EXHIBIT E

April 21, 2005

Randy Hatch, Community Development Director
City of Lodi
221 West Pine Street
Lodi, CA 95241-1910

Dear Mr. Hatch:

Lodi is a compact city along Mokelumne River, surrounded by vineyards and orchards, with livable neighborhoods and a revitalized downtown. It is a community with civic pride that values city building, drawing residents who endure commutes to other destinations. Its desirability is resulting in growth pressures, evidenced by multiple large development proposals, especially along the City's western and southern edges.

Lodi stands at the cusp of major economic changes as a burgeoning center of premium wine production and tourism, and expanding retail, office, and educational sectors. The General Plan can guide growth strategically to provide economic and quality of life benefits to the community. Strategizing for tourism uses, and protecting viticulture that provides economic sustenance and endows the city with distinction, will be major General Plan challenges. The General Plan will also need to foster neighborhood livability; ensure continued downtown vibrancy; maintain the City's fiscal health; promote synergistic land use and transportation planning to minimize congestion; and provide equitable benefits for the Eastside.

Dyett & Bhatia is particularly suited to working with the community and the decision-makes to outline a new vision for city building during Lodi's centennial. Our strengths include:

- ***Unsurpassed California General Plan Experience.*** Dyett & Bhatia has prepared general plans for more than 45 cities throughout California. Rajeev Bhatia—our proposed Project Manager—has prepared general plans for 20 cities.
- ***Strong Central Valley Experience.*** Rajeev Bhatia managed general plans for Chico and Turlock, and the Capitol Area Plan in Sacramento for the State of California—all three American Planning Association award-winning assignments. D&B is currently preparing general plans for Los Banos and Porterville, the Manteca Zoning Ordinance, and recently completed the Yuba City General Plan and the Zoning Ordinance. Team-member ESA is preparing EIRs on general plans for Stockton and Galt.
- ***Experience in Planning for Distinctive Communities.*** D&B has worked for numerous communities throughout the West Coast that pride character and livability, including general plans for over 15 Bay Area cities, and planning and/or zoning for such distinctive cities as Santa Monica, Santa Fe, Monterey, and Carmel.
- ***Experience with Greenbelt Conservation.*** D&B prepared general plans for three Sonoma County cities—Santa Rosa, Rohnert Park, and Petaluma—dealing with issues related to tourism and greenbelt conservation. Team-member Mundie & Associates has worked on transfer of development rights for wine-growing areas in Livermore, and on agricultural land preservation in Sacramento, San Luis Obispo, and Napa.
- ***Exceptional Urban Design Skills.*** We believe urban design is an integral part of planning. Last month we finished a new plan for downtown San Diego, perhaps the most ambitious recent urban planning effort on the West Coast. Current work includes

planning for a new downtown for Santa Clara; transit area plans for Milpitas, Fairfield, and Santa Clara; and master planning for Genentech's South San Francisco campus (7 million square feet of high-tech space housing 15,000 employees on 200 acres).

- ***Expertise in Leading General Plan Visioning Programs.*** D&B has great deal of expertise in conducting General Plan outreach and our public participation efforts have received awards from the American Planning Association. We have used practically every method of outreach for General Plan work, including workshops, surveys (phone, in-person, Internet, and mail-in), stakeholder meetings, youth and children programs, and computer-based scenario building.
- ***Experience in preparing Environmental Impact Reports along with general plans.*** We prepare EIRs on all our general plans, so policies and other features can be incorporated in the plan to mitigate impacts, resulting in "self-mitigating" plans.
- ***Expertise in Plan Implementation.*** D&B is a national leader in the preparation of development codes and other implementation documents. This experience gives us a unique insight into how to ensure a community vision is translated into specific results.
- ***State-of-the-art Computer Modeling and Visualization Capabilities.*** We have advanced in-house GIS expertise, including ability to create "on-the-fly" scenarios in interactive settings, as well as three-dimensional computer-based modeling capabilities.
- ***Interpretation Capabilities.*** D&B staff includes planners who are fluent in Spanish to help with translation and assistance during workshops. Rajeev Bhatia has working spoken facility with Urdu.

Our team brings exceptional familiarity with Lodi, combined with a fresh perspective. D&B has long-standing working relationships with all team-members, including over ten general plans with ESA and six with Mundie & Associates. The team includes:

- **Environmental Science Associates**, who recently completed work for the City of Stockton's Delta Water Supply Project, the SJCOG's Multi Species Habitat Conservation and Open Space Plan, and a Farmland Conversion Fee study for the cities of Manteca, Tracy, and Lathrop. ESA is currently preparing EIRs on general plans for Stockton and Galt, and was recently selected to prepare an EIR for the Eastern San Joaquin Basin Integrated Conjunctive Groundwater Use Program.
- **Mundie & Associates**, who led the economics work for the Downtown Lodi project, and have enormous experience with general plans, and fiscal modeling.
- **Prof. Michael Southworth of U.C. Berkeley**, who will lead livability assessment; he performed similar work for D&B for the Santa Rosa General Plan.
- **Godbe Research & Analysis,** who have conducted phone surveys on several of our plans.
- **Mountain West Research**, who are analyzing a mail-in survey for the Redlands General Plan for us.
- **Fehr & Peers,** who are currently working with us on seven projects.
- **Nolte Associates,** who have exceptional familiarity with infrastructure issues in the City.

We have outlined a comprehensive scope of work that incorporates extensive outreach, including community, stakeholder, and decision-maker workshops; a mail-in survey and a livability survey; preparing and maintaining a project website; as well as strategic working papers on greenbelt conservation; growth and economic development; and livability. The General Plan scope includes preparation of a Community Design and Livability Element. The EIR will serve as the EIR on both the General Plan and Sphere of Influence changes, providing economies and implementation efficiencies. We will use state-of-the art GIS tools, including a customized Scenario 360 model to enable interactive plan-making. The proposal represents a suggested work program, and we would be happy to modify this scope to better meet the City's needs.

If selected, we will commit senior personnel to the assignment. **Rajeev Bhatia**, AICP ASLA will serve as the hands on Project Manager, and will be personally responsible for crafting land use and urban design strategies. Mr. Bhatia is one of the most experienced General Plan preparers, and his projects have won five awards in the last six years from the American Planning Association. He will be assisted by other senior members of the firm, including **Michael Dyett**, FAICP, **Leslie Gould**, D&B's Director of Planning Services, and **Vicki Hill,** D&B's Director of Environmental Services. Other D&B staff members trained in land use planning, urban design, and facilitation will assist. Senior staff from other firms will participate.

We are committed to creative, quality work. Our work has received seven awards in the last seven years from the American Planning Association. We urge reviewers to ask our references about the quality of our work, our responsiveness and ability to meet time schedules, and our thoroughness.

We look forward to hearing from you.

Cordially,

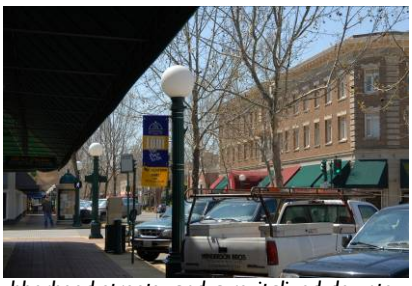
Rajeev Bhatia, AICP ASLA
Principal

1 Project Understanding, Issues, and Approach

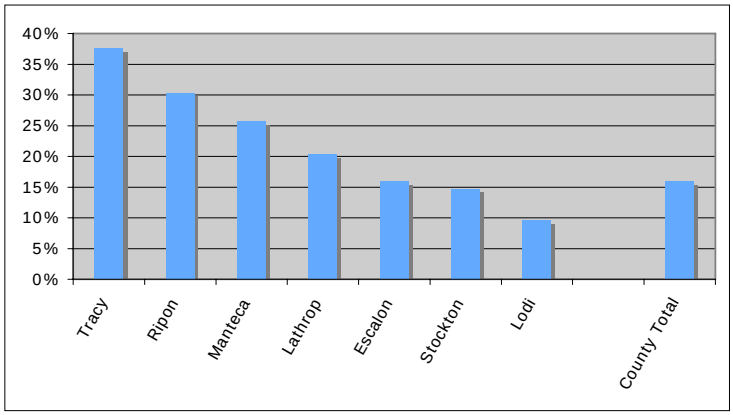
In this chapter, we outline our project understanding and issues that need to be addressed. Chapter 2: Public Participation offers in detail our approach to community participation, and Chapter 3: Scope of Work provides a step-by-step work program.

