regulation applicability to legal implications.

### Education

BS, Environmental Resource Management (Minor in Marine Science) | Pennsylvania State University

### Relevant Project Experience

\* Denotes work or projects completed prior to joining PMC.

**City of Rolling Hills Estates, Chandler Ranch/Rolling Hills Golf Course EIR, Project Manager.\*** The project consisted of the redevelopment of 225.5 acres occupied by the existing Chandler’s Palos Verdes Sand and Gravel facility and the adjacent Rolling Hills Country Club. The development would reconfigure and relocate the existing golf course and construct a new clubhouse complex for the Rolling Hills Country Club. Relocation and reconfiguration of the golf course and clubhouse would allow for the development of 114 new single-family homes on the existing golf course property.

**City of Westlake Village, Community Park EIR.\*** Responsible for managing preparation of a Supplemental EIR for the project. The project consisted of developing a multipurpose sports field complex and a YMCA community recreation center on a 51.4-acre hillside site along the north side of Thousand Oaks Boulevard in Westlake Village. The project would include the following recreational amenities: four lighted, multi-use (baseball, softball, soccer, and football) athletic fields, a YMCA, tot lot, skate park, community pool, special use area for events, regional trail connections, and picnic areas.

**City of South Pasadena, Pasadena Avenue Lofts EIR, Project Manager.\*** The project consisted of developing a 2.23-acre light industrial site with a 49-unit live/work complex that includes nine live/work loft clusters, a multipurpose room building, and associated landscaping and infrastructure.

**City of Westlake Village, Russell Ranch Retail Center EIR, Project Planner.\*** The project consisted of developing a 21.22-acre site with a 227,408-square-foot retail center anchored by a Lowe’s home improvement store.

### Professional Affiliations

- Association of Environmental Professionals
- American Planning Association
- LEED Accredited Professional, US Green Building Council/Green Building Certification Institute
- Envision Sustainable Professional, Institute for Sustainable Infrastructure



**City of Pasadena, Contract Environmental Coordinator, Project Manager.\*** Served as the environmental coordinator for the City, responsible for overseeing all of the City's CEQA and NEPA documents. Tasks included review and processing of environmental documents prepared in accordance with CEQA and NEPA, project review to ensure compliance with all applicable environmental regulations, and providing in-house and on-call environmental consulting services to assist City staff with environmental issues and regulatory requirements.

**City of Fontana, Summit at Rosena (JW Mitchell) Specific Plan EIR, Project Manager.\*** The project consisted of developing 179.6 acres along Summit and Sierra Avenues in the northern portion of Fontana with 900 residential dwellings, a 20-acre park complex, an elementary school, and a 14.5-acre mixed-use activity center that will allow for neighborhood commercial uses and attached residential dwellings.

**City of Calimesa, Holbert Ranch (Tentative Tract 30545) EIR, Project Manager.\*** Responsible for managing the preparation of an EIR for this project, which consisted of a 131-unit residential development with associated roadway and infrastructure improvements. The steep-sloping project site lies in the foothills of the San Bernardino Mountains. The site was largely undeveloped and contributes to a wildlife corridor between Wildwood Canyon and San Timoteo State Parks.

**City of Rosemead, Garvey Avenue Bridge over the Rio Hondo Channel, Project Planner.\*** Responsible for preparing the Initial Study/Mitigated Negative Declaration pursuant to CEQA and a Categorical Exclusion pursuant to NEPA for this project. This project consisted of the replacement of the existing Garvey Avenue Bridge over the Rio Hondo Channel. Due to federal funding sources, the California Department of Transportation and the Federal Highway Administration oversaw the environmental clearance of this project.

**Merced County, On-Call CEQA Services.\*** Responsible for managing preparation of several CEQA documents for Merced County under an on-call contract with the County. Examples include Garcia Brother's Trucking IS/MND, Kapor Pageo Lavender Farm IS/MND, and Mello Agricultural Trucking Yard IS/MND.

