

PROPOSAL
FOR SERVICES

CITY OF MANHATTAN BEACH

RFP # 988-15 DOWNTOWN SPECIFIC PLAN



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FOR SERVICES

CITY OF MANHATTAN BEACH

RFP # 988-15 DOWNTOWN SPECIFIC PLAN



SUBMITTED TO:

CITY CLERK'S OFFICE

1400 HIGHLAND AVENUE
MANHATTAN BEACH, CA 90266

SUBMITTED BY:

PMC[®]

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



September 10, 2014

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

Re: Proposal #995-15- Downtown Specific Plan

Dear City Clerk:

The Manhattan Beach Downtown Specific 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 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 Specific 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.

- Keith Kjelstrom Consulting – Economic and Main Street Specialist

Keith Kjelstrom provides consulting services in commercial district revitalization, economic development, land use planning, and strategic planning for local and state governments, businesses, and nonprofit organizations. With 31 years of experience in economic development, he is a seasoned analyst, facilitator, presenter and trainer. He specializes in helping communities to harness the tools and techniques of business development, including market analysis, business strengthening, business recruitment, and project funding development. Early in his career, Mr. Kjelstrom was a local Main Street manager, and has since served with California Main Street for 11 years, including 8 years as director.

- KTU+A – Streetscape and Multi-modal Specialists

Established in 1970, KTU+A has expanded the boundaries of a traditional planning and landscape architecture office by incorporating active transportation, community planning, federal planning, and natural resource management practices into its portfolio. This diversity provides KTU+A the ability to shape the big picture while addressing the fine-grain details that contribute to sustainable natural and built environments.

In addition to designing award-winning streetscapes and public spaces, KTU+A has provided planning and design services for a number of projects requiring the integration of urban design and transportation, including pedestrian, bicycle, and transit. Services have included corridor master plans, alignment alternatives, design feasibility, safety evaluation, land use scenarios, urban design guidelines, sustainability best practices, active transportation strategies, transportation demand management strategies, and ADA accessibility.

- Watry Design – Parking 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.

- AKM Consulting Engineers – Infrastructure Specialists

AKM is a multi-disciplined professional organization that has done several projects in Manhattan Beach and specializes in providing engineering and related services to public agencies. Established in 1990, AKM is a certified Small Business Enterprise and has a current staff of 25 employees, most of whom operate out of an office strategically located in Irvine at the intersection of the 5 and 405 freeways. The scope of services offered by AKM includes all facets of planning, design, and construction management for public works infrastructure.

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 PMC's more recent award-winning downtown and district visioning projects include:

- **Ione 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 if you have any questions.

Sincerely,



Philip O. Carter
President



Loreli Cappel
Project Manager

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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 the United States. Today, PMC has approximately 140 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.

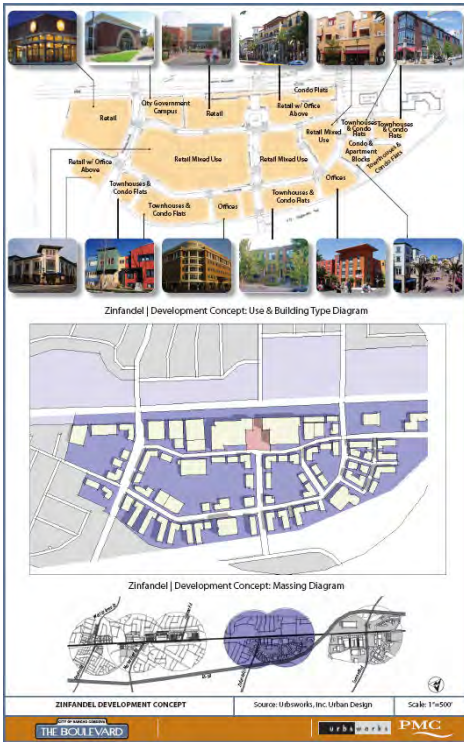
Expertise in Urban Revitalization and Design

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 consistently implemented. Our staff also assists dozens of municipalities as in-house contract staff. These staff members implement and administer policies and

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



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, and 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 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. 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 long-term sustainability for both the program as well as the commercial district.

PMC's 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

For the last three years, L.L. Consulting has been on contract with the New Mexico Economic Development Department, New Mexico MainStreet 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.

Keith Kjelstrom Consulting Firm Overview – Economic and Main Street Specialist

Keith Kjelstrom provides consulting services in commercial district revitalization, economic development, land use planning, and strategic planning for local and state governments, businesses, and nonprofit organizations. With 31 years of experience in economic development, he is a seasoned analyst, facilitator, presenter and trainer. He specializes in helping communities to harness the tools and techniques of business development, including market analysis, business strengthening, business recruitment, and project funding development. Mr. Kjelstrom served with California Main Street for 11 years, including 8 years as director. Early in his career, he was a local Main Street manager. He holds a master's degree in city planning from the Massachusetts Institute of Technology and a bachelor's degree in political economics from the University of California, Berkeley.

KTU+A Firm Overview – Streetscape and Multi-modal Specialists

Community health concerns, air quality issues, climate change and ever-increasing energy costs are among the many factors driving the desire for more sustainable growth. An important component of this communal vision is planning that embraces active transportation. Whether achieved through the implementation of smart growth principles, traffic calming, universal access, or more consistent integration of pedestrian and bicycle facilities within our rights-of-way, the technical challenges must be met by making our streets complete and accessible to all users, not just vehicular drivers. KTU+A has a proven track record of cost-effective, technically proficient and creative planning and design solutions that make healthy connections between people, places, and resources. KTU+A brings together land planners, transportation planners, sustainability experts, landscape architects, GIS analysts, and graphic designers to focus on creating healthy communities with mobility choices.

Established in 1970, KTU+A has expanded the boundaries of a traditional planning and landscape architecture office by incorporating active transportation, community planning, federal planning, and natural resource management practices. This diversity provides KTU+A the ability to shape the big picture while addressing the fine-grain details that contribute to sustainable natural and built environments.

KTU+A has provided planning and design services for a number of projects requiring the integration of urban design and transportation, including pedestrian, bicycle, and transit. Services have included corridor master plans, alignment alternatives, design feasibility, safety evaluation, land use scenarios, urban design guidelines, sustainability best practices, active transportation strategies, transportation demand management strategies, and ADA accessibility. Qualifications include:

- Customized solutions—Experience in researching and recommending innovative facility treatments and programs for specific issues.
- Advanced technology—GIS computer applications for producing alignment analysis, pedestrian and bicycle suitability modeling, maps, route selection, graphic production, estimating and 3-D visualizations.
- Integrated plans—Expertise in pedestrian and bikeway planning and commitment to the integration of recreation, land use planning, community design, urban design, and non-motorized alternatives.
- Safety—Pedestrian and bicycle safety factors and common accident scenarios.
- Design sensitivity—Professional experience with the integration of urban design elements within environmentally and visually sensitive areas.

KTU+A PRINCIPALS

- Sandy Swaner-Carmona, AICP
- Sharon Singleton, ASLA, CPSM
- Kurt Carlson, ASLA
- Mike Singleton, ASLA, AICP CTP, LEED-AP
- Woman Business Enterprise (CPUC)
- Small Business (State of California)

SERVICES

PLANNING

- Community Planning
- Mobility
- Resource Management

LANDSCAPE ARCHITECTURE

- Community Design
- Parks and Recreation
- Health Care
- Education
- Housing
- Hospitality
- Office and Retail

FEDERAL PLANNING

- Master Plans
- MILCON Documentation
- Basic Facility Requirements
- Asset Evaluations
- Capital Improvement Plans
- Design Guidelines
- Special Studies

SUPPORT SERVICES

- Public Outreach
- GIS and Data Services
- Visualizations
- Sustainable Design/Water Management
- Grant Writing

KTU+A

3916 Normal Street, San Diego, CA 92103
 t: 619 294-4477
 f: 619 294-9965
 www.ktua.com



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
- ding and Branding

- Qualified plans—All plans prepared by KTU+A comply with state, Federal Highway Administration, AASHTO, and MUTCD standards.

Watry Design Firm Overview – Parking Specialists

Watry Design 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.

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 life cycle. 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.

AKM Consulting Engineers Firm Overview – Infrastructure Specialists

AKM is a multidisciplined professional organization that specializes in providing engineering and related services to public agencies. Established in 1990, AKM is a certified Small Business Enterprise with a current staff of 25 employees, most of whom operate out of an office strategically located in Irvine at the intersection of the 5 and 405 freeways. The scope of services offered by AKM includes all facets of planning, design, and construction management for public works infrastructure.

Technical Staff

The technical staff of AKM comprises recognized experts in water resources planning, design, construction, operations, and management. Every assignment is managed by principals of the firm to ensure that the project receives the utmost detailed attention. All work is thoroughly reviewed by senior company officers prior to any milestone submittal or issuance of project documents.

Project Management

AKM Consulting Engineers employs an "integrated project management" approach. To ensure that the project delivers successful results, a work plan is established at the inception, and resource-loaded work elements and a schedule are prepared. This schedule and work elements are integrated with the special needs of the project and the client. Regular reporting of project status is accomplished by routine monitoring of progress against the established work elements and resource allocations by task. Any slips in schedule, technical difficulties, or unforeseen conditions are promptly recognized, quantified, and addressed, and the client is appraised.

Computer Applications

The achievement of superior engineering services is assisted by the continued implementation of advanced computer applications, modeling software, techniques, and products. The office maintains in-house CADD capabilities, and engineering design work and computations are computer-based. An in-house library of standard software application packages is maintained and continually updated.

AKM SERVICES

POTABLE WATER, RECYCLED WATER, WASTEWATER AND FLOOD CONTROL

- Master Plans
- Sewer System Management Plans
- Pump and Lift Stations
- Storm Drains and Channels
- Detention Basins
- Permitting and Regulatory Compliance
- Storage Facilities
- Collection Facilities
- Pipeline and Transmission Facilities
- Wells
- Deficiency Reports and Inventories
- Improvement Plans
- Hydrologic Studies
- Hydraulic Analysis
- Hydraulic Structures
- Water Quality

PLANNING

- Project Planning
- Stormwater, Potable Water, Recycled Water and Wastewater, Master Plans
- Sewer System Management Plans
- Conjunctive Use Planning
- Rate Studies
- Urban Water Management Plans
- Water Supply Assessments

TECHNICAL SERVICES

- Supervisory Control & Data Acquisition
- Geographic Information Systems
- Operations and Maintenance
- CADD (MicroStation, AutoCAD)

CONSTRUCTION SUPPORT

- Contract Administration
- Inspection
- Construction Management
- Resident and Field Services
- Procurement
- Start-Up and Acceptance
- Project Close-Out
- Estimating

Project Experience

Downtown Logan Specific Plan, City of Logan, UT

Client Reference:

Michael A. DeSimone, AICP
 Community Development
 Director
 Logan City
 290 North 100 West
 Logan, Utah 84321
 (435) 716-9022
 mike.desimone@loganutah.org

Project Dates:

January 2011 - May 2012

Key Services Provided:

- Outreach and facilitation
- Downtown revitalization
- Market and Retail Strategy
- Land use planning
- Circulation and Parking
- Municipal Finance
- Streetscaping

The City of Logan selected PMC to conduct a comprehensive revitalization plan for its central business district. PMC was awarded the contract based on our understanding of the “Main Street Approach.” The Specific Plan required the expertise of a team with significant experience in downtown urban planning and design, transportation planning, and economic revitalization planning. The Specific Plan guides development and transportation enhancements, and recommends market and economic restructuring for the City of Logan and the Logan Downtown Alliance.

The public involvement process included work sessions that were held to accomplish two objectives: First, integrate vision concepts from previous plans and ideas into a more coherent product. Second, work directly with affected interests (neighborhoods, businesses, Utah State University, bike advocates, etc.) to address specific issues, refine vision concepts, and further develop design concepts. The design work sessions were open to anyone who wanted to participate. In addition, an emphasis was placed on personal outreach to involve clearly affected stakeholders.



Downtown Plan, City of Lone, CA

As an extension of our contract staffing services with the City of Lone, 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 Lone attain a Community-Based Transportation Planning Grant from Caltrans.

The Lone 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 Lone. 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.

Client Reference:

Ed Pattison, City Manager
 City of Lone
 1 East Main Street
 Lone, 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 Development Plan, Town of Frederick, CO

Client Reference:

Jennifer Simmons
 Project Manager
 City of Frederick
 401 Locust Street
 Frederick, Co 80530
 (303) 833-2388
 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

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.



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.

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



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

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:

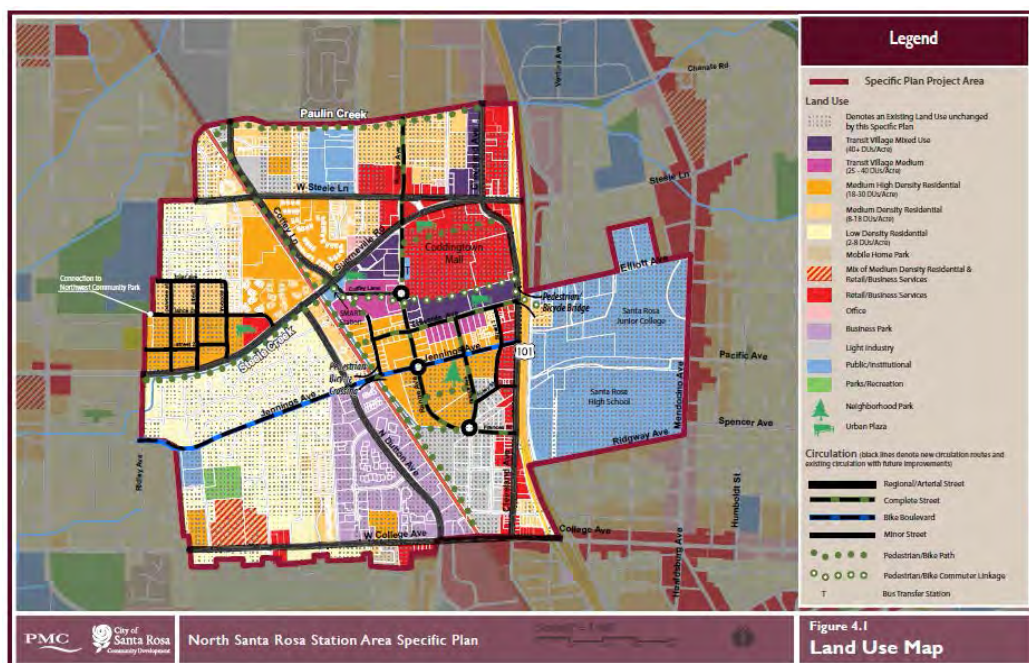
- Revitalization specific plan
- Land use and multimodal planning
- Zoning and policy development
- Outreach
- CEQA compliance

Awards:

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

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.