1.1 PROJECT UNDERSTANDING

Lodi is a distinctive Central Valley community along Mokelumne River abutting the Sacramento Delta. It is a compact city surrounded by vineyards, with a revitalized downtown, livable traditional neighborhoods, and a community with civic pride and active involvement in city building. Lodi is also a burgeoning center of premium wine production and tourism; while the Lodi appellation is currently less prestigious than Napa or Sonoma, in recent years Lodi wines have won many competitions and the area offers a much more relaxed and rural ambiance than the North Bay Area competitors. Because of its charm and small-town atmosphere, Lodi remains the preferred residential choice for many in the greater San Joaquin County region. While the three other major cities in county—Stockton, Manteca, and Tracy—have embraced (or arguably, even been subsumed by) growth, Lodi has instead chosen to emphasize quality, and city and neighborhood building.



Lodi is a distinctive community surrounded by agriculture and natural amenities, gracious neighborhood streets, and a revitalized downtown.



Population growth, April 2000 to January 2005, San Joaquin County cities.

The City has chosen an exciting time in its history—its centennial year—to initiate a comprehensive update of the General Plan. The current General Plan was adopted in 1991 and is nearing its 2007 horizon. Much has been accomplished in the last 15 years—new residential neighborhoods and parks have been built, and downtown streetscape and other improvements have provided vitality and a stronger sense of place to the community. In recent years the City has

completed several infrastructure plans to provide for cohesive development, bikeways have been designated, and an update of the Zoning Ordinance is underway.

The City remains an exceedingly desirable residential and employment location, as evidenced by the flurry of development proposals and approvals, including Vintner's Square (with Lowe's) and Lodi Shopping Center (Super Wal-Mart) at Kettleman/Lower Sacramento that will add nearly 400,000 square feet of retail; FCB, with nearly 400 acres of development in two separate areas (Gateway and Westside), as well as major proposals south of W. Harney Lane, including for a call center that may employ 1,200 to 2,000 people, Blue Shield offices, and new homes. A proposed north campus of the Delta Community College campus could become a source of employees for the wine tourism industry, although significant concerns about neighborhood impacts remain.

Growth pressure at the City's edges- Vintner's Square nearing completion, across from site for the proposed Super Wal-Mart; land south of Harney Lane where a large new residential development is proposed; and new homes on the Southside.

The General Plan Update provides an opportunity to step back and take a fresh look at what the community wants to be, and seamlessly interweave the past, the present, and the future. A quick reading of the current General Plan does not provide a clear direction of the community's future—the Plan seems to be more descriptive than policy driven. Nonetheless, the City has accomplished much in the previous 15 years, and perhaps more critically, new ideas have emerged—the City increasingly sees its future tied to the wine industry, with the surrounding vineyards key to providing economic sustenance and a distinctive character. The new General Plan provides an opportunity to shape the City's future, define the role of tourism and the city's relation to agricultural/viticultural lands and to adjacent communities, identify what the City can do to create walkable neighborhoods, foster a strong downtown, and ensure continued economic vitality and a strong sense of place for the community.

GENERAL PLAN OBJECTIVES

This General Plan update process will need to address several planning challenges. Based on our preliminary understanding of the assignment, these include:

- Working with the City Council, the Planning Commission, and the community to articulate a vision for the City for the next two decades, and translating this vision into a viable implementation program;
- Maintaining the City's positive development attributes and lifestyle, and ensuring neighborhood livability and walkability;
- Outlining strategies to capitalize on the emergence of Lodi as a center of wine industry, with policies to develop amenities and facilities to promote tourism and extended stay, protect surrounding viticulture/agricultural uses, and foster development of cohesive and distinguished community character and identity;

- Enhancing downtown vitality, including incorporating results of previous efforts, exploring mechanism to attract office uses, and evaluating the potential for adding residential uses;
- Ensuring equitable development, and ensuring that the eastside shares in the City's continued development and evolution;
- Exploring mechanisms to ease traffic congestion along arterials, and building upon recent efforts to promoting a bicycle network;
- Maintaining the City's fiscal health and ensuring that the City and current residents share in the benefits of growth;
- Linking land use, transportation and infrastructure, and ensuring that Plan policies are mutually supportive, internally consistent and in accordance with State law; and
- Preparing a General Plan that is easily used and attractively designed, and can be efficiently revised to incorporate future amendments and update.

Fostering neighborhood livability, protecting surrounding viticulture, and capitalizing on Lodi's emergence as a center of premium wine-making will be some of the key general Plan challenges.

1.2 KEY ISSUES

In this section we discuss in detail key issues likely to be addressed the General Plan. Our technical approach:

GROWTH AND PHYSICAL DEVELOPMENT

The City Council's recent directive to amend the General Plan to expand the Sphere of Influence (SOI) south of the current limits makes sense, given development pressure on the edge of the city, proposals by Stockton to extend its sphere to within about half mile south of Armstrong Road, and the need for vineyard conservation. The challenge will be to find mechanisms to ensure that a portion of the expanded sphere can be viably retained in agricultural /viticulture use and that new urban development contributes to the city and can be successfully integrated into the fabric of the community without adverse impacts.

The City needs a physical framework for development in the Planning Area with policies and design criteria to make decisions on development proposals. Issues related to growth patterns, public facility investments, parks and open spaces, quality of life, and potential disconnections among city neighborhoods and districts will need to be addressed. To be successful, the General Plan update must engage community members in discussions about the future form of the city and how the Plan can help the community get there.

Open space at the City's eastern edge, portion of which is part of Frontier Community Builders Southwest Gateway Project.; together with the Westside Project by FCB. 2,200 homes will be added.

At the heart of any public planning project like the Lodi General Plan Update is an understanding of the local physical, social, and economic geography. Protecting and enhancing quality of life must remain priorities as the City sorts through these issues and crafts a new General Plan. In Lodi, the effects of annexation and growth on transportation, infrastructure, parks, schools, and other community facilities and services are significant issues, as evidenced by the recent controversy over the Super Wal-Mart. These growth prospects require adequate planning for new facilities and future services to enable Lodi to grow without adversely affecting the quality of life for existing residents. While the influx of new housing, population, and tax revenues could help to invigorate the City, it is important to ensure that annexation proposals make good fiscal sense over the long-term and are consistent with community goals and values.

Haphazard annexation has the potential for creating a fragmented city structure. New neighborhoods will need new local parks and schools. Poor circulation system planning has the potential for disconnections among new and old neighborhoods, shopping districts, and employment areas. Consequences could include inefficient circulation, eroded city identity and sense of community, neighborhood deterioration, accessibility issues, and even economic development challenges in the long term. Emphasizing neighborhood connectivity and the role of parks, greenways, community separators, and other open space systems in enhancing a sense of place in Lodi is an option to be explored in this General Plan Update.

A growing community like Lodi has needs for schools, advanced education, job training, and youth activities that help to equip people with the life and employment skills to meet the demands of modern economies. The demands for such services will increase along with population growth, requiring active collaboration with stakeholders such as the school district on facility construction and operating components.

LIVABLE CITY AND NEIGHBORHOODS

Clearly, a prime objective of this project is to create a visionary plan for Lodi that leads to the creation of a great place but also maintaining and enhancing livability and quality of life that residents' cherish. The General Plan should establish a model for residential neighborhoods, with parks, community facilities and neighborhood-supporting uses and a community design framework for annexation areas. Too often development projects are brought forward piecemeal, and there is no overall framework to ensure the creation of a place that becomes beloved in the community and holds its value over time.

What is a livable neighborhood? Definitions will vary somewhat from neighborhood to neighborhood, and from city to city. Within its compact seven square mile urban area, Lodi offers several excellent examples—historical and contemporary—of neighborhood development that can

serve as the basis for a dialogue; livability as conceived by Lodi residents should be the foundation for neighborhood planning.

The physical form of a neighborhood contributes significantly to its livability and long term success as a neighborhood – the character and pattern of streets, the land use pattern, the quality of its public spaces, the landscape and natural features, the quality and character of its built form. It respects the natural setting and builds on its landscape qualities as well as on its history, providing visible connections with its past.

Among the elements that will contribute to a livable city are:

Great Parks and Public Space Network

The network of parks and public space establishes the character and special places in Lodi. The city is dotted with neighborhood parks in established and emerging neighborhoods, and recreation amenities along the Mokelumne River.

We will explore a wide range of possibilities to build on the City's parking system based on great examples of neighborhood planning and figure out which models fit with the climate, environmental constraints and character of the city. Models to explore could include:

- Interwoven greenbelt of parks and paths – Davis
- Great linear parks on arterials or collectors – Yuba City
- Pattern of small geometric interspersed parks – Savannah, GA
- One or two large community park with sports fields, linked by pedestrian/bike paths to neighborhoods – Yuba City and Chico
- Network of linear parks through block interiors, organized along creekways and irrigation canals

Streets

Street design, traffic calming, and street landscape design can make enormous contributions to the creation of successful corridors and neighborhoods in both the existing city and in new development. The City has done much in recent years to plant new street trees, as evidenced in downtown, and newly planted medians along major arterials such as Lower Sacramento Road and Cherokee Lane. The General Plan can provide a framework for key corridors where street design and adjacent development work harmoniously to provide character, comfort, and engagement—both for motorists and pedestrians.