**City of Bellflower, Bellflower Boulevard at State Route 91 Landscape Improvements.\*** Responsible for environmental document processing for this project, which involved providing landscape architectural drawings for the beautification of State Route 91 at the Bellflower Boulevard interchange. The beautification involved the planting of drought-tolerant trees and shrubs, decorative paving, and a water-efficient irrigation system. The scope of work included NEPA and CEQA documentation, a conceptual landscape site plan, construction documents, and bidding assistance and construction support services.

**City of Lawndale, Lawndale Community Center, CEQA/NEPA Project Manager.\***

Responsible for preparing the Initial Study/Mitigated Negative Declaration and Environmental Assessment/Finding of No Significant Impact for the Community Center. The project involved developing a new community center on a City-owned lot located along the east side of Burin Avenue, across from City Hall. The community center would be a 25,404-square-foot three-story structure, with tuck-under parking provided on the ground floor and indoor community center spaces on the second and third floors.

**City of Beverly Hills, Former Industrial Area Plan EIR, Assistant Project Manager.\***

Responsible for assisting in the management and preparation of the EIR for a plan for the former industrial area of Beverly Hills. The project was unique in that it was not a development project or specific plan, but a Strategic Plan for the former industrial area, which included changes in land use designations and zoning as well as potential traffic improvements and consideration of specific development concepts.

**City of Ontario Redevelopment Agency, Cimarron Redevelopment Program EIR for Amendment No. 7, Project Manager.\***

The amendment added more than 1,300 parcels to the redevelopment project area, with the goal of encouraging a more efficient utilization of the land within these areas.

**City of Santa Clarita, Capital Improvement Program Environmental Consultant.\***

Responsible for managing environmental compliance for the City's capital improvement projects, which include roadway installation, bridge replacement, and sewer expansions. Tasks performed included project management, project oversight, environmental document review, and agency coordination.

**Other Infrastructure, Public Works, and Park and Recreation Projects\***

- City of Pasadena, Hahamongna Multi-Use Project EIR, Project Manager
- City of Rancho Palos Verdes, Grandview Park Master Plan IS/MND, Project Manager
- City of Santa Clarita, Whites Canyon Park IS/MND, Project Manager

**Land Use Plans/Programs\***

- City of Ontario Redevelopment Agency, Amendment No. 7 to the Cimarron Redevelopment Project, Program EIR, Project Manager
- City of Pasadena, Enterprise Zone, Program EIR Third-Party Review, Project Manager



## Derek Wong, AICP

### Municipal Finance Specialist

Mr. Wong has over 18 years of project management and consulting experience specializing in infrastructure financing of public facilities. He has managed complex engagements that require the identification and analysis of revenues and costs for local and regional projects and programs, including for the transportation and development communities. He has developed various revenue strategies and funding mechanisms that involve consensus building with local community stakeholders and governing boards to bridge funding shortfalls in operations and with capital facilities. Mr. Wong also conducts organizational performance audits of regional planning agencies and provides recommendations for process improvement and compliance with state law. He has taught seminars on public financial management to planning and finance professionals throughout California with coursework including revenue strategies and financial planning techniques. His work focuses on project management, infrastructure financing, fiscal and economic analysis, and user and impact fees.

#### Education

MBA, Honors | California Polytechnic State University, San Luis Obispo

BS, Environmental Policy Analysis and Planning, emphasis on transportation policy | University of California, Davis

#### Relevant Project Experience

**Riverside County and San Benito County, Peer Review of Fiscal Impact Analyses.** As extension of agency staff, managed detailed peer reviews of fiscal impact analyses submitted by private developers for large development projects. The reviews included testing revenue and cost assumptions against other pertinent local and regional data sources, verifying land values and employment figures, and suggesting areas and methods for improvement. The reviews also identified potential fiscal impacts not included in the analysis.

**Imperial County, Fiscal Impact Analysis.** Managed the fiscal analysis for a Specific Plan that included 2,300 dwelling units, a business park, and a commercial area. The study detailed the fiscal impacts to the County's General Fund and Road Fund from the development projects under buildout conditions. Budgetary variables and specific land use, housing, and demographic inputs provided the foundation for the analysis.