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.

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

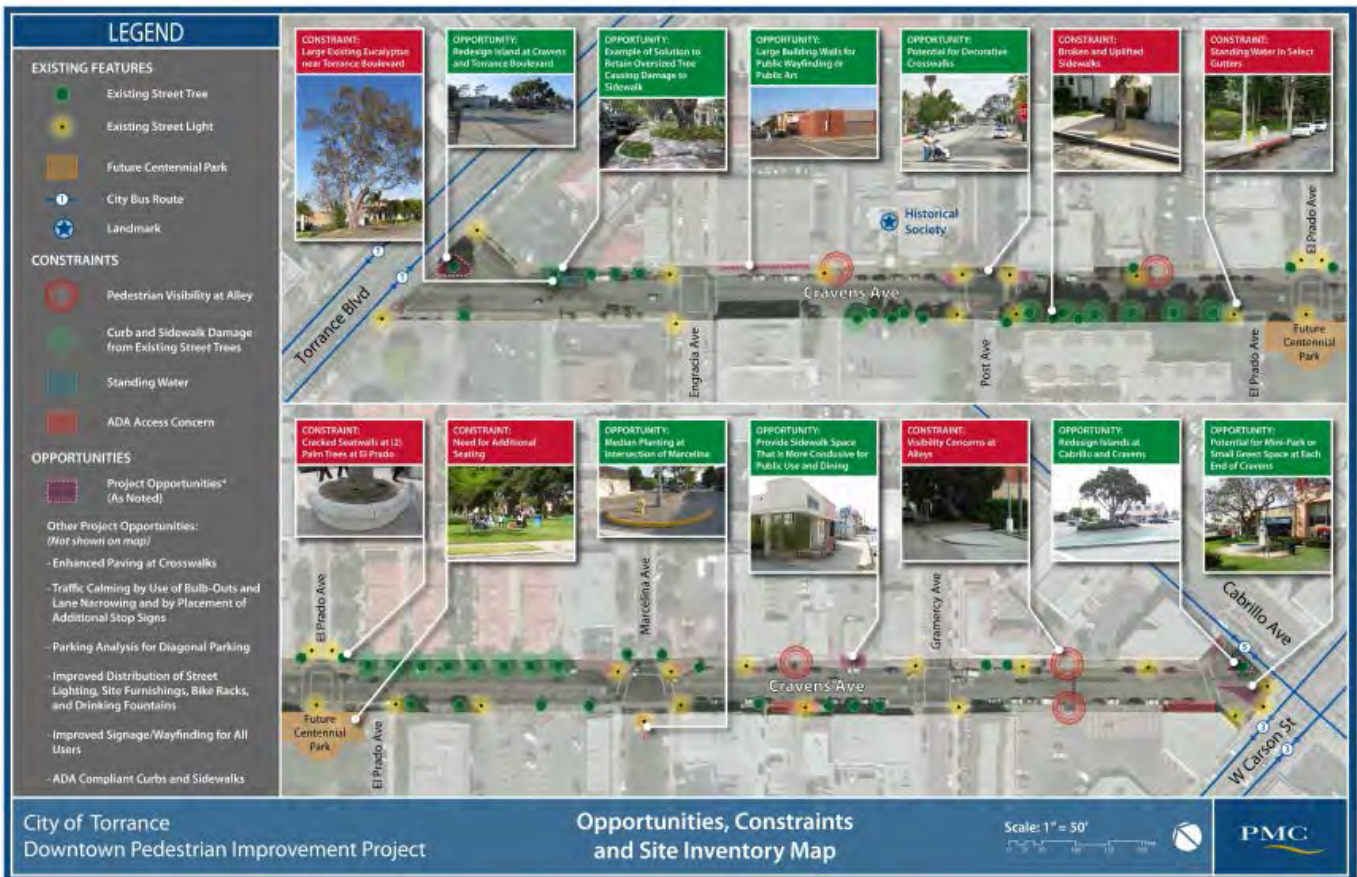
- Key Services Provided:**
- Downtown and corridor revitalization
 - Outreach and facilitation
 - Land use and zoning
 - Multimodal circulation
 - Implementation



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

L.L. Consulting

New Mexico MainStreet 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 communities 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.

Keith Kjelstrom Consulting

New Mexico MainStreet, New Mexico Economic Development Department

Keith Kjelstrom has been New Mexico MainStreet's Economic Positioning Program Associate from July 2006 through the present. He is proud to have served the state program team during an exciting period of growth and innovation – a rewarding professional environment that has allowed Mr. Kjelstrom to lead several economic positioning initiatives and to substantially evolve NMMS's EP services. Highlights include the following:

- Served as the lead staff to organize New Mexico's inaugural *Building Creative Communities Conference*, working with multiple state agency leaders on four keynote presentations, ten educational sessions, and special events
- Developed and coordinated the curriculum for *NMMS Leadership Network Meetings*: Las Cruces (October 2013); Carlsbad (October 2012); *Creating New Business Models on MainStreet* (Farmington, August 2011); *Financing Sustainable MainStreet Districts* (Los Alamos, October 2008); *Building Codes and the Rehabilitation Process: Returning Great Buildings to Productive Use* (Las Vegas, August 2007); *Redevelopment Tools for MainStreet* (Farmington, July 2006)
- Served as the lead staff organizer for the symposium to kick off New Mexico MainStreet's 25th Anniversary: *Local Living Economies: Thriving on MainStreet!* (August 2010)

- Helped other New Mexico MainStreet team members on the *Deming Downtown Master Plan* (2012-2013). Prepared business development sections, contributed to the strengthening of other sections, and assisted with on-site stakeholder workshops
- Worked with the economics and real estate consulting firm *PlaceEconomics* and the New Mexico MainStreet team to conduct the winter 2013-2014 *Economic Impact Analysis* process and publication
- Produced *Economic Positioning Institutes: Targeted Business Development / Targeted Marketing: Using New Tech Tools to Boost Results* (Las Vegas, May 2011); *Ready. Set. Recruit – Real Strategies for Cultivating Place, Investment and Entrepreneurs* (Las Cruces, April 2010); *Cultural and Heritage Tourism – New Perspectives, New Niches* (Taos, April 2009); *Targeted Business Development / Targeted Marketing* (Deming, November 2007); *Transforming Downtown Economics* (Artesia, Las Cruces, Las Vegas, Tucumcari, Gallup, Bernalillo, November 2006)

Lancaster Redevelopment Agency, Lancaster, California

Lancaster had invested millions in a beautiful new streetscape and sought ways to help stimulate private sector investment in buildings and businesses. Lani Lott and Keith Kjelstrom assisted the downtown's business development team by analyzing quantitative and qualitative market data, profiling market opportunities, recommending business retention and strengthening strategies, conducting business owner surveys, facilitating stakeholder focus groups, providing a *Four Point Training* in the Main Street Approach, and drafting a business development action plan.

KTU+A

Holt Boulevard Complete Street Plan, Ontario

Holt Boulevard was scheduled to be expanded to six lanes from its current four-lane configuration; however, a number of historic buildings would have required demolition. Under complete streets legislation, this original plan was revised to preserve the historic buildings and incorporate walking and cycling modes. Concepts to accommodate a future bus rapid transit system in the corridor were also evaluated.

The study was funded by an Environmental Justice/Community Transportation Planning Grant. KTU+A conducted extensive workshops, and broad community surveys were collected. Five alternative land and circulation scenarios were developed: three with variations on a transit focus, one with a vehicular focus, and one with a multi-modal focus.

KTU+A conducted a comprehensive review of traffic counts and a qualitative review of levels of service for pedestrian, vehicle, bike, and transit users. Advantages and disadvantages of each alternative were reviewed and ranked. An extensive computer model of the corridor was prepared that expressed the current urban form, land use distribution, and architectural character of the area. These models were used in community presentations and workshops. Recommendations were made for lane geometry, traffic signals, signal synchronization, queue jumpers, dedicated lane markings, transit stops, mid-block pedestrian crossings, crosswalks, bike lanes, extended curb bulb-outs, street trees, banners, community entry monumentation, wayfinding signage, and historical markers.



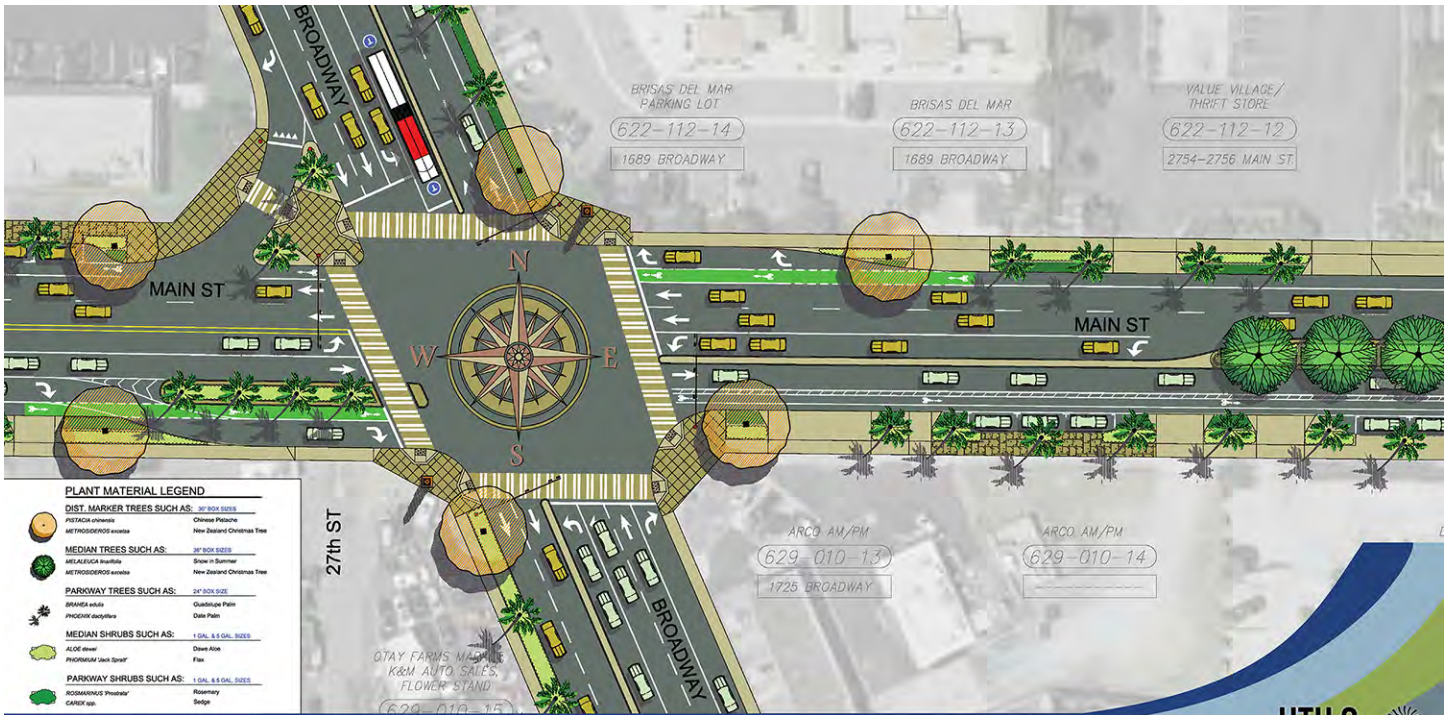


Main Street Complete Street Plan, Chula Vista, California

The Main Street Plan was one of Chula Vista's first Complete Streets analysis efforts and was funded as a Smart Growth Planning project from San Diego Association of Governments. The formal scope for the 3.3-mile mixed use/industrial corridor included on-the-ground and research-based studies of existing conditions, facilitation, and synthesis of three community workshops, the development of varying design alternatives (including bike and pedestrian mobility, landscape corridor theme with points of interest), and an ongoing dialogue and biweekly meeting sequence with the City of Chula Vista.

The successful outcome of the project was facilitated through KTU+A's emphasis on leading a carefully orchestrated public input strategy, providing technical and design vision, supplying multiple computer tools and analytics to simplify complex ideas and information, and drawing on the firm's strengths in mobility innovations and understanding of roadway geometries.

The final product was a carefully distilled conceptual master plan and report, created jointly with the city and community that addressed complete street concepts in specific detail, from crosswalks and medians, to landscape themes related to the proximity of San Diego Bay, the adjacent Otay Recreation area, and the vital commercial interests of Chula Vista Main Street.



Main Street Chula Vista • District Design Concept: Sea Garden • December 5, 2013

City of Huntington Beach Bicycle Master Plan

City of Huntington Beach, 2000 Main Street, Huntington Beach, California

KTU+A prepared a citywide bicycle facilities master plan for the City of Huntington Beach. This city is unique in that many arterials had designated Class 2 bicycle lanes without the benefit of conventional bikeway planning. Huntington Beach residents and visitors often rely on cycling or walking to access the beach area due to congestion during summer months and special events, particularly along Pacific Coast Highway. Expanded bicycle travel options were a plan goal, particularly since the city is essentially flat and has an established grid street system, both of which support bicycle use.

Tasks included analyzing recreational and commuter facility requirements, as well as identifying potential connections between transit modes and important destinations, such as the beach area and downtown. The project process included evaluating existing roadways and bicycle facilities using conventional field techniques, as well as GIS for mapping and bicycling suitability modeling, an online survey questionnaire, and two community meetings. The plan includes general design and engineering guidelines for the development of new facilities and an emphasis on education and encouragement programs and actions for existing facilities.



Watry Design

City of Capitola Village Parking Structure Study

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.

City of Vallejo & Callahan Property Company

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.