While parking is a necessity, design and development standards can ensure that garages do not overwhelm streets.

A well designed open space and recreational system is fundamental to a livable city. Opportunities for new parks and connections, including along canals, can be examined as part of the General Plan.

Handsome street (Pine Street) in the city's downtown residential neighborhood (left). While the City has done much to improve the appearance of arterial streets with median plantings, many of the post-war neighborhoods surrounding downtown and the Eastside could benefit from redesign and more trees.

Lodi's flat topography and Mediterranean climate is conducive to biking and walking through much of the year. While many new bikeways have been designated, many of the City's arterial streets—in their width, design, shade, and the relationship between streets and buildings--are not pedestrian friendly. Most commercial activities outside downtown are located along streets that are wide and carry large traffic columns.

Shorter blocks and more frequent connections between streets and development can promote walking and decrease distances for all transportation modes. Relationship between buildings and streets and open space is also vital --Emerson Park with buildings facing open space, and new neighborhood in Southside, with park fronted by backyards.

Connections

Good neighborhoods are not islands, but are well connected to local shops and services, schools, and recreation. Opportunities for strengthening connections between neighborhoods, local centers, public spaces, and downtown should be studied. Policies and standards to provide for connectivity in new neighborhoods and criteria for sound walls that cut off many neighborhoods in Lodi may also need to be established. Another successful technique we have deployed in other cities is establishing maximum block sizes and connectivity requirements to facilitate circulation but allow flexibility in the layout of individual development projects and ensure that major development efforts build upon the city's established grid system.

Activity Centers and Accessibility

Good neighborhoods are anchored by centers of activity such as shops, services, schools, health centers, cultural institutions, or recreational facilities. Land use patterns and development guidelines should support local centers and assure their contribution to the local neighborhood environment. In Lodi, while there is a good provision of parks in new neighborhoods, shopping activity remains clustered along key arterial streets, such as Kettleman Lane or Lodi Avenue; new residential neighborhoods, especially to the south, are growing at increasing distances from these centers, with some of the newest developments more than a mile away.

The General Plan can carefully orchestrate projected land use demand for a variety of uses to create nodes of activity that maximize accessibility—for pedestrians, bicyclists, or motorists. Development densities can also be designed to enable the greatest number of people to live closer to parks, stores, or other amenities.

Compact Urban Form

Lodi's overall urban form is extremely compact, with an urban area of only seven square miles (exclusive of White Slough). This compactness results in efficient provision of services, greater sense of belonging to the community, easier accessibility to major activity centers such as downtown, and minimal impacts on surrounding agricultural activities. Policies that retain the city's compactness as it grows will help foster livability.

Housing

Good housing is the essence of a good neighborhood. It will provide a mix of types to attract a diverse population in age and family types. The built form will be varied, yet harmonious. While clearly many new neighborhoods will be built over the life of the new plan, there are also many opportunities for providing infill housing within the built city on sites that are vacant or underutilized. Infill housing that relates to the scale and character of existing neighborhoods can strengthen neighborhoods and reduce pressure for outward expansion into green space.

The Eastside will require special focus to ensure that benefits of growth are equally distributed.

Lodi's downtown neighborhoods offer exemplary patterns of neighborhood development, with handsome streets with trees, short and walkable blocks, homes with broad front porches, and parks and open spaces that relate directly to adjacent development. These neighborhoods remain vital and exceedingly popular. How these desirable qualities can be integrated with contemporary home size needs and parking desires will be the challenge.

WINE INDUSTRY AND VITICULTURE; GREENBELT

Lodi has transitioned from producing "jug" wines to some outstanding varietals and today is California's largest wine appellation, producing more varietal wine grapes than Napa and Sonoma combined. The area's wine industry also has a reputation for embracing progressive growing practices that minimize the use of pesticides and other chemicals—practices that have been emulated elsewhere in the state. Lodi is home to nearly two-dozen wineries (or almost 60 in the greater area), hundreds of labeled wines, and thousands of acres of premium wine grapes. While Lodi has been growing grapes for 150 years, the area's transition to premium wines arrived two decades ago in 1986 when Lodi's wine region received designation as an American Viticulture Area producing the Lodi appellation. Today, Lodi's wines, especially the zinfandels, are commanding increasing respect.

From a General Plan perspective, there are two key issues/challenges that will need to be addressed:

- ***Tourism infrastructure, and its location and design.*** Lodi has experienced substantial increase in visitor activity, but the tourism infrastructure has not kept pace with this growth. Room rates at Wine and Roses can be upward of $200 per night. Working with other stakeholders—such the Lodi Conference and Visitors Bureau—the General Plan can provide synergy and the physical development direction to enhance visitor potential and experience. A key question that will need to be answered is whether downtown should serve as a tourist destination—with boutique hotels, new restaurants, and wine bars—as it has in other communities, such as Healdsburg and Sonoma, both clustered around plazas that provide concentration of activity to sustain visitor interest beyond winery visiting hours. The City's current visitor infrastructure is located at the City's edge, rather than in the center.

  Tourism is addressed in greater detail later under Economic Strategy.

- ***Greenbelt.*** A principal General Plan challenge will be to define a Planning Area/updated Sphere of Influence, and outline policies and programs that can ensure permanent agricultural/open space use outside the urban area over the horizon of the General Plan. This will be a challenge, because a sphere of influence in California, as defined under State law, represents the probable future service boundary of a city or special district, representing the area within which the city or district is expected to grow. In both Napa and Sonoma counties, the role of open space protection has fallen on the shoulders of regional agencies—counties or LAFCOs. In Sonoma County, voters also approved a unique sales tax that led to the creation of the Sonoma County Agricultural Preservation and Open Space District (SCAPOSD) to protect open space and agricultural operations and purchase lands for public recreation, and the County General Plan establishes "community separators" tied to the establishment of urban growth boundaries around each city.

  Clearly, compact urban form and downtown vitality, as is currently in evidence in Lodi, can help relieve development pressure on agricultural areas. At the same time, it is

important to recognize that other communities—some of them nearby— may be happy to compete for the development that Lodi desires, without placing restrictions on it that place greenbelt-like sites off-limits.

While no financial compensation to agricultural property owners is necessary just because of an expanded sphere, the key to actually maintaining permanent greenbelt over the lifespan of the General Plan is to formulate trade-offs that the current owners of agricultural areas can accept as a viable alternative to development, given the potentially large disparity between the value of land retained in agricultural use and the value of land that may be converted to urban use. Typically, owners of agricultural land have perceived the future ability to sell their land for development as their strategy for financing retirement or leaving an estate to their heirs. Indeed, the difference in the value of land restricted to agricultural use and the value of land that may be developed with urban uses is great. To reduce the pressure that results from this difference in value, the General Plan will need to address questions such as: should some form of transfer of development rights (TDRs) or conservation easements to ensure permanent agricultural land preservation be pursued? Should small-scale bed and breakfasts, wineries or other uses be permitted in agricultural zones?

Dyett & Bhatia has extensive experience in working in these settings, having prepared all three recent general plans for cities for larger cities in Sonoma County (Santa Rosa, Rohnert Park, and Petaluma). Mundie & Associates has extensive experience in this field, beginning with a comprehensive survey of agricultural preservation strategies in the Modesto area in the 1970s and continuing through an examination of land use conflicts at the urban/rural fringe and analysis of the likely effectiveness of transferable development rights and agri-tourism to preserve agriculture in the South Livermore Valley in eastern Alameda County (providing the economic foundation for the South Livermore Valley Area Plan). Our team will interview key sources in the Lodi area to identify issues that may be specific to that area, and then will prepare a candidate list of strategies to be considered during the general plan update process.

Working Paper: Greenbelt Conservation Strategies

The issue of the greenbelt—viability, how large, where, and what techniques and incentives would work—would likely be a critical component of the General Plan process. In effect, the very definition of the Planning Area/viable Sphere of Influence would rest to some degree on the viability of techniques for agricultural conservation.

Thus, we propose to prepare a working paper fairly early in the process that would present issues specific to Lodi, techniques (such as conservation easements, and transfer of development rights) that have that have worked successfully elsewhere (such as in Sonoma, Napa, and South Livermore) and the kinds of uses permitted in agricultural areas in these places (such as wineries, produce storage and crushes, bed and breakfasts).

ECONOMIC AND DEVELOPMENT STRATEGY, AND FISCAL CONSIDERATIONS

Lodi's economy is rapidly transitioning from food (General Mills), industry and manufacturing, and distribution to services. With immense potential in the wine industry and tourism, today the City stands at the cusp of a perhaps a major transformation in its economic base, which could provide resultant benefits to the community. Several issues in the General Plan Update will be strategic or economic in nature, and include:

Lodi's economy is transitioning from food and industrial uses to services, and stands at the cusp of pivotal changes from the wine industry.