#### Professional Experience

- Member, American Institute of Certified Planners
- Member, American Planning Association (Sacramento Division Director, Section Membership Director)

**City of Santa Rosa, Fiscal Impact Analysis.** Managed the analysis and presentation of the fiscal impacts from annexation of two redevelopment communities adjacent to the city. Tasks included providing an assessment of existing conditions, confirming land use values and market absorption rates, identifying infrastructure and service deficiencies, determining project area revenues and capital and operation and maintenance expenditures, and developing implementation strategies. Also managed the fiscal analysis of all unincorporated islands within the city's urban growth boundary.

**Community of Montecito, Fiscal Impact Analysis for Incorporation.** Prepared an initial fiscal impact analysis of potential incorporation of Montecito in Santa Barbara County. Gathered pertinent data from the County and LAFCo and evaluated potential cost and revenue transfer. Prepared preliminary 10-year financial forecast assuming incorporation.

**City of San Carlos, Climate Action Plan Fiscal Impacts.** Managed a qualitative analysis and quantitative cost figures associated with implementation of the municipal measures outlined in the Climate Action Plan, actions to mitigate greenhouse gas emissions in the city.

**City of Calabasas, Fiscal Impact Analysis.** Managed the preparation of a fiscal analysis of annexing a mixed-use subdivision into the city. Reviewed revenue sources and operations costs to determine financial feasibility. The fiscal analysis was prepared for inclusion in the LAFCo annexation application.

**City of Las Cruces, NM, Fiscal Impact Analysis.** The project involved a fiscal impact analysis for the annexation of developed and undeveloped commercial parcels on the southern borders of the city. Tasks included confirming land use values and market absorption, analysis of the city budget, and determining project area revenues and operations and maintenance expenditures. The impacts were calculated to determine the city's fiscal viability to support the annexation.

**City of Hayward, Fiscal Impact Analysis.** Managed a fiscal analysis for potential development options south of Highway 92. The fiscal impacts determined the City's cost to provide services and the new revenues that are expected to be generated from three distinct options, including mixes of residential, office, and neighborhood and regional retail.

**Butte County, Fiscal Impact Analysis.** Managed a fiscal analysis for development proposed by local developer interests. The fiscal impacts determined the County's and special districts' services cost and the new revenues that are expected to be generated over the 20-year period from residential, neighborhood retail, and industrial land uses.

**City of Lakeport, Fiscal Impact Analysis.** Managed a fiscal analysis for the annexations of a residential development and a commercial center. Because the land uses from these annexations contrasted with one another, the fiscal impacts determined the City's cost to provide services and the new revenues that are expected to be generated from these development types.

**Cities of Chico, Cloverdale, and Madera, and County of Mendocino, Fiscal Impact Analysis of General Plan Updates.** Prepared fiscal analyses for preferred land use alternatives and EIR alternatives for General Plan update. Prepared a jobs-to-housing balance report for Cloverdale that was incorporated into the fiscal feasibility.

**Town of Hayden, AZ, Fiscal/Economic Impact Analysis.** Prepared a fiscal/economic impact report that analyzed the financial impact on the town from major upgrades to its public infrastructure. A methodology was employed that focused on fiscal analysis and review of recent financial audits and budget documentation. An allocation of cost between essential general fund programs and special fund/enterprise funds was also made in a determination of the fiscal impacts. Findings and recommendations to increase the funding level for facility improvements was then made.

**El Dorado County, Oak Woodland Development Mitigation Fee.** Developed a mitigation fee to protect oak woodlands as part of a management plan and to meet compliance with General Plan policies. Analyzed and modeled pertinent data cost inputs including urban and agricultural land values, conservation easement values, habitat restoration, and management and monitoring activities. Provided research on economic impacts of oak woodland protection values.

**City of Jackson, Economic Analysis.** Managed a peer review of the market analysis and economic impacts from a new home improvement store entering a rural community. Analyzed key assumptions for revenue projections, market spending absorption, and likely impacts to local competitors.