AKM Consulting Engineers

City of Manhattan Beach Sewer Master Plan and Sewer System Rehabilitation Plan Updates (2010/2012)

AKM prepared a sewer GIS, developed a calibrated hydraulic model, conducted capacity analysis, CCTV inspected and conducted condition assessment of 228,000 feet of pipe and 1,075 manholes, and formulated a prioritized CIP with cost estimates. In 2010, Empire CCTV inspected an additional 102,000 feet of pipe and 416 manholes. AKM assessed the condition of these sewers and manholes and made recommendations for facility improvements. The work in 2012 involved 49,000 feet of pipe and 179 manholes

City of Manhattan Beach Water Master Plan (2010)

Manhattan Beach serves a residential population of about 37,000 in its 4-square-mile service area. The system consists of a large open zone controlled by a small (0.3 mg) elevated tank, and a smaller closed system (Hill Zone). The source of supply consists of imported water from one connection to MWD's West Basin Feeder in Manhattan Beach, and groundwater supplied through two wells. Because groundwater has manganese exceeding the secondary standard, it is blended with imported water at ground level reservoirs (Block 35 or Peck Reservoir) prior to service into the system. Blended water is served through the Block 35 and Peck Booster Pump Stations, which have VFD-operated pumps pumping into the Main Zone with the controls based on the elevated tank levels. The Hill Zone is served by Larsson Pump Station, with three VFD-operated pumps and a standby fire pump station (Second Street Pump Station). The transmission and distribution system consists of 106 miles of 2-inch to 27-inch diameter pipe, some of which dates back to the early 1900s. Average demand is 6,700 AFY (5,600 AFY imported water, and 1,100 AFY groundwater), served through 13,300 meters.

The scope of work included preparing a water GIS from as-built plans, and creating a hydraulic model of the entire system. The existing demands were developed from water sales records tied to individual parcels in GIS. The model was calibrated through extensive field testing including pressure data loggers, and SCADA data. The field-measured pressures matched the model calculated pressures with an average of 2.7 percent. Diurnal use curves were developed for each zone from SCADA data. AKM then conducted hydrant flow tests, and further refined the model calibration.

Extended period hydraulic analyses were conducted under low demand, average day, maximum week, and maximum day demands including peak hour. Analyses were also conducted with maximum day demand plus fire flow at all the system nodes. System deficiencies were identified and mitigation projects were developed as part of a prioritized Capital Improvement Program (CIP) for meeting the demands of the existing and ultimate development.

AKM conducted water age studies with the model, and determined that the existing Peck Reservoir was too large to maintain proper water quality. AKM recommended two smaller reservoirs at the Peck site. AKM reviewed all system facilities and conducted a condition assessment of the system. CIP included a cast iron pipe replacement element based on maintenance/line break history, and age, which is coordinated with other infrastructure and street paving projects for highest efficiency. Other CIP projects consisted of replacing the Block 35 Reservoir, Larsson Pump Station, and construction of a third well to be able to supply the entire system demands from groundwater sources in case of an outage of the imported water supply.

During this project, AKM also investigated the loss of production in City's Well 15 (from 1600 gpm to 400 gpm), prepared plans, specifications, and estimates for well redevelopment and re-equipping, which resulted in recovering the original well capacity.

City of Redondo Beach System Evaluation and Capacity Assurance Plan, Rehabilitation and Replacement Program, Wastewater System Operation and Maintenance Program (2011)

The scope of work included preparation of a System Evaluation and Capacity Assurance Plan and Rehabilitation and Replacement Program. This work entailed the development of a calibrated hydraulic model utilizing the City's existing sewer GIS data; flow monitoring for the purpose of developing unit wastewater flow factors, peaking criteria, and model calibration; CCTV inspection and condition assessment of approximately 495,000 feet of sewer pipe previously CCTV-inspected by the City; capacity evaluation of the system with the existing and

future land use in the service area; evaluation of the condition and capacity of the City's sewer pump stations; development of recommendations to improve the operation and maintenance program; development of a root control program; and formulation of a prioritized capital improvement program.

AKM also prepared the City's Wastewater System Operation and Maintenance Program document to comply with the statewide Waste Discharge Requirements. This document contained recommendations for preventative maintenance activities for the collection system and pump stations, recommendations for pipe and manhole inspections with inspection schedules, recommendations for a root control program, and staffing recommendations. AKM also completed sewer Design and Performance Provisions for the City.

A sewer repair recommendation project was completed following the master plan study. Seventy-seven critical sewer reaches were identified in the repair project. The design plans included: 1) CIPP lining; 2) spot repair; and 3) full length of open-trench repair from manhole to manhole. AKM prepared the specifications, summary table of repair projects, and detailed schematics of CCTV inspection report for all 77 reaches. The detailed schematics included the station locations of all defects as well as the station locations or limits of the recommended repairs.

3. Performance Schedule

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

Task #	Timeline (approx)
Phase 1 Project Commencement and Analysis	
1.1 Kickoff Meeting with City Staff	October 1 st 2014
1.2 Data Collection, Review, and Evaluation	October 1 st – December 1 st
1.3 Site Visit	October 1st
1.4 Basemapping	mid October
1.5 Outreach and Engagement Strategy	mid October
1.6 Key Stakeholder Interviews and/or Focus Groups	October 1 st & 2nd
1.7 Form a Specific Plan Advisory Committee	November 1 st
1.8 Downtown Market Analysis	mid October- mid December
1.9 Interactive Project Website	mid October
1.10 Downtown Parking and Mobility Study	mid October- mid December
Phase 2 Downtown Visioning	
2.1 Steering Committee #1: Project Initiation and Visioning	Early January 2015
2.2 Public Workshop #1: Community Visioning	Mid January 2015
2.3 Internal Charrette - Preliminary Downtown Design Elements and Strategies	Late January 2015
2.4 Develop Preliminary Downtown Alternatives	Early February- Early March 2015
2.5 Develop Preliminary Downtown Streetscape Concepts	Mid February 2015
2.6 Public Workshop #2– Downtown Alternatives and Streetscape Concepts	Mid April
2.7 Public Council/Commission Study Session #1	Late April 2015
2.8 Steering Committee Meeting #2	Early May 2015
2.9 Preferred Downtown Vision and Strategies	Mid May 2015
2.10 Community Workshop #3 - Present Preferred Downtown Vision and Strategies	Mid June 2015
2.11 Public Council/Commission Study Session #2	Early July 2015
Phase 3 Specific Plan Development	
3.1 Assess Economic Revitalization Strategies	Late July 2015
3.2 Develop the Administrative Draft Specific Plan	Mid August – Mid October 2015
3.3 Specific Plan Steering Committee Meeting #3	Late October 2015
3.4 Community Workshop #4-Key Specific Plan Components	Early November 2015
3.5 Public Council/Commission Study Session #3	Mid November 2015
3.6 Prepare Local Coastal Plan Update Memorandum	Early December 2015
Phase 4 Plan Adoption & CEQA Compliance	
Prepare Public Draft Specific Plan	Early December 2015
CEQA Compliance	Mid September – Mid December 2015
Planning Commission Public Hearing	Mid January 2016
City Council Public Hearing	Early February January 2016
Final Specific Plan	Early March 2016
Project Management	Ongoing
TOTAL	18 Months

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 Manhattan Beach	
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 Arch.	John Bellas – Environmental Planner
Jeanine Cavalli – Senior Urban Designer	Alessandra Lundin – Associate Planner
Derek Wong – Municipal Finance Specialist	Tad Stearn – Coastal Zone Specialist
Subconsultants	
LL and Keith Kjelstrom Consulting – Economic, Main Street & Downtown Management Specialists Lani Lott – Owner – L.L. Consulting Keith Kjelstrom – Owner Keith Kjelstrom Consulting	KTU+A Streetscape and Multi-Modal Specialists Mike Singleton AICP CTP, ASLA, LEED AP, – Principal
Watry Design – Parking Specialists Michelle Wendler, AIA – Principal	AKM Consultants Infrastructure Specialists Zeki Kayiran

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 and County Letter of Reference
3. Lone 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.

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

**PLANNING AND COMMUNITY
DEVELOPMENT DEPARTMENT**

Lorelei H. Oviatt, AICP, Director

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BAKERSFIELD, CA 93301-2323

Phone: (661) 862-8600

FAX: (661) 862-8601 TTY Relay 1-800-735-2929

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Web Address: www.co.kern.ca.us/planning



DEVELOPMENT SERVICES AGENCY

Administrative Operations
Engineering, Surveying and Permit Services
Planning and Community Development
Roads

August 27, 2014

PMC

Attention: Loreli Cappel
2729 Prospect Park Drive, Suite 220
Rancho Cordova, CA 95670

Dear Ms. Cappel

I wanted to thank you, Jeanine Cavalli, Nora De Cuir, and other members of the PMC Urban Design and Community Engagement teams for your work on the Oildale, Rosamond, East Bakersfield, Mojave, Boron, and Old Towne Tehachapi Community Visioning Projects. These downtown, corridor, and district revitalization projects each have a set of issues that are as unique as the communities they serve. Your team has produced clear and concise reports and highly graphic posters that communicate and reflect the wants, needs, and desires of each of our communities while bringing about action. Your team has successfully designed and executed stimulating and interactive workshops that have engaged large numbers of stakeholders and the general public.

Our collaboration with PMC has brought the County award winning recognition from organizations such as the National Association of Counties (NACO) and the American Planning Association (APA). Your workshops bring together public and private sectors, helping them develop a tangible vision in the form of a highly illustrative document, and bring plans to action through implementation strategies that catalyze revitalization and secure funding for a variety of projects and programs. The vision plans your firm develops clearly reflect the ideas of the community members, are embraced and supported by the public, and bring about positive change in our communities of need. It is wonderful to see how these vision plans empower members of the community to embrace and become part of their community's future.

PMC'S dedication and commitment to each of these unique community planning projects is evident in your team's passion, your skill in running these projects on time and on budget, and your ability to help reach a unified vision that maximized agreement amongst community members with divergent opinions. I would recommend your team to any jurisdiction that needs to develop a planning tool that will take their community's vision from concept to implementation. Thank you for being part of our community's revitalization.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lorelei H. Oviatt", is written over a faint, larger version of the same signature.

LORELEI H OVIATT, AICP, Director
Kern County Planning and Community Development Department

LHO:jdg



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. 85th Avenue
Peoria, AZ 85345
(623) 773-7405

January 28, 2009

Loreli Cappel
PMC
5600 Aguila Avenue
Atascadero, California 93422

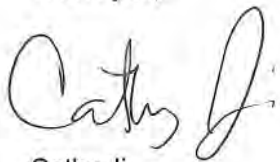
Dear Loreli,

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 Approach and Methodology

Understanding

Project Purpose

The City of Manhattan Beach has experienced a gradual change in the makeup of its vibrant Downtown retail mix over the years. As we understand it, the impetus for this project was born from a number of concerns regarding the changing business mix and character of the downtown. At recent Council meetings our team has listened to staff, Council, and the community express the need to protect and enhance Downtown’s economic viability and preserve the charm that attracts residents and visitors alike.

This Downtown Specific Plan will be aimed at achieving the following objectives among others:

- Preserving the small town feel and village atmosphere of the area.
- Developing a clear vision and a path to action for the decades to come.
- Defining what economic development means to the community, through an engaging public outreach process.

Project Area Issues

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. The presence of institutional and office uses are increasing and taking over prime ground floor spaces. Increasing rents are driving out quaint boutiques and making room for larger national chains that can afford these higher rents. To proactively address these issues before the charm of Downtown is changed forever, the City needs a tool to mitigate or modify these patterns.

The City has already begun a conversation with the community in regard to 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 Specific Plan’s development. From the recent Downtown Specific Plan conversations, 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.



Having worked in a wide variety of downtowns, our team clearly understands the issues and opportunities surrounding downtown visioning, preservation, and revitalization projects. 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 qualified team of specialists is required to lead the community from vision to action.

Choosing an Appropriate Planning Tool

Given that the purpose of this planning effort is to preserve and enhance the character and economic viability of today's charming downtown, it is very likely that the land use density and intensity will not change significantly. This may warrant a Specific Plan effort that has an emphasis on economic development strategies coupled with adjustments to the current development provisions and new design concepts.



Many of the issues Downtown is currently faced with could be resolved with strategic changes to the City's zoning provisions and by employing retail strategies to aid in the economic prosperity of smaller businesses. Because these solutions may likely not increase or significantly change the land use fabric of downtown, but rather modify the zoning, either tool (a Downtown Plan or a Specific Plan) can be used as a guiding framework for improvements to Downtown.

We understand that the City is currently looking at the benefits and drawbacks of preparing a Downtown Plan or Specific Plan document for the Downtown. PMC has experience crafting both products and tailoring tools to meet the City's planning needs and fiscal objectives. To assist the City with making the decision

between the Downtown Plan and the Specific Plan tools, we have prepared a summary table that demonstrates the elements present in each tool and the difference in cost associated with each. The below table demonstrates the following differences between the planning products:

- Difference in project timeline cost
- Difference in the number of meetings and level of outreach
- Additional studies and analyses required (land use, circulation, infrastructure)
- Additional tasks and steps in the process
 - Alternatives development and selection
 - Public hearing process
- Difference in the level of CEQA analysis



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Task #	Cost	Timeline
Phase 1 Where Are We Now? - Assessing Downtown Manhattan Beach's DNA		
Task 1.1 Kickoff Meeting with City Staff	\$6450	August 1st
Task 1.2 Data Collection, Review, and Evaluation	\$2000	August 1 st – Sept 1st
Task 1.3 Site Visit – Determine Downtown's DNA	\$3000	August 1st
Task 1.4 Base Mapping	\$600	mid August (August 15ish)
Task 1.5 Outreach and Engagement Strategy	\$500	mid August
Task 1.6 Key Stakeholder Interviews and/or Focus Groups	\$3000	August 1 st & 2nd
Task 1.7 Economic and Market Demand Assessment and Retail Trade Area Analysis (L.L. Consulting)	\$6500	August 1st – Early Sept
Task 1.8 Interactive Project Website	\$4500	Early Sept – May 1st 2015
Task 1.9 Downtown Parking and Mobility Study (Watry Design)	\$13500	August 1st – mid Sept
Phase 2 Where Do We Want To Go? - What is the consensus vision for Downtown?		
Task 2.1 Internal Charrette – Preliminary Downtown Design and Strategies	\$4500	Early October
Task 2.2 Identify Changes to Downtown Design Guidelines and Standards	\$3500	Early October - Late October
Task 2.3 Develop Preliminary Downtown Land Use, Circulation and Parking Strategy	\$3500	Early October - Late October
Task 2.4 Public Design Session – Downtown Vision and Strategy	\$9000	Early November
Task 2.5 Develop Preliminary Downtown Streetscape Concepts	\$4000	Mid October - Early November
Task 2.6 Public Council/Commission Study Session #1	\$5500	Mid November
Task 2.7 Refine Downtown Vision and Strategy	\$2000	Mid November – Early Dec
Phase 3 How Do We Get There? - Developing the Downtown Plan		
Task 3.1 Develop Memorandum on Land Use Regulation and Design Controls	\$2000	Mid December – Mid Jan
Task 3.2 Downtown Retail Strategy	\$4500	Mid December – Mid Jan
Task 3.3 Revised Streetscape Concepts	\$2000	Mid December – Mid Jan
Task 3.4 Prepare Administrative Draft Downtown Plan	\$5000	Late January – Late March
Task 3.5 Public Council/Commission Study Session #2	\$4500	Early April
Task 3.6 Local Coastal Plan Update Memorandum	\$1500	Mid April
Task 3.7 CEQA Compliance	\$1500	Mid January – Mid April
Task 3.8 Final Draft Downtown Plan	\$2000	April 30 th , 2015
Task 3.9 Project Management	\$2000	Ongoing
TOTAL	\$100,000	9 MONTHS TOTAL