Downtown Vitality

Lodi has devoted substantial effort to revitalizing and maintaining its attractive downtown area. The City intends to continue supporting downtown in the future through attraction of office-based businesses and tourist-oriented development (including perhaps a boutique hotel), and strengthening of Lodi's image as the wine country destination in the Central Valley.

Key to maintaining a vital downtown will be the recognition that some uses that the City hopes to attract to the city center will find it easier to locate in outlying areas, where development projects are simpler (e.g., because larger development sites are available, avoiding the need for parcel assembly; because they require no demolition or other forms of site remediation, etc.). Just as Lodi considered how to keep downtown from faltering when Wal-Mart located at the edge of the City in the early 1990s, it will have to continue to devise policies and strategies to preserve and fortify downtown as the heart of the community while capturing additional economic development that makes important citywide economic and fiscal contributions.

Such policies and strategies may benefit from analysis based in economics, which considers the factors that are useful in attracting specific types of businesses to specific communities and sites within those communities, the location thresholds (such as population size and density, parking availability, and complementary businesses) required by some businesses to locate in a place, and the development economics of alternative development regulations (e.g., floor area ratios, height limits, density limits, parking ratios, and setbacks) and fee structures.

Tourism

One type of economic activity that may benefit downtown—and that may be encouraged by a vital downtown—is tourism. When a place has achieved an identity as a destination, it can attract visitors from the region and beyond, for stays ranging from an afternoon to several days. The achievable length of stay depends on the number of "things to do," the ambience of the place beyond the number of discrete attractions, and the availability and character of visitor accommodations.

Lodi is well known within its region as one of the most attractive places in San Joaquin County and, indeed, in the Central Valley. The city and surrounding area offer the visitor numerous winery-related visiting opportunities as well as other industrial tours, seasonal festivals, and other events. The downtown area is attractive and well-maintained, offering stores, restaurants, and movies. Historically, the city's inventory of visitor accommodations has been located along Cherokee Lane (Business 99), east of downtown and in a distinctly different neighborhood (not walkable from downtown); today, several additional motels are available near Interstate 5, west of the city (at a greater distance from downtown). One additional facility, a "boutique" hotel, is also available west of the city, but is also not within walking distance of downtown.

To provide full complementarity between downtown attractions and visitor accommodations, the city would benefit from the development of additional accommodations in or adjacent to the downtown area. This goal is a challenging one: from the economist's perspective, the challenges include accessibility and (lack of) visibility from regional transportation routes (making it a necessity that this facility be oriented to destination, rather than convenience, visitors) and the ability to achieve sustainable occupancy rates in an area where tourist attractions are likely to be seasonal. Both challenges may be overcome, but overcoming them requires sustained, coordinated effort inspired by creativity.

One possibility may be to encourage (e.g., through changes in zoning regulations) the use of large, historic homes for bed & breakfast accommodations. This strategy has been used successfully in Sonoma and Ashland, OR (among other communities) to provide attractive visitor accommodations without changing the character of the community.

A key strategy is to diversify the city's array of visitor attractions, including the creation of a walkable downtown district (similar to the area around Healdsburg's town square, for example) that will entice visitors to spend time in Lodi. Such a walkable district may benefit from modified development regulations that encourage upper-floor residential and office uses (to enhance everyday support for retail businesses) and other strategies to attract the types of businesses that would serve both residents and tourists.

The City has done much to improve the downtown streetscape and appearance and many new buildings have been built, including Stadium 12, that are drawing people. In cities such as Healdsburg (below center) and Sonoma (below right), downtowns play a central role in tourism as well -- with hotels, restaurants, wine tastings, and other enticements arranged in a walkable setting.

Similarly, the expansion of programming at Hutchins Street Square to include a community-based theater group or additional one-night events could bolster Lodi's visitor appeal. The Cinnabar Theater in Petaluma, the Napa Opera House, and the recently-revived Fox Theater in Redwood City all attract visitors from beyond the local area, who are also likely to dine out locally before the show and who become candidates for an overnight stay after the show.

The City's flat topography could also be an asset in drawing bicyclists, if principal destinations, wineries, and recreational areas could be knit together with safe and convenient bicycle routes.

Fiscal Viability

The different land uses in a city, and the arrangements of those land uses, affect not only the economic viability of the private sector activities, but also the fiscal viability of the city itself. Fiscal analysis considers the revenues contributed to the city by, and the costs incurred by the city to provide public services to, existing and new development.

For general plans, fiscal analysis is often a useful tool for considering the different implications of varying amounts of land uses, the geographic arrangement of those uses, and regulations on the character of development (e.g., density or floor area ratio, parking requirements, etc.). When applied to plan alternatives, fiscal analysis can inform decisionmakers about the relative benefits and costs associated with different amounts and patterns of new development, and can identify the critical development characteristics that affect fiscal outcomes and over which the city can exert some amount of control. When applied to a preferred plan, fiscal analysis can provide an early warning system for impending revenue shortfalls, so that the city can consider and adopt strategies and mechanisms for balancing future budgets.

A qualitative assessment of fiscal impacts of various development strategies is included in our scope of work; we have also outlined as an optional item preparation of a fiscal model that can help test the general fund impacts of various land use alternatives—Mundie & Associates has worked with Dyett & Bhatia to prepare fiscal models for several general plans, including San Ramon, Santa Rosa, Rohnert Park, and Petaluma.

Working Paper: Economic Strategy

Because Lodi is in a pivotal economic stage, conscious decisions on economic and land use strategy can have lasting repercussions. Thus, we propose to prepare a focused working paper that would present growth trends, likely demand for various land uses (including retail demand by segment), and opportunities, challenges, and possibilities for their arrangement in the Lodi of the future. Thus, for example, the strategy would examine demand for neighborhood-oriented retail, and possibilities for dispersing them to enable neighborhood walkability. It may quantify demand for hotels and visitor uses, and examine the pros and cons of concentrating hospitality uses (hotel, restaurants, wine tasting) in downtown, and the challenges that may need to be overcome or the incentives that may be necessary to attract the desired uses.

This Working Paper would be prepared before the Alternatives are prepared, so that discussion and dialogue on the strategy options can be reflected in the Alternatives.

DOWNTOWN

Downtown is Lodi's heart and soul. Downtown underwent a recent renovation with an innovative public-private partnership that invested in new streets, sidewalks, planters and streetlights. A new arch on School Street at Lodi Avenue with touches of local art vine motifs, new trees, and benches and sidewalks are helping to foster greater identity and provide pedestrian comfort. The Lodi Stadium 12 cinema at School/Elm has been exceptionally successful in drawing people and spurred establishment of cafes, restaurants, and shops around it.

From a physical perspective, while downtown is easily walkable across in its east-west extent, it is more than half mile long in the north-south direction, and may need a greater diversity of uses to ensure full vitality. Because Lodi does not have a Redevelopment Agency that can facilitate public improvements through tax increment financing, assist with parcel assembly, or provide incentives to attract desired uses, the city will have to be especially artful in drawing hotels, offices, and perhaps even residential uses, that may add to downtown's diversity and vitality.

Downtown is large, especially along the north-south axis; a greater complement of uses, including offices, hotels, and perhaps even residential, will foster increased vitality. Design policies can help ensure continuity of active uses at the ground level (alleyway, middle ;and alleyway with retail uses wrapped around the corner; right).

To achieve greater diversity in the downtown area may require a change in both the permitted array of land uses and the regulations on their development: greater intensities, densities, or height limits, for example, can alter real estate economics to enhance the likelihood that land use change can occur. At the same time, increased population density—through the attraction of office-based businesses, but particularly through the introduction of housing—adds support for downtown businesses.

Additional design and development policies will be essential to ensure adherence to good design principles that result in street level engagement for pedestrians – such as with stores that wrap around and present a public face along alleyways, and awnings for shade.

REVITALIZATION OF KEY CORRIDORS

While much new development will happen at City edges, opportunities for infill, reuse and enhancement of appearance of key corridors remain. In Lodi, virtually all commercial development is clustered along key arterial streets—larger department stores and new big box establishments are clustered at the western edge of Kettleman Lane, and the rest of the corridor has an eclectic array of other commercial establishments, as well as two-story large size office buildings. Cherokee Lane is home to big box stores and auto dealers, as well as motels and fast-food establishments capitalizing on the corridor's proximity to Highway 99. Along both of these corridors, opportunities for reuse, infill, and intensification exist. New street trees are in evidence along both these corridors, and when these mature, their overall image and appearance will improve as well. Additionally, there are more neighborhood oriented retail establishments along West Lockeford Street, as well as ageing stores in scattered locations.