**Sutter County, Municipal Service Review.** Managed the finance review component of the municipal service review. Analyzed the financial capacity and budget parameters of cities and special districts. Developed findings related to each agency's current financial condition and ability to fund capital facilities and operations and maintenance.

**City of Mercer Island, WA, Parks and Recreation Cost of Services Study.** Managed a comprehensive user fee study for the City's Parks and Recreation Department. Developed full City costs by recreation program and revenues by users (adult, youth, seniors, etc.) to determine cost recovery. Analyzed detailed participant, registration and course revenue data from CLASS software, and conducted a fee comparison with neighboring jurisdictions. Cost recovery policy recommendations were developed that are consistent with the City's current budget policies.



**Amador County, Cost of Services Study.** Managed a study to determine the County's cost of providing development-related services and updating the master fee schedule to reflect full cost recovery. The study resulted in more revenue generation for the county and less subsidies by the General Fund.

**City of Patterson, City of Willows, City of Lone, and City of Hughson, Cost of Services Study.** Managed a cost recovery study to ensure each city was charging appropriate fees to development applicants during the planning review phase. The updated fees captured full cost including direct staff labor and indirect city support costs.

**City of Pinole, Cost of Services Study.** Managed a study to determine the City's cost of providing development-related services, including planning, building, and engineering, and updating the master fee schedule to reflect full cost recovery. The study resulted in more revenue generation for the city and less subsidies by the General Fund.

**Solano County, Public Facilities Fee Study.** Managed a development fee study that updated the County's charges on new development to help fund related public infrastructure. A nexus report and capital improvement program were developed.

**City of Willows, Development Impact Fee Study.** Prepared a nexus analysis for updating the City's development impact fees. Reviewed future land uses, service standards, and demographic forecasts. Developed new fee categories for public infrastructure financing including public safety, wastewater, library, and transportation.

**American Valley Community Services Authority, Consolidation Analysis.** Managed an effort to study consolidation options for two utility special districts in Plumas County. Conducted interviews with board members, agency management staff, and LAFCo. Developed and analyzed five consolidation alternatives. Designed a strategic outline for implementing the preferred option.

**San Bernardino Associated Governments, Cost Allocation Study.** Managed the development of indirect labor cost rates for general and administrative cost allocations. The allocations are factored into the calculation of billable hourly rates that could be applied to government grants, fees, federal reimbursements, and other billings.

**Solano Transportation Authority, Transit Financial Analysis.** Conducted financial feasibility analysis of City of Benicia and City of Vallejo transit systems. In light of declining revenues and fuel cost increases, prepared reports validating budget assumptions and developed allocation of operating costs between routes.

**Solano Transportation Authority, Transit Consolidation Financial Analysis.** Prepared analyses of current financial and operating conditions of six county transit operators. Developed financial forecast and conducted financial feasibility analysis of various consolidation alternatives.

**Humboldt County Association of Governments, Demand-Response Transit Consolidation.**

Managed a study evaluating consolidation alternatives for general public dial-a-ride in the greater Eureka area. Analyzed opportunities and constraints of six consolidation models within the context of existing public and nonprofit transit providers. Conducted extensive outreach including stakeholder interviews with transit management, public workshop, media releases, and interviews with local Native American tribes.

**Performance Audits.** Managed performance audits of transportation planning agencies and public transit operators as required by the state Transportation Development Act. Conducted stakeholder interviews and evaluated the efficiency and effectiveness of operations, maintenance and management. Developed findings and recommendations to improve future service.

**California Department of Transportation, Instructor.** Provided instruction to peer professionals on performance audits as required by the state Transportation Development Act. Conducted a series of workshops throughout California.

**Prior Experience**

**Arthur Bauer & Associates, Sacramento, Senior Associate.** Provided infrastructure planning and funding, strategic planning, project management, information technology, financial analysis, performance auditing, and economic analyses. Developed a transportation mitigation fee manual, debt financing plans using revenue bonds to advance project construction, created detailed cash flow models of local, regional, state, and federal revenues for implementing regional transportation projects over a 30-year horizon, and evaluated project life-cycle costs and benefits of transit infrastructure to determine investment trade-offs.