Task #	Cost	Timeline
Phase 1 Project Commencement and Analysis		
1.1 Kickoff Meeting with City Staff	\$78,462	October 1 st 2014
1.2 Data Collection, Review, and Evaluation	\$11,714	October 1 st – December 1 st
1.3 Site Visit	\$7,545	October 1st
1.4 Basemapping	\$6,264	Mid October
1.5 Outreach and Engagement Strategy	\$5,592	Mid October
1.6 Key Stakeholder Interviews and/or Focus Groups	\$2,510	October 1 st & 2nd
1.7 Form a Specific Plan Advisory Committee	\$6,470	November 1 st
1.8 Downtown Market Analysis	\$1,530	Mid Oct-mid December
1.9 Interactive Project Website	\$17,110	Mid October
1.10 Downtown Parking and Mobility Study	\$4,410	Mid Oct- Mid December
Phase 2 Downtown Visioning		
2.1 Steering Committee #1: Project Initiation and Visioning	\$7,938	Early January 2015
2.2 Public Workshop #1- Community Visioning	\$17,268	Mid January 2015
2.3 Internal Charrette - Preliminary Downtown Design Elements and Strategies	\$10,878	Late January 2015
2.4 Develop Preliminary Downtown Alternatives	\$9,880	Early Feb- Early March 2015
2.5 Develop Preliminary Downtown Streetscape Concepts	\$9,115	Mid February 2015
2.6 Public Workshop #2– Downtown Alternatives and Streetscape Concepts	\$15,290	Mid April 2015
2.7 Public Council/Commission Study Session #1	\$6,690	Late April 2015
2.8 Steering Committee Meeting #2	\$5,210	Early May 2015
2.9 Preferred Downtown Vision and Strategies	\$6,430	Mid May 2015
2.10 Community Workshop #3 - Present Preferred Downtown Vision and Strategies	\$13,978	Mid June 2015
2.11 Public Council/Commission Study Session #2	\$6,690	Early July 2015
Phase 3 Specific Plan Development		
3.1 Assess Economic Revitalization Strategies	\$20,765	Late July 2015
3.2 Develop the Administrative Draft Specific Plan	\$65,641	Mid August – October 2015
3.3 Specific Plan Steering Committee Meeting #3	\$5,080	Late October 2015
3.4 Community Workshop #4 - Key Specific Plan Components	\$12,355	Early November 2015
3.5 Public Council/Commission Study Session #3	\$6,690	Mid November 2015
3.6 Prepare Local Coastal Plan Update Memorandum	\$1,560	Early December 2015
3.7 Prepare Updates to Relevant City Documents	\$6,440	Early December 2015
Phase 4 Plan Adoption & CEQA Compliance		
4.1 Prepare Public Draft Specific Plan	\$7,190	Early December 2015
4.2 CEQA Compliance	\$29,980	Mid Sept – Mid Dec 2015
4.3 Planning Commission Public Hearing	\$4,710	Mid January 2016
4.4 City Council Public Hearing	\$4,710	Early February 2016
4.5 Final Specific Plan	\$5,705	Early March 2016
4.6 Project Management	\$17,190	Ongoing
TOTAL	\$375,845	18 Months

Approach

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

- Phase 1 Project Commencement and Analysis
- Phase 2 Downtown Visioning
- Phase 3 Specific Plan Development
- Phase 4 Plan Adoption and CEQA Compliance

Phase 1 Project Commencement and Analysis

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 all applicable plans, studies, policies, and documents that affect Downtown Manhattan Beach including but not limited to the General Plan/Land Use Element (2003), Downtown Strategic Action Plan (1996), Downtown Design Guidelines (1998), Downtown Parking Master Plan (1997), Downtown Parking Management Plan (2008) and Local Coastal Program.

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 Specific Plan. Key features of this strategy include:

- Stakeholder interviews and/or focus groups
- Online merchant survey
- Chamber/Downtown Business and Professionals Association engagement
- Arts and cultural organization engagement
- Community workshops or “pop-up” events where we take the meeting to community events such as farmers markets or festivals
- Council/Commission study/work sessions

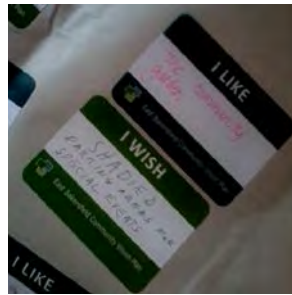
PMC’s in-house public outreach and facilitation services can provide the full suite of electronic (TurningPoint software), web-based, and traditional outreach tools for workshops. Our facilitators are trained in the planning field and have specialized training in public outreach and meeting facilitation. We have engaged other communities in interactive workshop exercises relating to Downtown planning,



resulting in engaging participation and meaningful input. Specific workshops and outreach events are identified as individual tasks throughout this scope of work.



Land use concept mapping



"I wish/like..." feedback stickers



Walking tours



Vision key word "cloud"



Money allocation prioritization



"Live" electronic polling

Deliverable: Outreach strategy

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).

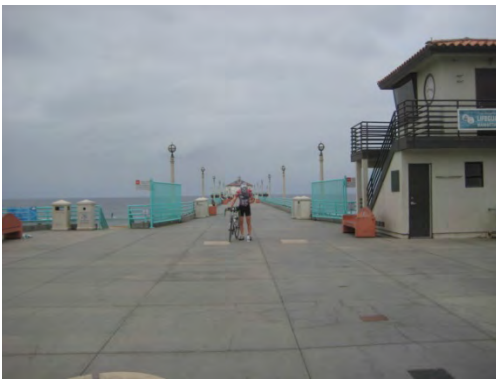




If the City would like to maximize participation beyond one-on-one interviews, PMC will work with City staff to host focus groups with targeted stakeholder groups, which could include business and property owners, developers, and tourists, among others. The purpose of the focus groups is to solicit input 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 Form a Specific Plan Advisory Committee

PMC will work with City staff to identify up to 12 advisory committee members that may consist of City staff, select decision-makers, Downtown merchants or property owners, or involved community representatives among others. The purpose of this body will be to provide input and review on the Specific Plan and related studies as well as to advise on content and meeting approaches for public workshops. PMC will facilitate a series of up to four meetings.

Deliverable: Meeting agendas, facilitation, and minutes



Task 1.8 Downtown Market Analysis (L.L. Consulting & Keith Kjelstrom Consulting)

Downtown Market Analysis

The key objective of this task is to provide a current picture of local and regional economic trends affecting downtown Manhattan Beach and to identify viable market opportunities for enhancing, expanding, and creating businesses.

Kjelstrom and L.L. Consulting will integrate quantitative data analysis and qualitative field research to profile downtown's market opportunities. This will help set the stage for the next phases of the specific plan process by providing the strategic economic information needed for visioning the future and designing implementation actions.

1. Analyze Quantitative Market Data and Trends

The team will review market data and analyses using a variety of sources such as the US Census Bureau and other federal agencies; state, regional, county and local governments; local organizations; and Nielsen-Claritas. The analysis will:



- Review and glean strategic information from any previous economic and planning studies
- Explore key population, age, income and housing characteristics for city, zip code, and county areas
- 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 and leakages and surpluses
- Identify key consumer lifestyle market segments to help businesses form target strategies
- Define special market segments such as area employees, students, and visitors

2. Analyze Qualitative Market Information

The team will conduct on-site field research and interviews with multiple stakeholder groups to gain a first-hand understanding of the local economy, challenges and potentials. The team will:

- Prepare an inventory of businesses and profile recent trends in downtown services and retail including business types and amounts
- Conduct an on-site audit and analysis of the downtown business mix and clusters
- Perform visitations to businesses representing diverse categories
- Assess competitive markets and commercial nodes in the trade area
- Conduct interview sessions with diverse representatives of the local economy. Interviewees may include city officials, downtown leaders, chamber of commerce leaders, economic development organization representatives, real estate professionals, bankers, business owners, property owners, and consumers. Interview topics will include:





- Strengths, weaknesses, opportunities and threats in the downtown economy
- Demographic, commerce, development and business and industry patterns, especially recent changes that may not be captured in standard government data sources
- Past, present, and future economic development initiatives
- Leadership of the business community
- Market gaps for retail, office, lodging, arts and cultural uses, and visitor facilities
- Business enhancement, expansion, and recruitment ideas
- Local training and employment strategies
- Downtown potential and vision

3. Profile Business Development Opportunities

What opportunities exist for downtown businesses to capture more customers and increase sales? In what areas is the district under-performing in comparison to its economic potential? Is there viable market support for business expansions and new businesses that will complement the mix?

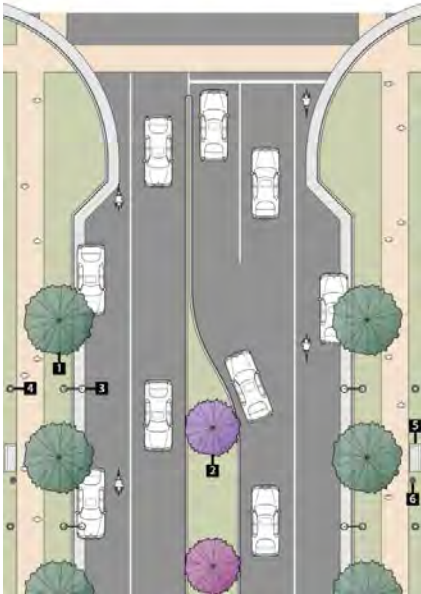
Based on the market analysis discussed above, we will discuss the opportunities for greater business development in Downtown Manhattan Beach, especially the opportunities for growth of independent businesses.

These will be assessed in conjunction with published area growth projections from the Council of Governments and others in order to prepare a projection of potential demand for supportable square feet of retail and commercial space for the Specific Plan's horizon year.

Deliverable: Downtown Demographics and Market Analysis Findings Technical Memorandum

Task 1.9 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 1.10 Downtown Parking and Mobility Study (Watry Design)

Watry Design will assist with 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.

Watry Design will evaluate how the parking ties into the access and linkage and how it connects to complete streets. Watry Design 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. Watry Design will participate in up to three meetings, contribute to the access and linkage study deliverables, and provide a summary memorandum of parking management strategies. This proposal does not include parking counts or other field analysis.

KTU+A will support the team with various GIS-produced maps that will show demographic profiles, socioeconomic stratified areas of the community, and other readily available census-based data. KTU+A will take the lead on the identification of current access conditions found in the area. This will include the development of a walkway system and a bike facility network GIS diagram. A 15-minute walk time and ride time will be applied to the network to see how much of the community is within walking and riding distance of the retail centers of the business districts. These walksheds and bikesheds will include acre, population, land use, and demographic summary data. KTU+A will also produce tables and “heat maps” showing collisions between bike and vehicles, pedestrians and vehicles, and bikes and pedestrians. This will be a five- to ten-year period of time utilizing locally collected and statewide data including the use of the Statewide Integrated Traffic Records System. The maps and analysis will be used to help identify problem areas that may be affecting access to the area.





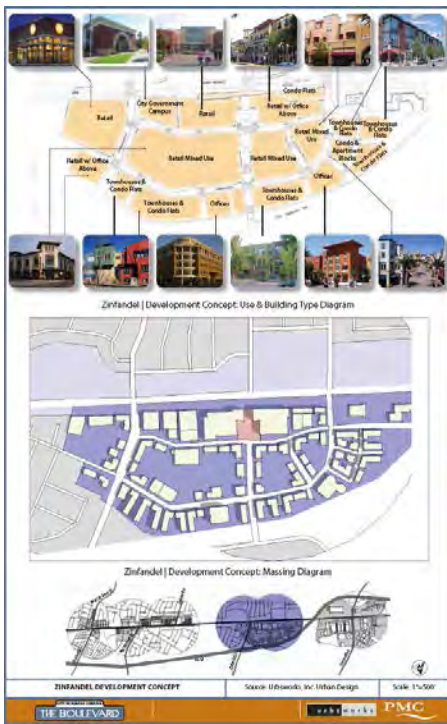
KTU+A will conduct a field survey for photographing and inventorying bike facilities, bike parking, street crossing special facilities, streetscape elements that are in good shape, streetscape elements that need to be replaced, and other positive and negative aspects of the public realm found in the study area that may be affecting the comfort, safety, and convenience of current users.

All of the above tasks as well as input from public outreach will be summarized in a complete streets evaluation memo that will also include a summary of the constraints and opportunities for streetscape and other public realm areas.

Deliverable: Updated Downtown Parking Master Plan and Management Plan, and Access, Complete Streets Evaluation and Urban Opportunities memo

Phase 2 Downtown Visioning

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. The Vision will provide a strong foundation for the development of the Downtown Specific Plan by identifying clear vision concepts that define the community's desired future for Downtown Manhattan Beach. We feel it is imperative to arrive at a popular vision before proceeding.



Task 2.1 Steering Committee #1: Project Initiation and Visioning

At Committee Meeting #1, the consultant team will present the outreach strategy, findings from the stakeholder interviews and background studies, identify project objectives, issues and opportunities, and discuss next steps for the Downtown Visioning Phase.

Deliverable: Meeting agendas, facilitation, and minutes

Task 2.2 Public Workshop #1: Community Visioning

The first in the series of community meetings will focus on community visioning where the PMC team will host a traditional or a pop-up workshop event at a large planned community event in a central community space or along a well-traveled corridor/area. 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, a virtual downtown tour, hands-on mapping exercises, and priority voting exercises, among others. We have had success including children's activities, such as creative design exercises to involve youth in the plan development process. We will gather public input on topics such as community

values, project area assets and opportunities, and future vision through a series of highly interactive exercises.