As the City grows, there may be a need to re-examine the location of some commercial uses – particularly neighborhood-serving retail that could be easily accessed from neighborhoods, and other retail uses that could be located in downtown. Because of the very nature of arterial streets—large widths, heavy traffic volumes—they do not lend themselves to a pedestrian orientation. In some areas, existing parcel boundaries (sizes and/or configurations) may inhibit the redevelopment of existing uses to conform to today's design, access, and parking standards; some revisualization of possibilities and permitted development intensities might be required. A greater array of uses (including perhaps housing?) along some corridors may provide richness in use and activity as well.

Major commercial activity is concentrated in corridors such as Kettleman (above left and middle) and Cherokee (above right); new residential developments are at increasing distances from these corridors, and infill and reuse opportunities are present(below).

AFFORDABLE HOUSING

Lodi's Housing Element was certified in December 2004 by HCD, and update of the Housing Element is not part of this RFP. Regardless, as the City increasingly transitions to a more service-based economy (with an increasing number of jobs in the hospitality and retail sectors), land use mechanisms to increase the supply of affordable housing may need to be considered; otherwise workers in these jobs may need to commute in from elsewhere, adding to traffic and congestion, and businesses may have a hard time filling some jobs.

Additionally, a substantial portion of future population growth in Lodi, like in other Central Valley communities, is likely to result from organic growth (births minus deaths) rather than in-migration. Affordable housing choices will enable younger community members to remain in the community as they get older, want to purchase a house, or start a family. Ageing population has differing needs as well, and a desire to locate closer to amenities and services. Additionally, to preserve the greenbelt and accommodating growth, instead of just displacing it to adjacent communities, Lodi may want to think about how to make higher-density housing affordable to produce and desirable in the marketplace. Higher density need not necessarily mean multifamily housing—D&B prepared guidelines for high-density townhomes (at 30 units per acre) that has been built in the Capitol Area in Sacramento, and is extremely popular. The key is to have land use designations and design and development regulations that enable such projects to be viable.

Compact urban form and affordable housing need not necessarily mean more multifamily housing or development out of scale with the existing fabric. Single family homes in the Capitol Area in Sacramento (left) at 30 units/acre built under guidelines prepared by Dyett & Bhatia. The General Plan should provide rich illustration of possibilities.

ENVIRONMENTAL AND AGRICULTURAL RESOURCES

Ranked sixth in total production value, San Joaquin County continues to be one of the most productive agricultural counties in the State. Locally, the Lodi-Woodbridge area is a recognized leader in agricultural production with over 70,000 acres of land in current wine grape production, with an approximate annual yield of 600,000 tons of grapes valued at $300 million (Lodi-Woodbridge Winegrape Commission, 2006). These local agricultural activities not only contribute to the City's economic base but they are also intrinsic to the local quality of life, and provide environmental benefits.

The combination of soil type, location, weather, and water availability makes agriculture an important environmental resource. In addition to several local economic benefits and the preservation of important soil resources, farmland has other environmental benefits, including aesthetic, biological, and hydrological. Agricultural land is a form of open space that has inherent aesthetic value as part of the rural landscape. Open space separation between communities is a recognized benefit in distinguishing communities and in reinforcing their identities. From a biological perspective, agriculture may provide foraging habitat for several species of wildlife, including special status birds such as Swainson's Hawk. Agricultural land also can act as a transitional buffer between natural areas and more intense urban land uses. The conversion of agricultural land has hydrological implications, as loss of open space changes the existing watershed and may reduce groundwater recharge areas (as opposed to urban development which creates large areas of impermeable surfaces), critical given that Lodi relies on groundwater for a majority of its municipal needs.

ZONING AND PLAN IMPLEMENTATION

A comprehensive revision of the City's Zoning Ordinance is currently underway. A draft of the document has been prepared, although staff has not yet reviewed it. It is likely that the updated General Plan will require some modifications to the zoning regulations as a result of new policy initiatives—such as new use districts or changes in design and development standards for selected uses/areas, or changes in Subdivision Regulations related to street connectivity standards. This is likely to be a modest effort, as the Zoning Ordinance Update project would likely have resolved most of the existing underlying issues.

While the current project does not include a revision to the City's Zoning Ordinance, the team's extensive experience in formulating land use and development regulations will help to ensure that the new General Plan's principles and policies can be translated into meaningful implementation programs including development standards and procedures that can be used to implement the Plan on a daily basis. Dyett & Bhatia is currently leading several concurrent General Plan/Zoning Ordinance updates, including Santa Monica, Pomona, Concord, and Emeryville—these communities have found it beneficial to have new regulations in place at the time the General Plan is adopted, so implementation can be carried out smoothly. We have included an allowance for zoning regulations update as an optional item in our scope of work, should the City so desire to pursue this.

1.3 OUR GENERAL PLAN WORK METHOD

In this section we outline our approach to general plan assignments, and how we propose to work with staff and decisionmakers. Our approach to public participation is outlined in Chapter 2.

PLAN-MAKING AS A COLLABORATIVE PROCESS

At Dyett & Bhatia, we believe that plan-making is a collaborative process that involves decision-makers, the public and staff. We use the best tools available for research and analysis and are adept at synthesizing a wide range of information into choices that are logical and understandable. Through our efforts, we seek to articulate a framework for development that has lasting value, and policies, programs and standards that provide a path for communities to attain their vision of the future. Our work is "place based", and we always tailor our work programs to each community's needs; we don't have "cookie-cutter" solutions, nor are we missionaries, advocating a particularly community design philosophy.

INFORMING DECISION-MAKERS

Our work has value only if it results in good decisions by those we serve. We provide information and ideas that enable confident choices. We help communities work through controversy by making even-handed presentations that build trust in the planning process. We firmly believe that planning decisions must express a community's personality and its perception of the public interest.

Growth can affect a community's quality of life and a government's ability to serve its citizens. To lessen these impacts, local officials—and the residents and businesses they serve—must be informed of the consequences of land use alternatives by a systematic assessment of the impacts of future development on capital facilities, public services, and the natural environment. The right of a community to choose its pace of growth is, ultimately, a policy issue that must be decided by elected officials with informed public participation. Planners can help by offering creative choices that respond to local issues and concerns and by outlining the economic, fiscal, and environmental trade-offs. The Lodi General Plan should serve as the City's constitution. To be effective, this constitution should:

- Be clear, concise, easy to use, and internally consistent;
- Address a comprehensive range of subject matter, such as land use, transportation, natural resource management, economic development and community design; and
- Provide clear direction for evaluating development proposals and for planning capital improvements.

VISIONING: FROM BROAD GOALS TO ALTERNATIVES AND POLICIES

Dyett & Bhatia will offer choices for Lodi's long-term future that are meaningful and provide a basis for evaluation. In identifying alternatives, we will walk the line between "big idea" planning concepts (i.e., strong, vital downtown or "urban villages" in new growth areas west of town) and incremental changes within the established pattern of land uses. Too great an emphasis on the first type of option can result in intellectually attractive but unrealistic proposals. Too great an emphasis on the latter approach can lead to alternatives that solve short-term problems but provide too little direction for the future.

We have had success developing "planning alternatives" in response to critical issues and concerns as a means of focusing discussion at community workshops. Issues and alternatives go together; for each issue, the planner's job is to offer choices and compare their effects. Such choices require trade-offs because no single option is likely to satisfy all concerns. The economic, fiscal, social, and environmental effects of several alternatives must be evaluated. Our job will be to help frame the questions and provide decision-makers with enough information to allow them to feel confident about their choices. We believe that this approach is essential to provide the detail expected from the General Plan and move beyond generalities to a specific action program.

Once the alternatives are reviewed, we hope the City Council will have a good idea of which ideas and approaches to the new General Plan have broad support among Lodi residents. Our job will be to pull together the consensus that hopefully emerges into a coherent statement of what Lodi wants to see for the future. The General Plan will represent a complex balancing of the needs and desires of various groups, including homeowners, landowners, developers, employers, children, and the elderly. Striking the right balance will be the key to a successful process.

EMPHASIS ON IMPLEMENTATION

At Dyett & Bhatia we truly believe that implementation is an integral part of the planning process, not an afterthought. This will be critical to ensure that Lodi's new General Plan has the desired result, and does not just represent "shelf-art" but is an effective tool for city-building – programming public improvements and guiding private development. Our considerable experience writing zoning and development regulations informs practical policy formulation to effectively achieve community goals.

Successful implementation requires that the new Plan:

- Forge consensus among City officials and stakeholders on implementation methods for growth and community design strategies;
- Contain the right mix of regulatory options, incentives, guidelines and potential public and private initiatives;
- Articulate choices that are realistic and balance flexibility and certainty, flexibility and review time, flexibility and administrative costs, and development cost and design quality; and
- Provide strategies that will lend themselves to the unique characteristics and needs of opportunity sites within the City's Planning Area and provide a flexible and enduring framework for development.

WORKING WITH CITY STAFF

We envision working in close partnership with City staff. The complementary skills and knowledge of City staff and consultant team can result in a process that is efficient and planning documents that are effective. Staff's familiarity with the City's issues and resources, coupled with consultants' technical expertise and broad experience, will ensure that Plan policies are realistic and have broad community support, and allow Lodi to gain from the experience of other communities.