## Tad Stearn

### Coastal Zone Specialist

Mr. Stearn is a principal with the firm and one of PMC's charter staff members. He manages PMC's Monterey office and is responsible for project management and business development in Northern California and the Central Coast region. Management duties include the oversight of PMC staff for all planning and environmental compliance projects, as well as hands-on project management and on-call consultation service for local clients. Mr. Stearn has over 20 years of professional planning experience, including the preparation of CEQA/NEPA compliance documents, review and processing of current planning applications, advance planning projects (general plans, general plan amendments, specific plans, and area/community plans), visual impact analyses, coastal permits and special projects.

#### Education

BA, Environmental Studies | University of California, Santa Cruz

#### Relevant Project Experience

**City of Capitola, Lent House Project EIR, Project Manager.** Evaluated the environmental issues associated with the demolition and rebuild of a potentially historic single-family residence. In addition to the residence's eligibility for the National and Historic Registers, the Lent House was identified as a local landmark due to its prominent location on a bluff-top overlooking Capitola Village. The EIR evaluated the environmental issues associated with the proposed demolition and rebuild, including potential impacts to aesthetic and visual resources, potential loss of archeological and historic resources, and land use issues within the context of the City, the Local Coastal Program, and California Coastal Act policies.

**Fort Ord Reuse Authority, Beach Stormwater Outfall Removal Project, Project Manager.** This multi-jurisdictional project involving a series of federal, state, and local permits involved the removal of four massive ocean outfall pipes on federal land to be deeded to the California Department of Parks and Recreation. In addition to preparing the CEQA/NEPA documentation (a joint Initial Study/Environmental Assessment), PMC outlined each permit required to remove the stormwater outfall pipes. PMC secured the Coastal Development Permit on behalf of FORA.

**City of Half Moon Bay, Church Street Subdivision.** Served as an extension of City staff to review a proposed subdivision and prepare the Initial Study/Mitigated Negative Declaration on a 5.8-acre parcel in the downtown area adjacent to Highway 1. The proposal included 20 residential units and up to 10,000 square feet of commercial space. The site was heavily constrained by the Pilarcitos Creek riparian area setback requirements. Key issues involved removal of a windrow of Monterey cypress trees, Highway 1 encroachment, Local Coastal Program consistency, and water quality assurances related to the creek.

#### Professional Affiliations

- American Planning Association
- Association of Environmental Professionals

**City of Half Moon Bay, Agency Staffing Contract Manager.** Manages PMC's contract to provide qualified planning staff to process permits, review projects and provide assistance to the public. PMC has provided contract planning services to the City of Half Moon Bay periodically for several years.

**City of Hermosa Beach, General Plan and Local Coastal Plan.** Responsible for the Coastal Land Use Plan component of the comprehensive update to the city's General Plan.

**Monterey County Housing and Redevelopment Office, Artichoke Avenue Initial Study, Project Manager.** Oversaw the environmental review of this important County roadway project designed to improve safety conditions at the Highway 1/Highway 183 intersection in Castroville. The project involved several sensitive issues such as agricultural land conversion, wetlands, coastal zone policy consistency, and habitat restoration strategies.

**City of Seaside Comprehensive LCP Update, Project Director.** The update integrates the LCP by combining policies and development standards of the City that have been segmented throughout its current planning documents. Key planning goals of the City addressed by the update include improving community connectivity via the Monterey Bay Coastal bikeway/pedestrian trail, which accommodates an estimated 2 million users annually, and the preservation of the renowned scenic views of the Pacific Ocean viewable from the City's segment of the Monterey Bay Coastal bikeway/pedestrian trail. The update also incorporates key sea level rise adaptation, wetland conservation, and habitat restoration policies. In addition to updating the 1983 LCP document, PMC also completed the associated environmental review for the update.

**Monterey County, Castroville Community Plan.** EIR project manager for this large scale planning program in north Monterey County. The effort included planning and environmental review for new and intensified land uses in the community to support future projects and infrastructure needs. Coastal development issues were the central focus of this effort.