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.

Deliverable: Agenda, materials, and facilitation of public workshop with meeting summary memorandum, including list of vision concepts



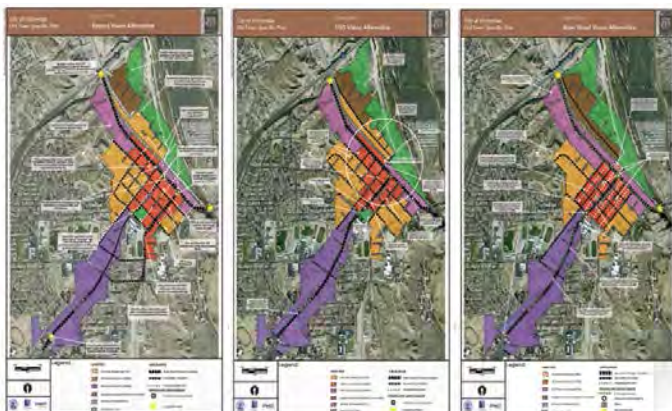
Task 2.3 Internal Charrette – Preliminary Downtown Design Elements and Strategies

The project team will conduct an internal charrette to develop preliminary strategies for land use, streetscape, multimodal circulation and parking, and business recruitment and retention based upon physical, economic, and social conditions and the desired community vision. These strategies will be vetted with staff and refined with the option of sharing with the community and seeking input through an interactive project website to educate and solicit feedback on a preferred alternative. Based on project goals, objectives, and feedback gathered through the outreach process, the PMC team will develop preliminary design elements and strategies which will include, but not be limited to:

- Land use
- Multimodal circulation, connectivity, and parking
- Urban design and streetscape concepts
- Business retention, recruitment, and expansion strategies



Deliverable: Preliminary Downtown design elements and strategies





Task 2.4 Develop Preliminary Downtown Alternatives

PMC will take the downtown design elements and strategies completed in Task 2.1 and develop from these a series of two or three preliminary Downtown alternatives. PMC will prepare a recommendation for the distribution, location, extent, and intensity of uses of land, including open space and civic space. This will also incorporate preliminary recommendations for multimodal circulation and parking within the Downtown Specific Plan Area. The preliminary Downtown alternatives will be used for community review and discussion at a public design session and will include all associated graphic visualizations and mapping.

Deliverable: Downtown Alternatives Memorandum (with associated graphics and mapping)



Task 2.5 Develop Preliminary Downtown Streetscape Concepts

KTU+A will take the lead on all urban design opportunities and concepts. This will be based primarily on the results of public outreach efforts combined with urban design and landscape architectural professional input. An overall SketchUp model will be developed for the study area, with simple extruded buildings with their photo facades applied to the simple building form. The SketchUp model will be used to show the concepts to the community and to the design, planning, and engineering teams involved with the project. All areas will receive at least two alternative design options to pick from. The initial design ideas will be done through hand sketches over, existing photos or photos found from other project samples.

KTU+A will work with the community, staff, and the advisory committee in helping them to select the concept plan or individual elements that they wish to pursue. The same approach will be done for access improvements that would improve walking, biking, or transit access/use within the study area. Once these priorities have been set, a summary of the concept development and analysis phase will be produced as a memo for the team to use.

Deliverable: Preliminary Downtown streetscape concepts



Task 2.6 Public Workshop #2– Downtown Alternatives and Streetscape Concepts

The PMC team will facilitate a public design session to review preliminary downtown alternatives. 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.

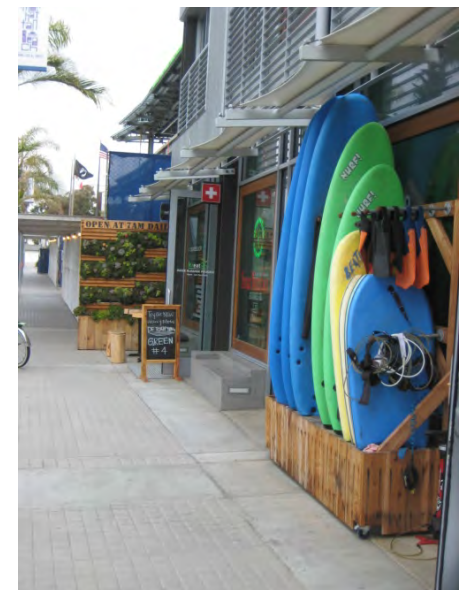
We will use a combination of outreach techniques to facilitate involvement from participants and generate the greatest possible feedback. We design highly

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 Specific 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: Agenda, materials, and facilitation of public workshop with meeting summary memorandum and update to MindMixer interactive website





Task 2.7 Public Council/Commission Study Session #1

PMC will conduct a public study session with decision-makers, stakeholders, downtown interest groups, and the community at large to keep the Council and Commission apprised of project progress to date. This session will be focused on a presentation of the Preliminary Downtown Alternatives and Preliminary Streetscape Concepts and review of public feedback gathered at the public workshops and stakeholder meetings and from the interactive website. This interactive study session may also 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.

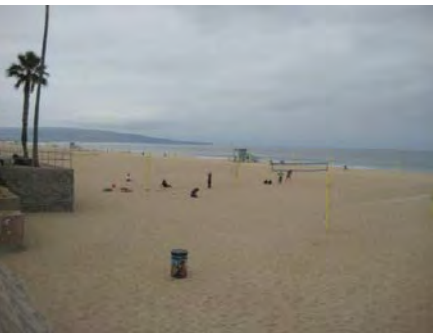
Deliverable: Facilitation of public study session with meeting summary and update to MindMixer interactive website



Task 2.8 Steering Committee Meeting #2

The PMC team will meet with the Steering Committee to discuss the Downtown Alternatives and Streetscape Concepts and all input gathered from the community workshops and public Council/Commission study session to date. The consultant team will collaborate with the Committee on how best to incorporate suggested modifications and derive the preferred direction for the final vision which will serve as the basis for the Specific Plan Document in Phase 3.

Deliverable: Meeting agendas, facilitation, and minutes



Task 2.9 Preferred Downtown Vision and Strategies

The PMC team will refine the Downtown Alternatives and Streetscape Concepts and develop a unified Vision and Strategy for Downtown incorporating all previous direction from City staff, decision-makers, the Steering Committee, and the public and prepare a memorandum outlining the project direction. This preferred vision and strategies will serve as foundation for the draft Downtown Specific Plan document in Phase 3.

Deliverable: Downtown Vision and Strategy Memorandum



Task 2.10 Community Workshop #3 – Present Preferred Downtown Vision and Strategies

In this task, the PMC team will conduct a third public workshop to present and seek input on the Preferred Downtown Vision and Strategies. This meeting will also provide an opportunity to discuss more detailed community-preferred direction and solutions for Downtown’s current economic and land use challenges. This session may include an overview on the Main Street Four-Point Approach, case studies of tools and mechanisms that are helping downtowns across the nation maintain economic vibrancy and small town charm, and interactive prioritization exercises to determine community priorities and preferences.

Deliverable: Agenda, materials, and facilitation of public workshop with meeting summary and update to MindMixer interactive website

Task 2.11 Public Council/Commission Study Session #2

PMC will conduct a public study session to update decision-makers on project progress to date. PMC will present the Preferred Downtown Vision and Strategies, and public comment received during community workshop #3.

This session will also include a presentation of the preferred strategies for Downtown land use and retail and may include live polling technology to gauge preference on the most appropriate tools and approaches for addressing key issues in the Specific Plan document. This will be an opportunity to fine-tune some of the recommendations for the Downtown prior to Specific Plan development.

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

Phase 3 Specific Plan Development

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.

Administrative Draft Specific Plan Contents

- Introduction and Background
- Existing Conditions
- Downtown Visioning and Public Input (PMC)
- Land Use Plan and Zoning Provisions (PMC)
- Private Development Standards and Private Property Design Guidelines (PMC)
- Downtown Promotional and Organizational Strategies (L.L. and Kjelstrom Consulting)
- Downtown Business Development Strategies (L.L. and Kjelstrom Consulting)
- Parking, Access, and Multimodal Circulation (Watry and KTU+A)
- Public Streetscape Improvement Plans and Recommendations (KTU+A)





Task 3.1 Assess Economic Revitalization Strategies

Downtown Promotional and Organizational Strategies (L.L. and Kjelstrom Consulting)

The objective of this task is to discover what type of business promotions, marketing activities, and events are currently being used to market Downtown as a destination for residents, visitors, and investments as well as uncover how the local downtown businesses are attracting customers and marketing their goods and services to various consumer groups. This task will also look at the various organizations and agencies that have been and/or are currently supporting or offering business development and promotional programs, activities, and events in the downtown area.

Working in synergy with the PMC team's outreach and engagement strategies, Kjelstrom and L.L. Consulting will gather feedback, data, and opinions for the various stakeholder groups utilizing the following methods:

- Conducting focus group interviews with the various segments of the business district including retail, restaurants, entertainment-based, service, and professional.
- Conducting focus group interviews with the various partners of Downtown including City representatives, Downtown Manhattan Beach Business & Professionals Association leadership and staff, Chamber leadership, Conference and Visitors Bureau staff, and other organizations or agencies that support Downtown such as library, museums, historical society, arts and cultural, etc.
- Conducting a forum with the members of the Downtown Manhattan Beach Business & Professionals Association to explore their interest in the Main Street Four-Point Approach and identify specific goals and objectives of the Association as it relates to the supporting downtown business development.
- Conducting an intercept survey with Downtown visitors to assess their perception of Downtown and gather input accordingly. The survey will be short and concise and will focus on gathering information regarding the reasons they visit Downtown, what other reasons or activities would attract them, what is their perception of Downtown, and so forth. In order to gather a good sampling of opinions from the visitor market, the consultants would ask Manhattan Beach Business & Professionals Association as well as several other key visitor destinations to assist with gathering the data. Consultants would provide these local entities with a sample questionnaire that they would in turn ask visitors to complete. The consultants envision the survey process lasting only about a two-week period and all efforts would be made to make the process as easy as possible at the local end.



Downtown Business Development Strategies (L.L. and Kjelstrom Consulting)

Using the quantitative and qualitative analyses performed and market opportunities learned in Phase 1, this group of tasks will create strategies for developing

1. Define Market Vision and Position

Through the stakeholder interviews and public participation planning process, the PMC team will evolve a consensus vision for Downtown. To fully harness the vision for purposes of revitalizing the local economy, the team also will express the overall future vision for Downtown in economic and market terms by drafting a market vision statement. The market vision statement sets forth an explicit view of the desired future for Downtown's economy.

2. Prepare Business Cluster Analysis, Recruitment Targets, and Recruitment Strategies

Using the business inventory and business mix analysis prepared in Phase 1, the team will further analyze complementary and competitive business clusters. This analysis will demonstrate the multiple ways that businesses function in synergy with each other from the customer's perspective; how clusters function geographically and conceptually; how customer driving, parking, and walking patterns relate to groups of businesses; and how gaps in the business mix might best be addressed by strategic new business placement.

Using the sales performance analysis and business mix analysis, as well as input gathered from the stakeholder interviews and public participation sessions, the team will identify business recruitment targets. Recruitment of a target can be achieved through attracting a business from outside the community, from nurturing a homegrown startup business, or from expanding an existing business. The team will help equip the community with tools and techniques to achieve recruitment success by:

- Discussing the market opportunities that the targeted business would address, and its business development needs such as space requirements, location strategies, and cluster synergies
- Developing a listing of priority downtown opportunity locations (vacancies) suitable for business development, including information on critical features, opportunities, and constraints
- Outlining strategies and content for augmenting a downtown Manhattan Beach website that achieves business development marketing objectives





- Outlining the contents of a hardcopy downtown business recruitment packet (which also serves as a business enhancement information packet for existing businesses) and/or other business development marketing pieces

3. Recommend Business Retention and Expansion Strategies

With the information gathered and analyses conducted for the business mix audit, sales performance assessment, business visitations, interviews, and public forums discussed above for Phase 1, the team will advise the community on the most appropriate strategies for retaining, strengthening, and expanding existing businesses.

The result will be a framework that helps the Downtown Specific Plan empower community leaders to embark on a clear course of Downtown business and housing development strategies grounded in sound economic analysis.

Deliverable: Downtown Economic Revitalization Strategies Memorandum

Task 3.2 Develop the Administrative Draft Specific Plan

Based on direction gathered to date, the PMC team will prepare the administrative draft Specific Plan document for staff review. The plan will comply with all state requirements and include but not be limited to the following elements:

Introduction and Background

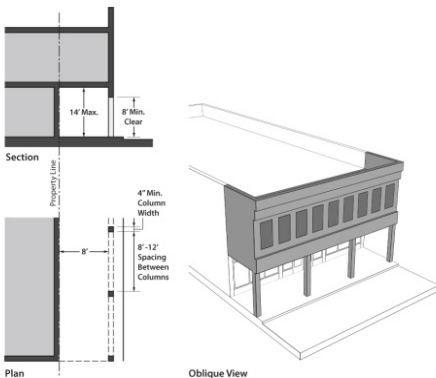
This section will describe the plan area, the purpose for preparing this plan, and its relationship to other important City documents.

Existing Conditions

This section will contain a brief and user-friendly synopsis of Downtown’s current setting and conditions, including key issues identified in the planning process which this plan will aim to resolve. Technical documents will be kept in the appendices.

Downtown Visioning and Public Input (PMC)

This section will bring the reader along through the engagement and visioning process and “show” rather than tell the plan user what the envisioned future for Downtown Manhattan Beach looks like for the 20+ year life of this Specific Plan. Illustrations, images, and/or graphics will be used to demonstrate key concepts and ideas.



Land Use Plan (PMC)

In addition to developing a Land Use Plan for the area, the team will take a look at the allowed use table for the Commercial District (CD) Zone and identify strategic zoning provisions to be implemented through standards that should be made to keep Downtown’s current charm and vibrant mix of uses.

Private development standards and private property design guidelines (PMC)

Based on issues identified in the public engagement process, and on review of existing City documentation, PMC will develop a set of user-friendly and graphic-rich standards and guidelines for future Downtown development that will aim to address land use and design issues currently present in Downtown project applications and projects. PMC will also gather information from staff during the Steering Committee and internal meetings to help craft tools that will provide downtown developers and business owners with a clear idea of what is expected of them to execute the desired vision.