We expect City staff to help in coordinating with the City Council, the Planning Commission and the General Plan Steering Committee and maintaining a liaison with residents and business and property owners and their representatives. Staff also will provide baseline information, such as on

development projects, public facilities, and other resources. Another essential City staff role is to review all draft products, provide unified direction to the consultant, and resolve conflicts that may result from review by individual department heads.

The RFP states the City's desire that the consultant provide staff support services, such as agendas and meeting notes. Dyett & Bhatia performed a similar role in the recently completed Downtown San Diego planning project—maintaining the project website, preparing agendas and minutes for steering committee meetings, and conducting project mailings, and will be happy to provide such services for this project.

1.4 APPROACH TO SPECIFIC GENERAL PLAN COMPONENTS

GENERAL PLAN STRUCTURE

Lodi's updated General Plan needs to provide overall strategies and policies that provide clear direction but could also include recommendations for development standards that foster livability, protect agricultural uses and open space, project review procedures, and other such provisions that will make it easier to implement the Plan's policies and achieve its objectives. Ideally, the General Plan should provide the vision and policy direction, zoning should implement this vision, and if necessary, design and other guidelines (such as those relating to green building, for example) should provide direction on qualitative issues and serve as a basis for discretionary review. A well-crafted General Plan will simplify the all-important task of converting policies into effective rules and regulations to guide land use and development.

We also believe that a General Plan should be policy, rather than background information driven. Issues and other background information belong elsewhere, and not in a plan. Policy language should well-crafted, so there is no ambiguity about what it means. Policies should provide adequate direction for implementation; Lodi's current General Plan is replete with "feel good" or "encourage" policies—these are well-meaning statements, but provide very little implementation guidance—for example, a policy that simply states "the City shall encourage preservation of agricultural land surrounding the City" is not very meaningful in the absence of actual implementing mechanisms.

The General Plan should also rely on maps, diagrams, and other visual information to make intention clear. Where an item has been conveyed on a map, it need not be repeated in text. The General Plan should also strive to provide standards—which are items that can be mapped or measured—where appropriate—such as for traffic, bikeways, park size and location, etc.

ENVIRONMENTAL IMPACT REPORT

The EIR for the new General Plan will be a Program EIR. A Program EIR allows for the consideration of a broad range of environmental issues, and is designed to streamline the environmental review process. It may serve as a baseline for analysis, and covers the general environmental impacts of the General Plan Update. However, if a project arises that is beyond the scope of the original analysis, it can be revisited and amended.

The D&B team, along with ESA to provide technical expertise, has extensive knowledge of and experience with the preparation of EIRs for policy projects such as this, as well as extensive experience in preparing environmental documents for general plans for surrounding communities, such as Galt and Stockton.

Integrating the General Plan and the Environmental Review

The approach to environmental assessment has five key objectives:

- To ensure that environmental opportunities and constraints identified in the investigation of existing conditions are reflected in the development of the General Plan; thus, in effect, integrating the planning and environmental process;
- To identify General Plan policies that will mitigate any adverse environmental effects of Specific Plan implementation, resulting in a "self-mitigating" plan. Virtually all of our General Plan EIRs (more than ten in the last six years) do not have even a single added-on mitigation;
- To fully satisfy CEQA requirements for environmental documentation of the General Plan and provide a compendium of environmental information; and
- To make maximum use of the environmental information available through plans and various environmental documents and specific studies in the City, as well as information from regional and state agencies; and
- Creation of a process to minimize the environmental review required for the evaluation of future development projects consistent with the updated General Plan.

We have been able to achieve these objectives through use of the following techniques:

- Establishment of a comprehensive data set for existing conditions for all environmental issue areas through the preparation of the Technical Background Report;
- Development of critical environmental review methodology to objectively analyze the updated General Plan's policy implications and implementation components;
- Determination of relevant environmental impacts based upon sound technical analyses, and use of appropriate and applicable thresholds of significance for the policy evaluation and documentation of thresholds of significance for the evaluation of future development projects within the city;
- Communication of the information on environmental impacts to the consulting project team, City staff, the public, and decision-makers resulting in a cohesive integrated Plan analysis and implementation strategy;
- Compliance with all aspects of the environmental review process (including the scoping process, EIR preparation, Draft EIR public review, response to comments, and the Mitigation Monitoring Program) with CEQA and the CEQA Guidelines (as amended through September 2004); and
- Minimizing adverse impact through identification of Land Use and Circulation Element policies to result in a "self-mitigating" plans to the extent feasible; and

Combined General Plan/Sphere of Influence Expansion EIR

This General Plan is likely to result in an expanded Sphere of Influence, within which an Urban Growth Boundary may be outlined. In order to approve the expanded sphere, the San Joaquin LAFCO would require, among other things, environmental review of the sphere expansion.

We propose to prepare a combined General Plan/SOI expansion EIR, that will address not only the direct, indirect, and cumulative impacts of urban development, but also examine how

proposed update will comply with LAFCO's policies specific to the discouragement of urban sprawl and the preservation of open space and prime agricultural lands. This combined effort will result in time and cost savings for the City. We have used similar approaches in some of our general plan EIRs, including most recently the Rohnert Park General Plan/SOI Expansion EIR.

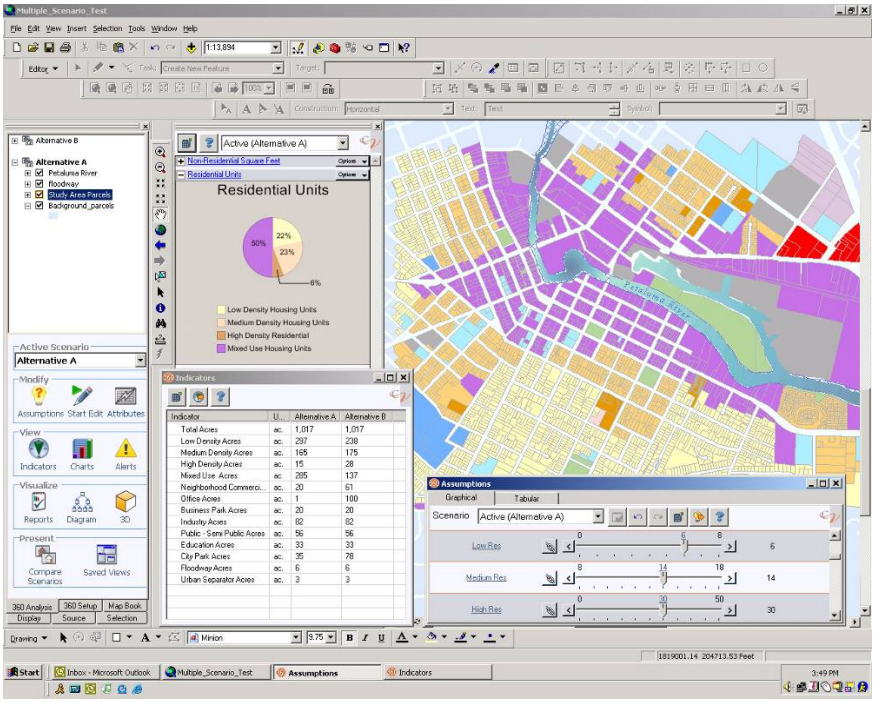
To help incorporate these key environmental concerns into the City's General Plan Update, our team's approach is based on a familiarity with key open space issues and on established relationships with many of the responsible agencies that will provide input on the development of policies designed to address key environmental issues. Several of these agencies and programs include the San Joaquin Council of Government's Multi Species Habitat Conservation and Open Space Plan, the San Joaquin Valley Air Pollution Control District, and the Central Valley Regional Water Quality Control Board.

MAPPING AND GEOGRAPHIC INFORMATION SYSTEMS

It is critical that mapping efforts undertaken as part of the General Plan Update serve a useful analytical function during the Plan preparation process and be easy to update in the future. The creation of environmental resources and land use layers would be one of the products of the General Plan Update process, which we will integrate with the City's existing parcel base system and provide to the City at the culmination of the planning process. Dyett & Bhatia offers exceptional in-house capabilities for GIS and computer modeling and animation, which will be extremely helpful for this project.

Scenario 360

We propose to use a customized version of Scenario 360 to enable efficient and accurate tabulation of development capacity and impacts. Scenario 360 is a powerful suite of software tools that can be utilized in meetings and workshop settings to update alternative land use patterns, development assumptions, and projected impacts in "real time". Rather than waiting on the project team to return with illustrations of concepts and ideas, people can instantaneously see their input illustrated and discussions can productively move forward. We anticipate using Scenario 360 with staff/decision-makers for examining revisions to the Preferred Plan and reaching consensus.