**City of Monterey, Local Coastal Program Implementation Plan.** Assisted City staff in preparing the City's implementation plan for three of the City's five coastal segments. The implementation plan is a geographically focused zoning document for those areas of the city within the Coastal Zone, which enables local permit authority for development within coastal areas.

**City of Monterey, Ocean Harbor House Seawall EIR, Project Manager.** The seawall project was designed to protect an existing condominium complex at Del Monte Beach. The property was protected by a temporary rock revetment and had been granted numerous extensions of its Coastal Development Permit. This EIR involved an extensive study of local coastal erosion processes to determine if the project, in the long term, would result in passive erosion and a "peninsula effect" as a result of the armoring. The project alternatives explored a creative option to remove the most seaward units and compensate homeowners for their removed or relocated homes.

**City of Monterey, Del Monte Lake Outfall Alternatives Study.** Prepared a study to evaluate various design alternatives for a stormwater outfall structure at Del Monte Beach, together with staff, C+D Engineers, and UCSC Coastal Geologist Dr. Gary Griggs. The study and implementation of a permanent design alternative was a permit condition imposed by the Coastal Commission.

**Monterey County, Searock LLC, James House Coastal Access Tunnel.** Prepared a comprehensive Initial Study/Mitigated Negative Declaration for a proposal to construct a tunneled stairway to a small rocky cove from a historic bluff-top residence located in Carmel Highlands. Primary issues involved the geology of the bedrock, stability of the historic structure, construction impacts to the rocky shoreline habitat, and consistency with the Local Coastal Program. Although the project was ultimately denied, the documentation included an extensive policy analysis comparing the project to each policy of the Local Coastal Program.

**City of Monterey, Ocean View Plaza EIR, Project Manager.** Oversaw the 3.5-acre mixed-use development on Cannery Row involving extensive historic resource protection, LCP consistency analysis, and a package desalination plant.

**City of Sand City, Contract Staff.** As the city's contracted planning consultants since the late 1990s, has prepared a number of Local Coastal Program (LCP) amendments and processed several coastal development permits through the Coastal Commission.

**County of San Luis Obispo Parks Department, Bob Jones Pathway EIR, Project Manager.** Oversaw this EIR evaluating the environmental consequences of constructing a 4-mile extension of the Bob Jones multi-use pathway from the Octagon Barn facility on South Higuera Street to Ontario Road. The pathway would generally follow San Luis Creek, parallel to US 101. Primary environmental issues included agricultural land conversion, riparian corridor impacts and multi-modal safety issues.

**City of Morro Bay, Former Texaco Sales Terminal Pipeline Removal, Project Manager.** Oversaw the preparation of an Initial Study/Mitigated Negative Declaration for a Coastal Development Permit and Grading Permit to allow the removal of existing facility piping and several concrete features from this site on North Main Street. The project allowed the proper decommissioning and removal of approximately 4,500 linear feet of underground pipeline and remnant materials, including contaminated soils. Primary issues were biological resources along Alva Paul Creek, disposal of hazardous materials, and noise.





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## **STRENGTHS**

□ Superior written and oral communication skills. □ Seasoned and energetic presenter, facilitator, trainer and teacher. □ Focused, collaborative team leader. □ Exceptional public speaking skills □ Highly effective at non-profit organization development and organizational administration. □ Gifted, well-trained and experienced in qualitative and quantitative data analysis. □ Mission-driven, collaborative, partnership-oriented team leader. □ Self-motivated □ Two decades working in non-profits, volunteer driven organizations.

Depth of experience and areas of expertise: □ Small business workshops and trainings. □ Advanced organization nonprofit training. □ Strategic planning. □ Work plan development facilitation. □ Non-profit organization structure. □ Fundraising and Funding Strategies □ Non Profit Board and Committee Development. □ Feasibility analyses. □ Event planning. □ Non-profit management. □ Fundraising and Funding Strategies. □ Volunteer development and management. □ Marketing. □ Office operations and administrative oversight. □ Highly proficient in Word, Excel, Power Point, Website and Social Media, SurveyMonkey and Constant Contact computer programs.