Downtown Economic Revitalization Strategies

This section will include a list and description of each of the promotional, organizational, business retention, and business expansion strategies identified in the Downtown Economic Revitalization Strategies Memorandum.

Parking, Access, and Multimodal Circulation (Watry and KTU+A)

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. Watry Design will collaborate with KTU+A on evaluating how the parking ties into the access and linkage and how it connects to complete streets, and 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.

Public Streetscape Improvement Plans and Recommendations (KTU+A)

After all have agreed on the preferred concepts, KTU+A will refine the bike, pedestrian, urban form, streetscape, and other public realm recommendations. These will be put into one comprehensive SketchUp model that will be used to animate the movement between these spaces and to facilitate clearer public understanding of the plan.

KTU+A will assist staff and other consultants in the identification of parking adjustments for on-street parking as well as other traffic-calming elements of the





roadways and for increased safety of pedestrian street crossings. These elements will be worked into the model and into plan sets as part of a comprehensive road and street plan.

KTU+A will provide research and analysis of potential funding sources that could be pursued for the implementation of the plan. Rough order of costs based on conceptual plans will be provided as well as a collaborative product of the consultant team. KTU+A will provide various presentation materials including hand sketches, precedence photos, elevations, cross sections, and SketchUp static and animated movies of the proposed project that can be used in a variety of presentation settings and approval processes.

Infrastructure Plan (AKM)

AKM will review the Specific Plan land use developed by PMC, and incorporate them into the water and sewer models. AKM will then analyze the water and sewer systems to determine if the proposed land use results in any deficiencies in the two systems, and develop mitigation projects, as well as their estimated implementation costs. Finally, AKM will address one set of comments, and re-do the analyses.

Implementation Strategy and Funding Plan (All)

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 Specific 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: Preparation of administrative draft Specific Plan (digital copies), 25 CDs for City distribution, and posting of draft plan on project website

Task 3.3 Specific Plan Steering Committee Meeting #3

The PMC team will meet with the Steering Committee to discuss the administrative draft Specific Plan prior to rolling it out to the community at the final community workshop. The consultant team will review and discuss the committee’s comments and collaborate on strategies for unveiling the plan to the public and decision-makers. The committee will receive the draft in advance of this meeting and be prepared to share their comments on the plan at this meeting.

Deliverable: Meeting agendas, facilitation, and minutes



Task 3.4 Community Workshop #4 – Key Specific Plan Components

This final community engagement exercise is to unveil the key components of the Specific Plan document to the public and seek input on elements such as the:

- Development standards and design guidelines
- Downtown business development and organizational strategies
- Parking and public streetscape improvement plans
- Implementation strategy

Tools employed in this workshop may include traditional sticky dot exercises to poll the audience members on their preferred approaches, as well as “I like/I’d change” stickers where participants can share which elements they’d like to keep and which they’d prefer to modify.

Deliverable: Agenda, materials, and facilitation of public workshop with meeting summary memorandum and update to MindMixer interactive website



Task 3.5 Public Council/Commission Study Session #3

PMC will conduct a third public study session with decision-makers, stakeholders, downtown interest groups, and the community at large. This session will keep the decision-makers apprised of the project direction to date, and focus on the review of the administrative draft Downtown Specific 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 components.

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 Prepare Updates to Relevant City Documents

During the preparation of the draft Specific Plan, PMC will review the City's General Plan, Zoning Code, Zoning Map, Design Guidelines, and other critical documents closely related to the project to assess compliance with relevant provisions of those plans (text and map). Specifically, PMC will review General Plan goals and policies to flag any potential inconsistencies. If inconsistencies are found, we will discuss with staff the appropriate steps to modify the Specific Plan and/or prepare necessary amendments to the General Plan to ensure consistency upon completion. PMC will also identify any deviations between the draft Specific Plan and City Zoning Code and Map. While state law allows Specific Plan regulations to deviate from the Zoning Code, those deviations should be known at the time of plan adoption. The City may also need or want to amend the Zoning Code or Map to ensure consistency between the plans or portions thereof consistent.

PMC will prepare a Plan Compliance Assessment summarizing the findings to present and discuss with staff. Based on input and direction from staff, PMC will prepare necessary amendments to the General Plan and/or Zoning Code as appropriate. These amendments would proceed in conjunction with the review, consideration, and action on the Specific Plan and environmental compliance.

Deliverable: Consistency Summary Memorandum with text excerpts for inclusion in each City document



Phase 4 – Plan Adoption and CEQA Compliance

In this phase of the project, the PMC team will finalize the public draft Specific Plan and CEQA documentation and bring it before the elected officials and community for final public input and adoption.

Task 4.1 Prepare Public Draft Downtown Specific Plan

Based on feedback provided by City staff and the Advisory Committee, the PMC team will revise the administrative draft Specific Plan and prepare a public draft Downtown Specific Plan for public review and comment.

Deliverable: Preparation of public draft Downtown Specific Plan (digital copies), 25 CDs for City distribution, and posting of draft plan on project website

Task 4.2 CEQA Compliance

A Specific Plan for Downtown Manhattan Beach would be subject to the California Environmental Quality Act (CEQA). CEQA requires projects that result in significant environmental effects to be analyzed in an environmental impact report (EIR). When it is clear that the project would not result in a significant environmental effect, the lead agency can prepare a negative declaration (ND) or a mitigated negative declaration (MND).

PMC’s intention is to work with City staff to limit the scope of the Specific Plan in a manner that would allow for the use of a programmatic initial study (IS) and ND/MND. PMC will conduct the following tasks in preparing a programmatic IS and ND/MND for the Specific Plan:

- Prepare a draft IS
- Revise the IS based on City comments
- Prepare a proposed ND/MND
- Prepare and publish a Notice of Intent to Adopt an ND/MND and circulate the IS and proposed ND/MND for public review
- Prepare a Mitigation Monitoring and Reporting Program (MMRP), if mitigation measures are required
- Respond to public comments on the IS and proposed ND/MND
- Attend public hearings (up to two) considering adoption of the ND/MND
- Prepare a Notice of Determination for the City to post with the County Clerk

While it is PMC’s intention to pursue an ND/MND for the Specific Plan, an EIR may prove to be necessary. For example, CEQA requires that the Specific Plan be evaluated against the existing conditions as they exist at the time the analysis is undertaken. CEQA does not allow for analysis against a future condition (e.g., build-out of the General Plan). Thus, even if the Specific Plan’s land use plan does not deviate from current land use designations, the CEQA analysis would need to





evaluate build-out of the land use plan against existing conditions. If the Specific Plan includes a land use plan that has the potential for build-out beyond existing conditions, PMC would first consider the ability for tiering off of the City’s General Plan EIR. If a tiered CEQA document (e.g., Addendum) proves to be appropriate, PMC expects to be able to prepare the document with the budget established for the IS and ND/MND. However, if build-out of the Specific Plan land use plan would represent a notable increase in square footage of commercial space and/or residential units, an EIR with corresponding traffic, air quality, noise, and greenhouse gas studies may be warranted. If an EIR proves to be necessary for the Specific Plan, PMC will provide the City with a detailed scope and fee for the document and corresponding technical studies at that time. For deliberative purposes, this proposal includes an estimated range of costs for preparing an EIR.

Deliverable: CEQA section in the final draft Downtown Specific Plan



Task 4.3 Planning Commission Public Hearing

PMC will present the public draft Downtown Specific Plan to Planning Commission and will compile comments for incorporation into the final Downtown Specific Plan.

Deliverable: Meeting attendance, presentation, and recorded comments

Task 4.4 City Council Public Hearing

PMC will present the public draft Downtown Specific Plan to City Council and will compile comments for incorporation into the final Downtown Specific Plan.

Deliverable: Meeting attendance, presentation, and recorded comments



Task 4.5 Final Draft Downtown Specific 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: Preparation of final draft Downtown Specific Plan (digital copies), 25 CDs for City distribution, and posting of draft plan on project website

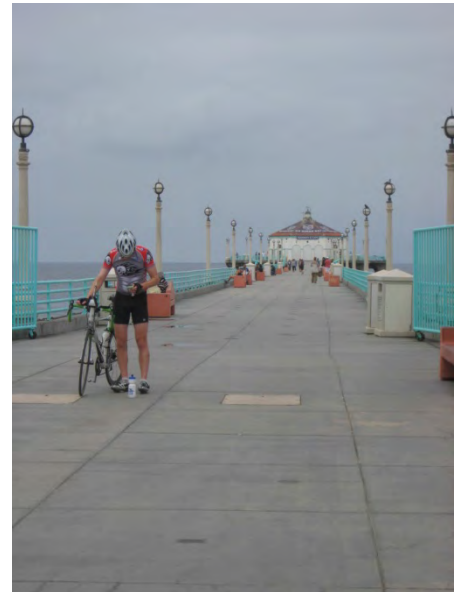
Task 4.6 Project Management

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 via conference call) 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 and monthly progress reports



3

References



References

Project descriptions are included in Section C: Qualifications.

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



Client	Project
LL Consulting	
<p>New Mexico MainStreet Association Rich Williams, Director New Mexico Economic Development Department 1100 St. Francis Drive Santa Fe, NM 87505 (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 1300 W. Washington Street Phoenix, Arizona 85007 (602) 771-1134 lisah@az.commerce.com</p>	<p>Business Development Technical Assistance</p>
<p>Florence Main Street Program Jennifer Evans, Executive Director 301 N Pine St, Florence, AL 35630 (520) 868-4496 jennifer@florencemainstreet.com</p>	<p>Market Study and Economic Development Strategies</p>
Keith Kjelstrom Consulting	
<p>City of Logan, Utah Kirk Jensen, Economic Development Director 290 North 100 West Logan, UT 84321 (435) 716-9015 kirk.jensen@loganutah.org</p>	<p>Downtown Logan Specific Plan</p>
<p>New Mexico MainStreet Rich Williams, Director New Mexico Economic Development Department 1100 St. Francis Drive Santa Fe, NM 87505 (505) 827-0168 rich.williams@state.nm.us</p>	<p>New Mexico MainStreet Program</p>

Client	Project
KTU+A	
<p>City of Ontario, California Rudy Zeledon, Principal Planner 303 East B Street Ontario, CA 91764 (909) 395-2422 rzeledon@ci.ontario.ca.us</p>	<p>Holt Boulevard Complete Street Plan, Ontario</p>
<p>City of Chula Vista, California Patricia Ferman, Landscape Planner 276 Fourth Avenue Chula Vista, CA 91910 (619) 409-5887 pferman@ci.chula-vista.ca.us</p>	<p>Chula Vista Main Street Complete Street Plan</p>
<p>City of Huntington Beach, California Darren Sam, Public Works Traffic Division 2000 Main Street Huntington Beach, CA 92648 (714) 374-1619 Darren.Sam@surfcity-hb.org</p>	<p>City of Huntington Beach Bicycle Master Plan</p>
Watry Design	
<p>City of Capitola, Department of Public Works, California Steven Jesberg, Director of Public Works 420 Capitola Avenue Capitola, CA 95010 (831) 475-7300 sjesberg@ci.capitola.ca.us</p>	<p>Capitola Village Parking Structure Study</p>
<p>City of Vallejo, California 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 & Vallejo Station Parking Structure</p>



Client	Project
AKM Consulting Engineers	
<p>City Of Manhattan Beach, California Raul Saenz, Utilities Division Manager 1400 Highland Avenue Manhattan Beach, CA 90266 (310) 802-5315</p>	<p>City Of Manhattan Beach Sewer Master Plan And Sewer System Rehabilitation Plan Updates (2010/2012) & Water Master Plan (2010)</p>
<p>City Of Redondo Beach, California Geraldine Trivedi, Associate Engineer 415 Diamond Street Redondo Beach, Ca 90277 (310) 318-0661 X1-2036</p>	<p>City Of Redondo Beach System Evaluation And Capacity Assurance Plan, Rehabilitation And Replacement Program, Wastewater System Operation And Maintenance Program (2011)</p>

4

Compensation/Payment Schedule



Compensation/Payment Schedule

Manhattan Beach Downtown Specific Plan	Project Manager / Downtown Specialist	Senior Advisor/ Coastal Zone Specialist	Enviro Planner	Municipal Finance Specialist	Senior Urban Designer	Senior Landscape Architect	Community Engagement Specialist	Senior Planner & GIS	Sr. Graphics Specialist & Env Planner	Associate Planner	Admin Support	Total PMC Hours	Total PMC Labor	PMC Direct Costs	LL Consulting & Keith Kjelstrom Consulting	KTU + A	Watry Design	AKM Consultants	Total Budget
Tasks	\$140	\$195	\$160	\$140	\$115	\$125	\$125	\$125	\$100	\$85	\$65		\$	\$	\$	\$	\$	\$	\$
Phase 1 Project Commencement and Analysis	39		4		104		66		36	84	58	391	\$40,820	\$1,650	\$17,655	\$10,087	\$8,250		\$78,462
1.1 Kickoff Meeting with City Staff	10		4		20		14		4	10	4	66	\$7,600	\$1,650	\$550	\$1,364	\$550		\$11,714
1.2 Data Collection, Review, and Evaluation	4				24					40		68	\$6,720		\$825				\$7,545
1.3 Site Visit	8				20					12	2	42	\$4,570			\$1,694			\$6,264
1.4 Basemapping					6				32	8	12	58	\$5,350			\$242			\$5,592
1.5 Outreach and Engagement Strategy	2				2		16					20	\$2,510						\$2,510
1.6 Key Stakeholder Interviews and/or Focus Groups	10				14		14			14	8	60	\$6,470						\$6,470
1.7 Form a Specific Plan Advisory Committee	2						10					12	\$1,530						\$1,530
1.8 Downtown Market Analysis	1				6							7	\$830		\$16,280				\$17,110
1.9 Interactive Project Website	1				6		12				32	51	\$4,410						\$4,410
1.10 Downtown Parking and Mobility Study	1				6							7	\$830			\$6,787	\$7,700		\$15,317
Phase 2 Downtown Visioning	107				222	24	54		128	96	100	731	\$77,720	\$11,550	\$550	\$18,447	\$1,100		\$109,367
2.1 Steering Committee #1: Project Initiation and Visioning	10				18		2				6	36	\$4,110	\$1,100		\$2,728			\$7,938
2.2 Public Workshop #1: Community Visioning	14				32		20		24	12	12	114	\$12,340	\$2,200		\$2,728			\$17,268
2.3 Internal Charrette - Preliminary Downtown Design Elements and Strategies	8				16		2		12	12	8	58	\$5,950	\$550	\$550	\$2,728	\$1,100		\$10,878
2.4 Develop Preliminary Downtown Alternatives	8				24				24	24	24	104	\$9,880						\$9,880
2.5 Develop Preliminary Downtown Streetscape Concepts	1				6	6						13	\$1,580			\$7,535			\$9,115
2.6 Public Workshop #2- Downtown Alternatives and Streetscape Concepts	14				32	6	20		24	12	12	120	\$13,090	\$2,200					\$15,290