Scenario 360°

TRANSPORTATION AND TRAFFIC ANALYSIS

Dyett & Bhatia has extensive experience with devising performance criteria that measure mobility and accessibility, not simply traffic levels of service. These measures would be especially critical as Lodi looks to the future to foster livability, especially as opportunities to simply widen streets to handle more traffic are limited. These criteria, to be customized in concert with staff and decision-makers, can be used to evaluate various land use alternatives, as well as used as significance criteria for the EIR.

The City's traffic model (by Fehr and Peers) will be built using either TPP+ or TransCAD software, which is GIS based. This will enable GIS-based land use information to be seamlessly integrated with transportation analysis—D&B has worked with Fehr and Peers on numerous general plans (over 10), and has established working relationships with their staff.

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2 Public Participation

This chapter outlines our approach to public participation, and identifies various program components included in our proposal. Actual meetings, newsletters, etc. are integrated with the tasks in Chapter 3: Scope of Work.

It should be noted that design of the final Public Participation Program would require staff and decision-maker input; this process is included in Task 1 of our Scope of Work.

An effective public participation program should create confidence in the planning process, ensure that Plan policies have broad-based understanding and support, and reflect the interests and needs of the community. Successful Plan-making requires a collaborative relationship between the general public, community representatives, the planning team, and decision-makers.

Creating an appropriate and responsive public participation program for any General Plan program is a significant challenge, as individuals tend to focus on and become engaged in localized development issues rather than considering the city holistically and on projects that are planned to be implemented in the immediate future rather than the long-term. All too often, comprehensive planning processes attract the involvement of a handful of citizen activists, who monitor City Hall and frequently participate in City Council and Planning Commission meetings, but fail to engage the average resident and business-owner. Typically, it is difficult for the general public to understand the implications or relevance of comprehensive planning process for themselves.

Our challenge will be to reach out and engage the attention, interest, and active involvement of a broad representation of Lodi's interests. To ensure inclusion within the practical limits of time and budget, we propose a mix of techniques that will provide opportunities for the entire city to be educated about and provide input for the planning process. This program will engage local organizations and groups that are valued by the community in soliciting participation communicate using imagery and graphic tools to facilitate understanding of planning concepts and policies, employ methodologies that effectively foster input and assure participants that their voices have been heard, and build a constituency for the Plan's policies and programs. In particular, the public involvement program will address the need to develop an outreach program that speaks to and engages participants of diverse backgrounds, educational levels, languages, and interests.

2.1 APPROACH AND OBJECTIVES

Because of the wide-ranging impacts of the General Plan, it is particularly important to facilitate a broad range of public participation. As we envision it, Lodi's General Plan Update public participation program should fulfill five broad purposes:

1. Educate the public about the purposes of the General Plan, its physical, economic, and social implications, its process, and how they can be involved.
2. Inform the public about the current state of the City, its issues, and critical trends that may affect its future.
3. Expand the public's awareness of planning strategies and policies that have been used in other cities throughout the State and proven to effectively address critical issues and

achieve community visions comparable to those facing Lodi with broad support by local residents and decision-makers.

4. Provide opportunities for the vigorous discussion of and effective input regarding issues, visions, planning principles, growth and development scenarios, Plan policies and programs, and comments on the Environmental Impact Report.
5. Achieve public ownership of the recommended updated General Plan.

While much of the outreach will occur through the decision-maker workshops, the public participation process should provide a means of expression to community members and business groups – both those who are comfortable with the political process and individuals and groups who do not normally participate in traditional decision-making processes. It should also serve as an educational forum, providing an understanding of the inter-relationship between Plan issues, and their implications for City residents and businesses. The success of this planning effort will depend in large measure on how well it takes into account the public's views about growth and conservation issues, and how well it addresses those issues identified as most critical to the future of the community.

2.2 PROGRAM COMPONENTS

Our Scope of Work (Chapter 3) incorporates several components that are listed below. In addition we outline a few optional components that may be considered for inclusion in addition to or as a substitute to the components included in the base Work Program. It should be noted that we propose that the Public Participation Program be finalized in consultation with staff and decision-makers, as part of the initial tasks. Components of the Participation Program follow.

STAKEHOLDER MEETINGS

One-on-one interviews with stakeholders are an important and effective way to gather information and perspective. A series of questions can be asked to learn the about major issues of concern, deal breakers, desirables, and the political factors that may come into play. Often people will be much more candid in a one-on-one or small group interview. Key stakeholders could include community leaders, property owners, environmental groups, some key public agency representatives, and/or City Council and Planning Commission liaisons.

A schedule of public workshops and stakeholder interviews will ensure a variety of community interests are considered during the General Plan Update process.

CITY COUNCIL/PLANNING COMMISSION WORKSHOPS AND STUDY SESSIONS

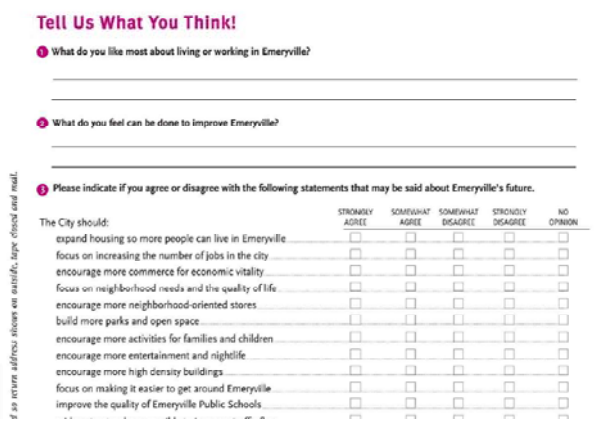
The RFP states that the Planning Commission and/or the City Council might directly serve as the stewards of the General Plan – a role, which in some cities, is performed by a Steering Committee or a Task Force. It is also possible that decision-makers may appoint a subgroup to work with the community, staff, and consultants on the project. We welcome the opportunity to work directly with decision-makers, who ultimately will adopt the Plan.

The decision-maker group will be responsible for shepherding the planning process, provide leadership, review City staff and consultant research and technical analyses, and provide input for and confirm key issues, visions, and land use planning policies. It is recommended that the decision-makers focus on input, review, and "buy-in" to fundamental visions and policy directions. Detailed deliberations on precise policy and program wording should be discouraged. At the outset of the planning program, the decision makers will be interviewed as a source of information about existing conditions of the City, its strengths and weaknesses, issues, and visions for the future. This will help frame the scope of discussion of subsequent public surveys and workshops.

Decision-maker meetings will be scheduled at regular intervals throughout the planning program. It is assumed that the two bodies or an appointed sub-committee would meet approximately 15 times during the planning process. As suggested in the RFP, the consultant, in consultation with City staff, will prepare meeting agendas and distribute materials to be addressed at each meeting, and keep meeting notes/summaries. Meeting agendas and summaries should also be posted on the Web Site.

CITYWIDE MAIL-IN SURVEY

The RFP suggests surveys to gain community input. Within the last few years, Dyett & Bhatia has conducted numerous phone surveys (Petaluma, Santa Clara, and Santa Monica), and Internet (Santa Monica). Within the last one year, we have great success with two mail-in surveys as part of general plans—recently, we have conducted mail-in surveys as part of the Emeryville General Plan or about 7,000). The typical response rate is between eight and ten percent; if one in three of the



Tell Us What You Think!

1. What do you like most about living or working in Emeryville?

2. What do you feel can be done to improve Emeryville?

3. Please indicate if you agree or disagree with the following statements that may be said about Emeryville's future.

The City should:	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NO OPINION
expand housing so more people can live in Emeryville					
focus on increasing the number of jobs in the city					
encourage more commerce for economic vitality					
focus on neighborhood needs and the quality of life					
encourage more neighborhood-oriented stores					
build more parks and open space					
encourage more activities for families and children					
encourage more entertainment and nightlife					
encourage more high density buildings					
focus on making it easier to get around Emeryville					
improve the quality of Emeryville Public Schools					

REDLANDS GENERAL PLAN MAIL SURVEY 2006

1. What do you like most about Redlands?

2. Please indicate if you agree or disagree with the following statements that may be said about Redlands's over the next 20 years.