## **PROFESSIONAL EXPERIENCE**

Jan. 2001 –  
Present

**President, L.L. Consulting**  
Phoenix, AZ

Ms. Lott has dedicated the decade working with nonprofits across the Southwest. Consulting services and technical assistance include conducting workshops, trainings and presentations, organizational formation and training, Main Street Four Point Approach® Program development and management, strategic planning and visioning, board, committee and staff development and training, fundraising and membership development, volunteer development and training, nonprofit structure assistance including 501 c3 filing, drafting and review of bylaws, policies and procedures development and nonprofit best practices.

Provides workshops and trainings, board and committee training, strategic and annual planning, board, local program assessments, fundraising and business development consulting services to the New Mexico Economic Development Department, New Mexico MainStreet, and communities throughout New Mexico. .

Provided workshops and trainings, strategic and annual planning, board, committee and staff training, fundraising strategies, program assessments, resource team, public presentations on the value of the Main Street Four Point Approach® consulting services to the Arizona Commerce Authority, Arizona State Main Street and communities throughout Arizona.

Oversaw special initiatives of the Arizona State Main Street program including development of policy and procedures, New community application and process, coordination of \$80,000 RBE grant, development of annual awards program, and coordination of Main Street tracks for the Annual Governor's Rural Conference and the Arizona Historic Preservation Conference.

For over 15 years, Ms. Lott has been a senior consultant for three Small Business Development Centers in California including Shasta County, Greater Sacramento and Chico. Ms. Lott has assisted a variety of businesses with market research, customer satisfaction surveys, focus group interviews, business and marketing planning, image building techniques, storefront and interior assessments, using technology to build customer loyalty and implementation strategies.

January 1996 –  
October 2001

**Senior Consultant, Burnes Consulting**  
Grass Valley, CA

Directed delivery of downtown revitalization technical assistance to downtown associations, neighborhood organizations, main street programs, nonprofit organizations and public agencies across the Nation. As lead consultant, provided strategic planning and board development training, assisted with launching three Community Economic Development programs utilizing the Main Street Four Point Approach®, worked with local municipalities and non profit organizations to strengthen their organizational structures including committee training, development of funding plans, public relations plans, bylaw and policy and procedure revisions, staff recruitment and coaching. Wrote and distributed press releases, marketing collateral and company newsletter. Provided project management including contract negotiation, monitoring invoicing, submitting reports and follow up with clients as needed throughout the entire contract period.

June 1991 –  
January 1996

**Main Street Executive Director**  
Grass Valley Downtown Association, Main Street Program, Grass Valley, CA

Managed comprehensive downtown revitalization program funded through a BID and following the California Main Street Four Point Approach®. Coordinated work of 9-member board of directors and four standing committees. Developed and managed annual work program and budget. Managed a staff of three. Recruited, trained and managed over 200 community volunteers. Served as effective liaison between the Association and local, State and National agencies and organizations.

Established downtown business retention and recruitment program bringing the downtown vacancy rate from 65% to less than 2%. Provided technical assistance in business planning, marketing, and promotion to business and property owners. Acted as a liaison between the City planning and review process and the business and property owners.

Coordinated marketing, advertising, promotions and events for the downtown. Oversaw an annual calendar of events consisting of 12 closed street events, a 10-week downtown Farmer's Market, a four-week series of holiday events and programs, two fundraising events and a number of retail promotions. Ms. Lott was responsible for all events from inception to completion including budget development, coordination of volunteers, marketing efforts, fostering partnerships and collaborations, sponsorship development, on-site supervision and detailed evaluation of all aspects of EVERY event.

**EDUCATION**  
1991

**Bachelor of Science in Public Administration**  
California State University, Sacramento, CA

Concentration in parks and recreation – public administration and management. Course work in business management, project coordination, inter disciplinary approach to municipality based parks and recreation programs, large event management and program marketing and production.

Graduated Sum Cum Laude; Served as Vice President of Parks and Recreation State Association.