Manhattan Beach Downtown Specific Plan	Project Manager / Downtown Specialist	Senior Advisor/ Coastal Zone Specialist	Enviro Planner	Municipal Finance Specialist	Senior Urban Designer	Senior Landscape Architect	Community Engagement Specialist	Senior Planner & GIS	Sr. Graphics Specialist & Env Planner	Associate Planner	Admin Support	Total PMC Hours	Total PMC Labor	PMC Direct Costs	LL Consulting & Keith Kjelstrom Consulting	KTU + A	Watry Design	AKM Consultants	Total Budget
Tasks	\$140	\$195	\$160	\$140	\$115	\$125	\$125	\$125	\$100	\$85	\$65		\$	\$	\$	\$	\$	\$	\$
2.7 Public Council/Commission Study Session #1	10				18		2		8	8	6	52	\$5,590	\$1,100					\$6,690
2.8 Steering Committee Meeting #2	10				18		2				6	36	\$4,110	\$1,100					\$5,210
2.9 Preferred Downtown Vision and Strategies	6				16	6			12	12	12	64	\$6,430						\$6,430
2.10 Community Workshop #3 - Present Preferred Downtown Vision and Strategies	16				24	6	4		16	8	8	82	\$9,050	\$2,200		\$2,728			\$13,978
2.11 Public Council/Commission Study Session #2	10				18		2		8	8	6	52	\$5,590	\$1,100					\$6,690
Phase 3 Specific Plan Development	68	8		32	170	13	8		88	100	62	549	\$59,065	\$3,850	\$24,805	\$9,889	\$8,250	\$12,672	\$118,531
3.1 Assess Economic Revitalization Strategies					6							6	\$690		\$20,075				\$20,765
3.2 Develop the Administrative Draft Specific Plan	26			32	72	8			56	56	36	286	\$30,100		\$4,730	\$9,889	\$8,250	\$12,672	\$65,641
Introduction/Existing Conditions/Vision	2				8				8	24	8	50	\$4,560						\$4,560
Develop Land Plan/Development Standards/Guidelines	8				24				40	24	8	104	\$10,440						\$10,440
Economic Revitalization Strategies	2				6						4	12	\$1,230		\$1,100				\$2,330
Parking Access/Linkages and Multimodal Circulation	2				6						4	12	\$1,230				\$8,250		\$9,480
Streetscape Improvement Plans	2				6	8					4	20	\$2,230			\$9,889			\$12,119
Infrastructure Plan	2				6						4	12	\$1,230					\$12,672	\$13,902
Prepare Implementation Strategy & Funding Plan	8			32	16				8	8	4	76	\$9,180		\$3,630				\$12,810
3.3 Specific Plan Steering Committee Meeting #3	10				18		2				4	34	\$3,980	\$1,100					\$5,080
3.4 Community Workshop #4-Key Specific Plan Components	14				32	5	4		24	12	8	99	\$10,705	\$1,650					\$12,355
3.5 Public Council/Commission Study Session #3	10				18		2		8	8	6	52	\$5,590	\$1,100					\$6,690
3.6 Prepare Local Coastal Plan Update Memorandum		8										8	\$1,560						\$1,560
3.7 Prepare Updates to Relevant City Documents	8				24					24	8	64	\$6,440						\$6,440

Manhattan Beach Downtown Specific Plan	Project Manager / Downtown Specialist	Senior Advisor/ Coastal Zone Specialist	Enviro Planner	Municipal Finance Specialist	Senior Urban Designer	Senior Landscape Architect	Community Engagement Specialist	Senior Planner & GIS	Sr. Graphics Specialist & Env Planner	Associate Planner	Admin Support	Total PMC Hours	Total PMC Labor	PMC Direct Costs	LL Consulting & Keith Kjelstrom Consulting	KTU + A	Watry Design	AKM Consultants	Total Budget
Tasks	\$140	\$195	\$160	\$140	\$115	\$125	\$125	\$125	\$100	\$85	\$65		\$	\$	\$	\$	\$	\$	\$
Phase 4 Plan Adoption & CEQA Compliance	76	36	84		70	4		8	106	44	47	475	\$58,045	\$3,300	\$7,040	\$1,100			\$69,485
4.1 Prepare Public Draft Specific Plan	8				24	4			8	16	10	70	\$7,190						\$7,190
4.2 CEQA Compliance		16	84					8	90		23	221	\$28,055	\$1,925					\$29,980
4.3 Planning Commission Public Hearing	10	10								8	2	30	\$4,160	\$550					\$4,710
4.4 City Council Public Hearing	10	10								8	2	30	\$4,160	\$550					\$4,710
4.5 Final Specific Plan	8				16				8	12	10	54	\$5,430	\$275					\$5,705
4.6 Project Management	40				30							70	\$9,050		\$7,040	\$1,100			\$17,190
Total Hours / Budget	290	44	88	32	566	41	128	8	358	324	267	2146	\$235,650	\$20,350	\$50,050	\$39,523	\$17,600	\$12,672	\$375,845

The above per task costs are based upon our best estimate of time needed. Actual time spent on individual tasks may not meet or may exceed such estimates. PMC reserves the right to transfer unused budget from one task to another if necessary. The total estimated budget will not be exceeded without proper authorization.

A

Appendix A - 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

Jeanine Cavalli

Senior Designer

Ms. Cavalli is a senior planner/urban designer working on a variety of planning and design projects, including visioning, corridor planning, downtown revitalization, station area planning, master and specific planning, zoning, design guidelines, and sustainability planning, as well as facilitating and integrating public outreach into the planning process. She is involved in the research, analysis, and development of planning policies, is responsible for project coordination and communication, and prepares maps and graphics to showcase urban design and planning concepts. Her focus and passion is on the establishment of smart growth and sustainable development policies and design standards and their incorporation into municipal plans and projects.

Education

Green Building and Sustainable Design Certificate | University of California Extension, Davis

Masters in Urban Design & Planning, Urban Design Certificate | University of Washington, Seattle

BA, Environmental Studies/Geography and Sociology | University of California, Los Angeles

Relevant Project Experience

City of Santa Rosa, North Santa Rosa Station Area Specific Plan, Lead Urban Designer and Planner. Community outreach was an essential component of the planning process for this project, with three Technical Advisory Committee meetings and five community workshops. The plan focuses on the area around one of 14 stations being planned by Sonoma-Marín Area Rail Transit for a start-up level of commuter rail service along the Northwest Pacific rail corridor. The planning effort focused on evaluating existing and potential land uses, analyzing circulation and infrastructure conditions, and developing land use regulations, development standards, implementation strategies, and design guidelines to encourage appropriate transit-oriented development within the project area.

City of Pinole, Three Corridors Specific Plan, Urban Designer. Formulated area-wide sustainable design guidelines for the public and private realms to create a unified, safe, and visually attractive environment that strengthens the image and enhances the vitality of the corridors. Coordinated the GIS mapping and analysis, and prepared the final graphics for this document. The Specific Plan establishes the framework for land use and circulation that will support economic development and enhance the character of an already rich community.

City of Twentynine Palms, Downtown Specific Plan, Primary Urban Designer and Planner. Conducted stakeholder interviews to solicit input from business and property owners,

Professional Affiliations

- American Planning Association
- Bay Area Automated Mapping Association
- San Francisco Planning and Urban Research Association

Software Skills

- Adobe Illustrator, Adobe Photoshop, Google SketchUp, ArcGIS, AutoCAD, Microsoft Office Suite, Prezi

planning commissioners, and interested parties in the downtown. Prepared the opportunities and constraints analysis, Streetscape Plan, Vision Plan, and associated mapping. Worked with the design team to create a unique mixed-use design and land use plan that incorporates live/work and cultural uses, to revise the Zoning Code, and to draft policies and strategies to craft and implement the Specific Plan.

City of Victorville, Downtown Specific Plan, Primary Planner and Urban Designer. The Specific Plan was created to revitalize the city's downtown area. The planning area originally developed around a railroad line that extended eastward from Los Angeles and Route 66, but has experienced a long period of decline since the highway was decommissioned. The land use plan seeks to transform the existing underperforming automobile-oriented development with higher-density residential and commercial mixed-use development centered around the rail station.

Kern County, Vision Plan Projects in East Bakersfield, Mojave and Boron, Senior Planner and Urban Designer. Coordinated all aspects of three Vision Plan projects, including project research, stakeholder interviews, the organization and facilitation of two-day charrette-style community visioning workshops, the creation of the Vision Plan documents, and coordination of community unveiling events. The visioning workshops featured mapping exercises, live polling, prioritization activities, preliminary design work, and a walking tour of each of the three downtown areas with a simultaneous slideshow and live Twitter feed at the venue for those unable to participate in the walk. The Vision Plan contains two key components: a Vision Poster illustrating the future improvements and an implementation action plan describing county- and community-led programs and projects to accomplish each of the three visions.

City of Patterson, Sustainable Development Code Update. Updated the City's site development standards to implement the recently adopted General Plan, establish sustainable stormwater management strategies, improve code usability, and ensure consistency with the CALGreen Building Code.

City of Elk Grove, Sustainability Element. Prepared an update to the City's General Plan to include a Sustainability Element that aims to incorporate a balance between social, environmental, and economic goals and ideas. Analyzed the City's sustainability efforts and worked closely with the Technical Advisory Committee to develop policies and actions to address community goals for creating and maintaining a vibrant, healthy city. Prepared the meeting materials and presented components of the plan at the final public workshop.

Relevant Previous Experience

SCE, GIS Analyst. Prepared maps, conducted GIS analysis, and created customized ArcGIS applications for various departments within SCE's Rosemead campus.

Alessandra Lundin

Associate Planner

Ms. Lundin works across PMC’s Planning, Design, and Facilitation services. She has expertise in urban design, land use planning, climate change, open space conservation, and transportation. With over five years of experience working with public sector clients, Ms. Lundin is adept at coordinating diverse stakeholder groups and facilitating joint agreements. She has experience working for city planning departments and environmental nonprofits in the Bay Area, where she worked on issues related to sustainable development. Her recent projects have included developing a vision plan to revitalize the area around the Fremont BART station, studying the social use and design of park spaces in San Francisco, and creating strategies to help communities withstand the impacts of climate change. At PMC, Ms. Lundin contributes to general plans, vision plans, specific plans, and zoning ordinances, as well as community outreach and facilitation activities.

Education

Master Of City and Regional Planning (Urban Design), university of California, Berkeley

BA, Economics, College of William and Mary, Virginia

Relevant Project Experience

*Denotes projects completed prior to PMC

Analyst/Consultant, Accenture

California State Welfare System, Implementation Lead.* Project manager for the transition to a new automated welfare system for two Northern California counties. Worked directly with agency staff, providing system training and assistance with site preparation, and was responsible for project-wide communications.

Department of Homeland Security (DHS), Business Planning Consultant.* Developed high-level strategic business objectives and technical requirements for DHS. Worked with DHS experts and technical teams to generate current and future process flows. Coordinated multiple DHS stakeholder groups, facilitated joint strategy meetings, and authored white papers in response to DHS security policy changes.

Department of Treasury–Internal Revenue Service (IRS), Functional Web Designer.* Designed and launched an automated web-based application that received an IRS Commissioner’s Award for improving the processing accuracy and timeliness of assigning employer identification numbers. Led planning and design meetings with IRS clients to gather and analyze functional requirements, design web page wire-frames (mock-ups), and resolve usability issues.

Lecture and Instruction

- Graduate student instructor, Intro to City Planning, UC Berkeley

Research and Projects

- The Trust for Public Land, San Francisco Parks. Analysis of history, area demographics, and existing park conditions
- San Francisco Planning Department, Plan Preparation Studio, “Bayfront Gateway”: in preparation for 2013 America’s Cup, various design solutions to better connect the neighborhoods of Chinatown and North Beach to the waterfront
- EBALDC, Housing and Development Studio, response to RFP from City of Emeryville for mixed-use affordable family project at 3706 San Pablo Avenue
- MTC, Advanced GIS, “Footprint Maker”: created an online mobile tool for MTC that allows the public to easily create and upload GIS building footprint data



US Navy, Program Management Analyst.* Helped lead a project to analyze, reduce, standardize, and deploy a set of software applications. The result created a baseline inventory of IT applications leading to a reduction in future IT costs for the Navy. Also managed deployment at two of five US Naval commands in Washington, DC.

Intern Experience

Sustainable Development Intern, Greenbelt Alliance.* Researched and evaluated transit-oriented infill developments around the Bay Area for potential Greenbelt Alliance endorsement. Spoke on behalf of endorsed projects at planning commission and city council meetings. Organized and led outreach events, including urban outings with public officials and residents to educate and advocate for smart growth and affordable housing.

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, polices 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

KEITH E. KJELSTROM
PO Box 518
Las Vegas, NM 87701
(505) 454-1187
keithkjelstrom@gmail.com
August, 2014

Keith Kjelstrom provides consulting services in commercial district revitalization, economic development, land use planning, and strategic planning for local and state governments, businesses, and non-profit organizations. With 31 years of experience in economic development, he is a seasoned analyst, facilitator, presenter and trainer. He specializes in helping communities to harness the tools and techniques of business development, including market analysis, business strengthening, business recruitment, and project funding development. Keith served with California Main Street for 11 years, including 8 years as director. Early in his career, he was a local Main Street manager. He holds a master's degree in city planning from the Massachusetts Institute of Technology and a bachelor's degree in political economics from the University of California, Berkeley.

EXPERIENCE

Sept. 2000 –
Present

Principal, Keith Kjelstrom Consulting
Las Vegas, New Mexico

Provide business development, market analysis, strategic planning, community process facilitation, and organizational development training and consulting services to various non-profit organizations and local and state governments.

Provide board training, strategic planning, economic restructuring training, market analysis, business recruitment, and community-based real estate development consulting services to the New Mexico Economic Development Department, New Mexico MainStreet, and communities throughout New Mexico.