**AFFILIATIONS** Member of the California Downtown Association  
Member of the National Trust for Historic Preservation

# WATRY DESIGN EXPERTISE

## Michelle Wendler, AIA Principal



### Education

Bachelor of Architecture  
California Polytechnic State University,  
San Luis Obispo, CA

### Registrations

Architect (#25066), CA (5/24/94)

### Affiliations

American Institute of Architects  
International Parking Institute - Member  
of the Advisory Council & the  
Sustainability Committee  
California Public Parking Association

### Publications & Speeches

*Sustainable Parking Design and  
Management: A Practitioner's Handbook*,  
2014  
*Sustainability in Design & Construction of  
Parking Facilities*, CPPA 2012  
*Parking: Your First Line of Customer  
Service in  
Mixed Use Stacking the Deck*,  
International Parking Conference 2010  
*The Ins and Outs of Parking Design*, Pacific  
Building and Trade Expo 2009  
*Changing Perception of Parking*  
IPI Conference & SWPA 2009

**20+**  
years in  
parking design

Michelle, a Principal with Watry Design, Inc., has worked extensively with parking structure design, construction documents and construction administration since 1989. "Our goal is to make our clients look good. We take our clients' problems and issues as our own and we team with them to find the best possible solutions," says Michelle. In addition, she tirelessly strives to ensure that the firm's designs work within the context of their environment and are something that everyone can be proud of. Michelle has extensive experience working with municipalities to develop effective parking as evident from the relevant projects below. Michelle serves on the Advisory Council for the International Parking Institute and is an active participant in industry associations, a powerful speaker and compelling advocate for parking.

### Relevant Projects

Tustin Metrolink Station Parking Structure PMP, CA  
Vallejo PMP & Parking Studies, CA  
City of Santa Barbara Parking Operations Study, CA  
Capitola Village Parking Study, CA  
Covina Downtown Parking Structure II Study, Covina, CA  
San Mateo County Government Center Master Plan, CA  
Sonoma County Government Center Parking Site Analysis Study, CA  
City of Santa Cruz Parking Structure Feasibility Study, CA  
Roseville Downtown Parking Structure Study, CA  
Town of Truckee Parking Study, CA  
City of Menlo Park Parking Structure Feasibility Study, CA  
County and City of Napa Joint Parking Feasibility Study, CA  
City of San Jose San Jose Greyhound Parking Structure Feasibility Study, CA  
City of Chico Parking Structure Feasibility Study, CA  
City of San Mateo Parking Structure Feasibility Study, CA  
City of Brentwood Feasibility Study, CA  
Wailuku Parking Structure Feasibility Study, Maui, HI  
Town of Los Gatos Feasibility Study, CA  
Downtown Palo Alto Feasibility Study, CA  
City of Hayward Lot 2 Parking Structure Study, CA  
Palm Nipomo Parking Structure, San Luis Obispo, CA  
Covina Downtown Parking Structure, Covina, CA  
Covina Metrolink Parking Structure, CA  
SolTrans Vallejo Parking & Transit Hub, Vallejo, CA  
Santa Cruz Metro Pacific Station Transit Center, Santa Cruz, CA  
Walnut Creek Library Parking Structure, Walnut Creek, CA  
Santa Clara County Civic Center Parking Structure, San Jose, CA  
San Mateo County Government Center Parking Structure, Redwood City, CA  
Temecula Civic Center Parking Structure, Temecula, CA  
San Mateo Library Parking Structure, San Mateo, CA  
City of Redlands Parking Structure, CA  
Vallejo Station Parking Structure Ph A, CA  
City of Oceanside Transit Parking Structure, CA  
Palm and Morro Office & Parking Structure, San Luis Obispo, CA  
Napa 5th Street Parking Structure, Napa, CA  
City of Palo Alto Lots R & S/L Parking Structures, CA  
City of Fresno Convention Center Parking Structure, CA  
City of Riverside Parking Structure #6, CA  
City of San Rafael Parking Structure, CA









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**CITY CLERK'S OFFICE**

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MANHATTAN BEACH, CA 90266

SUBMITTED BY:

**PMC**<sup>®</sup>

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