Managed historic preservation and business development technical assistance services to commercial property owners in Las Vegas' historic core, supported by a grant from the United States Department of Agriculture.

Prepared update of the New Mexico State Rail Plan for the Alliance for Transportation Research Institute at University of New Mexico and the New Mexico Department of Transportation.

Facilitated community visioning, stakeholder and leadership workshops and composed Strategic Action Plan for Pasadena's Playhouse District Association.

Served as director of planning and economic development for Reconnecting America, Las Vegas, New Mexico. Lead community visioning and planning process for a revitalization plan for the railroad / downtown district.

Facilitated a series of community visioning and strategic planning workshops and prepared the revitalization plan for the West Washington Boulevard corridor, Culver City Redevelopment Agency, Culver City, CA.

Sept. 1992 –
Feb. 2001

Director, California Main Street
California Trade and Commerce Agency, Sacramento, CA

Directed delivery of downtown revitalization technical assistance services to 39 California Main Street communities. Facilitated strong communications between network members. Lead work of consultants and four program staff. Developed and managed annual work program and budget.

Built economic development partnerships with multiple stakeholder organizations. Developed innovative methods for attracting program resources. Secured corporate sponsorship and foundation support. Lead strategic planning effort to maximize partner groups' participation and achieve program's highest potential accomplishments and impact.

In response to state budget crisis, sustained and expanded program with new application rounds. Launched *California Main Street Training Institute* and *Certified California Main Street Communities* program.

Received the California Trade and Commerce Agency's *Gold Superior Accomplishment Award*. California Main Street received the 1999 *Ahwahnee Award of Honor* from the Local Government Commission, American Institute of Architects, California Council, and the California Chapter of the American Planning Association.

July 1989 –
Sept. 1992

Associate State Coordinator, California Main Street
California Department of Commerce, Sacramento, CA

Designed and delivered technical assistance in downtown revitalization to 30 California Main Street communities. Trained local staff and boards of directors in organization, promotion, design and economic restructuring.

Guided six-member selection committee and ten applicants through comprehensive application and evaluation process for selecting five new demonstration communities.

Developed and produced numerous conferences and workshops. Conducted on-site training in market research, business retention and expansion, business recruitment, non-profit management, urban planning and design, historic preservation, public relations, marketing, special events and promotion.

May 1988 –
July 1989

Downtown Project Manager
Morgan Hill Downtown Revitalization Program, Morgan Hill, CA

Managed comprehensive downtown revitalization program following the California Main Street approach. Coordinated work of 11-member board of directors and 4 standing committees. Recruited, trained and managed a corps of community volunteers. Served as effective liaison between city government and downtown business community.

Conducted market research and analysis. Established downtown business retention and recruitment program. Provided technical assistance in business planning, marketing, promotion, finance, and regulatory / licensing compliance to business and property owners. Coordinated marketing, advertising, promotions and events for the downtown. Worked with property owners, developers and real estate brokers to market downtown as a dynamic location for business development and real estate investment.

Oct. 1985 –
May 1988

Associate Planner / Economist

Environmental Science Associates, Inc., San Francisco, CA

Conducted fiscal, financial, market, and public services and infrastructure analyses of commercial, industrial, retail and residential projects. Prepared economic base, commercial activity, employment, population, labor market and land use studies of various communities.

Interfaced with real estate developers and city officials. Assisted developers through city permitting processes. Developed firm's market potential for economic development consulting services. Served as deputy project manager for the environmental impact report for Mission Bay, a 300-acre mixed-use project in San Francisco.

May 1984 –
March 1985

Project Manager

Massachusetts Office of Real Property, Boston, MA

Managed process for disposition of surplus state properties to ensure promotion of state and local economic development, environmental and social goals and policies. Coordinated participation of state agencies, legislators, local officials, community residents and private developers.

EDUCATION

1984

Master in City Planning

Massachusetts Institute of Technology

Concentration in economic development. Course work in community economic development, urban economics, neighborhood planning, economic data analysis and real estate finance.

Thesis under Professor Bennett Harrison, "Economic Redevelopment of the Boston State Hospital Site: Creating Jobs for Local Disadvantaged Residents."

1981

Bachelor of Arts in Political Economy of Industrial Societies

University of California, Berkeley

Concentration in urban economics, urban planning and policy-making. Internships with an Oakland social services agency and a San Francisco corporate responsibility research and advocacy group.

SPEAKING
ENGAGEMENTS

American Planning Association
Arizona Main Street, Arizona Department of Commerce
Arizona Preservation Foundation
California Downtown Association
California Office of Historic Preservation
California Preservation Foundation
California Redevelopment Association
California State University, Sacramento
Colorado Community Revitalization Association
International Council of Shopping Centers
International Downtown Association
League of California Cities
Local Initiatives Support Corporation
Main Street Arkansas
Massachusetts Governor's Conference on Travel and Tourism
Mississippi Main Street Association
National Trust for Historic Preservation's National Main Street Center
New Mexico Department of Finance and Administration, Local Government Division
New Mexico Department of Transportation
New Mexico Economic Development Department
New Mexico Heritage Preservation Alliance
New Mexico MainStreet
San Diego Business Improvement District Council
San Diego City College
San Francisco State University
San Jose State University
University of California, Berkeley
University of New Mexico
University of New Mexico, Bureau of Business and Economic Research



Mike Singleton, AICP CTP, ASLA, LEED AP, Principal Planner

Mike Singleton is the principal of KTU+A's Planning team. He specializes in the planning and design of integrated transit facilities, including pedestrian studies, trail studies, and public transportation. He is a frequent presenter at the local, and state level on the interface between walkability, smart growth and urban forestry issues. Mike has a clear understanding of the many elements required to actually achieve a "healthy" project.

Greater North Park Urban Design Guidelines and Cluster Mobility Element for the Uptown Community Plan Update, San Diego, CA

Principal planner responsible for the identification of existing conditions, planning analysis and the development of strategies and design guidelines to implement the urban design vision. Recommendations included urban design and planning components that looked at the location of residential, retail and employment centers to encourage both a jobs and housing balance, as well as a customer and retail service balance all within walking distances. Specific recommendations included neighborhood urban design and circulation improvement studies for bike boulevards, pedestrian crossings, park facilities, trails and community gardens.

Main Street Promenade, Lemon Grove, CA

Principal landscape architect for site plans and concept elements for the Main Street Promenade project. Efforts included collaboration with the civil engineer and public artist to create a sense of place for the Lemon Grove trolley area. The theme is based on capturing the history of the area, the energy of today and the promise of tomorrow through the site and streetscape design and selection of site furnishings. The project's primary goal is to encourage future adjacent smart growth by providing an environment where retail and public spaces help to support transit use, as well as social and physical activities associated with an urban park. A sustainability plaza, referred to as the "Full Cycle" plaza, discusses sustainable practices of smart growth, locally grown foods, active transportation, energy production, recycling and water conservation.

Morena Boulevard Station Area Planning Study, San Diego, CA

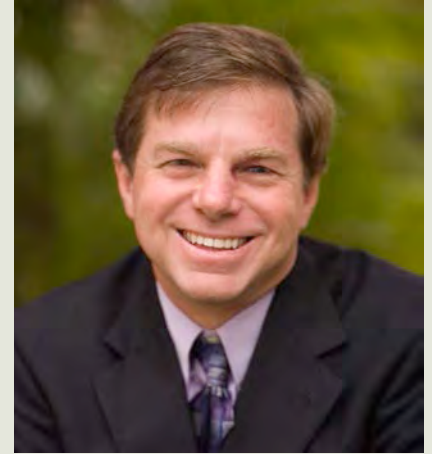
Principal planner for a study to analyze existing conditions (including economic and traffic analyses), gather community input, develop land use scenarios, test concepts with City and community stakeholders, and develop recommendations to create Transit Oriented Development (TOD) land use patterns and circulation networks around two planned light rail stations. The recommendations were used to update the area's Community Plan.

Holt Boulevard Complete Street Plan, Ontario, CA

Principal planner for a Complete Streets Strategic Plan for Holt Boulevard in the City of Ontario. This six-mile segment of a major arterial in the historic core of the city was analyzed for improved bike use, walking environments and transit supportive design. Alternative urban design and streetscape treatments were identified, along with a variety of stormwater runoff treatment options. Simulation and modeling tools were used to show the visual changes for the various alternatives.

Armorlite Drive Smart Growth Plan, San Marcos, CA

Principal planner responsible for the preparation of conceptual plans and a SANDAG grant application for a Smart Growth Improvement Project Construction Grant. The project included the development of pedestrian and bike improvements as well as streetscape elements for a one-mile segment of an existing roadway in an industrial park. Future adjacent development plans include high density mixed uses to support the Sprinter Station. The project included a prototype cycle track along the length of the corridor, connecting Mission Sports Park with existing bike trails and the Inland Rail Trail.



EDUCATION

- B.S. Landscape Architecture, California Polytechnic State University, San Luis Obispo, California, 1981

REGISTRATION

- LEED AP
- AICP Certified Transportation Planner
- State of California Landscape Architect, LLA 2386
- County of San Diego Certified Environmental Consultant

ORGANIZATIONS

- American Society of Landscape Architects
- American Planning Association
- Association of Pedestrian and Bicycle Professionals
- WalkSanDiego
- Women's Transportation Seminar
- Citizens Coordinate for Century 3

COMMUNITY

- Cal Poly San Luis Obispo Landscape Architecture Department Advisory Committee
- City of San Diego Balboa Park Committee

PRESENTATIONS

- Urban Land Institute Spring Meeting, *Trails.Resorts – Making the Connection*
- California Parks & Recreation Society, *Find It, Frame It, Fund It, 2012*

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



Professional Registration

*Registered Civil Engineer (California
- 1978); C-29330*

Education

*Master of Science, Civil Engineering
- California State University, Long
Beach*

*Bachelor of Science, Civil
Engineering - Robert College*

Years of Experience: 40

Years with AKM: 24

ZEKI KAYIRAN (PE)

Mr. Kayiran provides comprehensive technical and management expertise in the planning, design, and construction of a wide variety of water resources engineering projects. His background has a blend of consulting engineering and academic experience, which includes part-time instruction in fluid mechanics and hydraulic design at California State University, Long Beach and in water and wastewater system planning, and well and pump station design for UC Irvine's Senior Design Project class. Mr. Kayiran's experience includes the following:

WATER MASTER PLANS

- Potable Water System Model for Irvine Ranch Water District
- Potable Water System Master Plan for the City of Camarillo
- Water Master Plan for the City of Monterey Park
- Water Master Plan Update for the City of Ontario
- Water Master Plan for the City of Seal Beach
- Water Distribution System Master Plan for the City of Port Hueneme

- Water Master Plan for the City of Manhattan Beach
- Water Master Plan for the City of Whittier
- Water Master Plan Update for the City of Arcadia
- Water Master Plan Update for the City of San Clemente
- Water Master Plan for the City of Inglewood
- Water Master Plan for the City of Corona
- Water Master Plan for the City of El Segundo
- Water Master Plan for the City of Glendora
- Water Master Plan for the City of Norwalk
- Water Master Plan for the City of San Juan Capistrano
- Water Master Plan for the South Montebello Irrigation District
- Water Master Plan for the Tri-Cities Municipal Water District
- Water Master Plan for the Montebello Land and Water Company
- Water Master Plan for the Irvine Ranch Water District

SEWER MASTER PLANS

- Sewer Master Plan for the City of Stanton
- Sewer Master Plan for the City of Ontario Old Model Colony (2)
- Waste Discharge Requirements Compliance for the City of Newport Beach (2)
- Sewer System Management Plan for the City of Norwalk
- Sewer System Management Plan for the Camarillo Sanitary District
- Waste Discharge Requirements Compliance for the Garden Grove Sanitary District (2)
- Sewer Master Plan for the City of Alhambra
- Sewer System Master Plan and Rate Study for the City of El Segundo
- Sewer System Management Plan and Rate Study for the City of Brea (2)
- Sewer Master Plan and Rate Study for the City of Fountain Valley
- Sewer Master Plan for the City of Ontario New Model Colony (2)
- Sewer System Management Plan for the City of Inglewood
- Sewer Master Plan and Rate Study for the City of Cypress (2)

- Sewer Master Plan and Sewer System Management Plan for the City of La Habra
- Sewer System Management Plan and Rate Study for the City of Seal Beach (2)
- Sewer Master Plan for the City of Palos Verdes Estates
- Sewer Master Plan for the City of Corona
- Sewer Master Plan for the City of Redondo Beach
- Sewer Master Plan for the City of Manhattan Beach

MASTER PLANS OF DRAINAGE

- Master Plan of Drainage for the City of Seal Beach (2)
- Etiwanda Area Master Plan of Drainage for the City of Rancho Cucamonga (2)
- Master Plan of Drainage for the City of Inglewood
- Master Plan of Drainage and Update for the City of Cypress
- Master Plan of Drainage for the City of Rancho Palos Verdes
- Master Plan of Drainage and Drainage Management Plan for the City of Palmdale
- Master Plan of Drainage for the City of Hermosa Beach
- Master Plan of Drainage for the City of Culver City
- Master Plan of Drainage for the City of Mission Viejo
- Phelan Area Master Plan of Drainage for the County of San Bernardino
- Deficiency Study for the County of Orange Flood Control District Regional Facilities
- Laguna Canyon Village Runoff Management Plan for the Irvine Company
- Bolsa Chica Channel Project Report for Orange County Public Works
- Imperial Channel Project Report for Orange County Public Works

B

Appendix B – Contract Comments



Contract Comments

As permitted by the RFP instructions, PMC respectfully wishes to request consideration of the following comments to the City's standard contract template. These changes were approved by City Counsel for the Downtown Plan contract.

Section 12 (Insurance), Paragraph (g) 4 – PMC has carried for many years a \$50,000 deductible on our professional liability insurance, of which we request approval.

Section 16 (Information and Documents), Paragraph (c) – PMC produces various types of materials for specific projects and purposes. Should the County choose to use materials that were prepared for this project on another project, PMC cannot be responsible for any possible negative results. In other words, PMC cannot be held liable for future uses or misuses of deliverables because they are not prepared for all potential uses. Therefore we request that the following sentence be added to Paragraph (c): “Contractor shall not be held liable for any modification or re-use of City-owned Data for purposes outside the Data’s original intent.”



SUBMITTED TO:

CITY CLERK'S OFFICE

1400 HIGHLAND AVENUE
MANHATTAN BEACH, CA 90266

SUBMITTED BY:

PMC[®]

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