The City should:	STRONGLY AGREE	SOMEWHAT AGREE	NO OPINION	SOMEWHAT DISAGREE	STRONGLY DISAGREE
expand housing opportunities					
focus on increasing the number and quality of jobs in the city					
encourage more commercial growth for economic stability/vitality					
maintain Redlands small-town feel					
allow more retail, restaurants, office, and housing in and around historic downtown					
allow more businesses north of I-10					
provide more parking downtown					
build more parks					
preserve open space					
encourage more entertainment, restaurants, and nightlife					
focus on making it easier to get around Redlands					
limit growth and development, especially on in open areas around the city					
attract a larger number of visitors/tourists					
encourage historic preservation					

3. Which one of the following statements do you most agree with about San Timoteo and ___ canyons. The City should:
   - ___ allow more housing so there are opportunities for people to live in these areas
   - ___ allow housing on large lots so the area has more of an open feeling
   - ___ allow property owners to develop more housing on portion of parcels if they give some land to City as open space
   - ___ purchase land as open space and not allow more development

4. Do you think over the last 10 years, Redlands has had
   - ☐ Too much growth
   - ☐ Not enough growth
   - ☐ About the right amount of growth
   - ☐ Not important/Don't know enough

5. Please prioritize the types of new open spaces, natural areas, and recreation facilities are needed in Redlands, with 1 as the highest priority and 8 as the lowest priority.
   - ___ Open space for scenic beauty
   - ___ Natural areas for hiking, bird watching, equestrian, etc.
   - ___ Citrus groves/working farms
   - ___ Neighborhood and community parks
   - ___ Active sports parks and ball fields
   - ___ Trails for hiking and equestrian use
   - ___ Bicycle paths
   - ___ Other High Priority _____

GENERAL PLAN UPDATE
CITY OF REDLANDS
35 CAJON STREET
REDLANDS, CA 92373

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 580 EMERYVILLE, CA
POSTAGE WILL BE PAID BY ADDRESSEE

Recent General Plan mail-in surveys conducted by Dyett & Bhatia. Above, City of Emeryville, and to right, City of Redlands.

Lodi's 22,000 households (latest figures for households in the City as per the State Department of Finance), or about 7,350 households, were targeted, we would expect about 600 to 700 completed responses. The cost of this survey is built into our budget; a citywide mailer (covering all households) would be slightly more expensive – a cost estimate for this is also provided in our budget as a separate line item.

The questionnaire would be designed in consultation with City staff. We would meet with staff to identify basic categories and themes for public feedback in consideration of input from decision-makers. Generally, the questionnaire would focus on the identification, confirmation about values and visions for how Lodi should evolve in the future, and the principles that should form the basis for the preparation of the updated General Plan. The survey would be postage prepaid, with questions running on one-and-half pages of an 8.5"x11" sheet of paper, and will include a few open ended questions.

Mountain West Research Center (a firm that is currently coding the Redlands General Plan surveys for D&B) will code the survey. Resulting input would be tabulated, summarized, and presented to the public in subsequent community events.

Phone Survey (Optional)

As an alternative to mail-in survey, a phone survey (approximately 400 completed responses) could be conducted – this would be more expensive and less inclusive, but statistically somewhat more accurate (because it eliminates self-selection bias) and allow for branched probing. Dyett & Bhatia has worked with Godbe Research on phone surveys for Petaluma and Santa Clara.

CITYWIDE WORKSHOPS

Citywide workshops will be conducted at three stages during the planning process to synthesize issues, visions, and policies at the citywide scale. Each workshop would be structured as an event for the entire family and use innovative participation techniques that engage the interest, maximize opportunities for input, and send a message that the input has been heard and considered in the planning process.

These Time Magazine covers are an example of a workshop exercise where participants envision their hometowns making headlines as model cities.

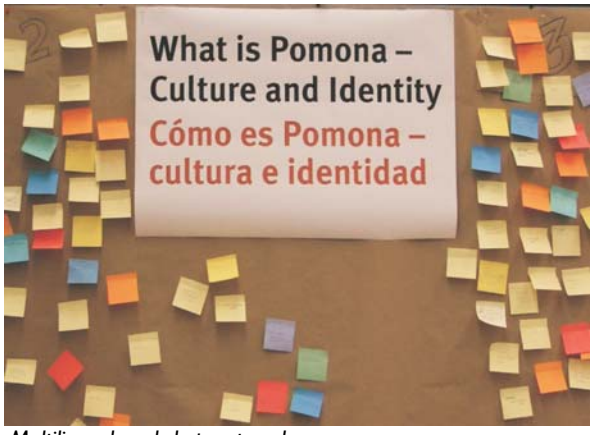
Facilitated small group discussion in a large workshop setting.

Specific methods will be selected in collaboration with City staff in response to the specific objectives of the planning process and consideration of available budget and supporting City resources. Workshop methods may include:

- Large-scale base maps or aerials for recording of community issues, visions, and preferred options.
- Visual preference surveys presenting images of community places, characteristics, and issues and possible land use development, conservation, and other pertinent strategies, which are rated according to their importance and/or acceptability.
- Written essays, note cards, and other comments that articulate visions, planning issues, and reactions to planning options.
- "Break-out" sessions addressing issues, visions, land use options, and candidate policies and implementation programs.
- Panels of consultants and other experts addressing key issues and potential policies.
- Large scale "wall graphics" and flip charts on which public comments are graphically recorded.
- "Delegate" score cards on which the votes of individual participants, appointed delegates, and/or small groups for planning options are tabulated.

Because many of our planners are bilingual, we would be able to easily conduct tabletop facilitation in Spanish. We would also be willing to look into Urdu facilitation, should that be deemed necessary.

Youth outreach conducted by D&B for Emeryville General Plan.



Multilingual workshop outreach.

NEIGHBORHOOD FORUMS

While Lodi is a compact city, and conducting a citywide survey and citywide workshops should enable participation by all, a special effort may be needed to reach out to some of Lodi's neighborhoods—particularly the Eastside—that may not be well represented in citywide workshops, or may have special language or cultural needs. We propose to conduct four neighborhood "forums" or informal free flowing town-hall style workshops to reach out to the Eastside community and understand issues most pressing to them.

LIVABILITY ASSESSMENT

We propose to conduct a livability assessment, drawing upon residents' perception of the city and their neighborhood. We conducted a similar assessment for the Santa Rosa General Plan, through a small but strategic door-to-door survey. This could also be tied in with a youth workshop, as we have recently done in Santa Monica and Emeryville. Using cognitive mapping, residents will be invited to identify places they value, draw maps, and suggest improvements that would enhance their quality of life. This assessment will be complemented with physical observations to provide recommendations for livability enhancement policies that could be folded into the updated General Plan.

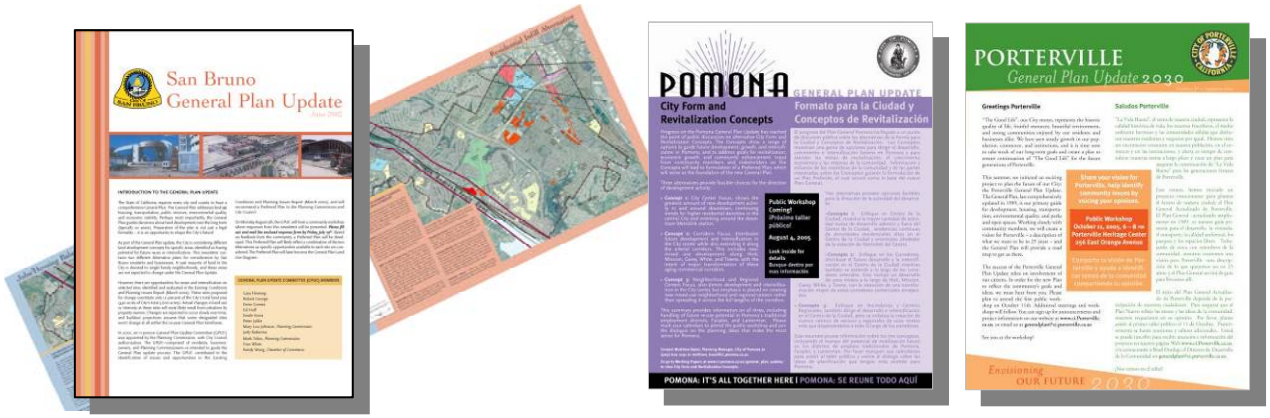
WEB SITE

We will design a project website on the City's homepage, and prepare information about the purposes of the planning process and project progress; workshops; access to meeting materials, reports, and graphics on-line; and responses to surveys and other information gathering forums. The site will also act as a record of the process, providing meeting dates, agendas and meeting notes in a central, accessible location. Project memorandum and milestone documents will be uploaded to the project website to be accessed by interested citizens.

An informative website will connect the public with upcoming events, publications, and project schedule. Examples of websites by Dyett & Bhatia for planning purposes.

NEWSLETTERS

Newsletters will be developed at key points in the process and distributed to both residents and businesses throughout the city. A newsletter is an excellent vehicle for informing the public about the Update process, describing how they as citizens can participate and presenting schedules,



information about community workshops, key issues, plan alternatives, and policy recommendations. Response (feedback) forms that can be mailed back to the City may also be incorporated. The newsletters will emphasize graphics, photos, and illustrations in order to be eye-catching and make the planning concepts easily understood. This project could develop a stand-alone newsletter or incorporate project information into the newsletter published jointly by the City/Chamber of Commerce, depending on lead times.

PRESS AND MEDIA RELEASES

Press and media releases will be prepared and distributed to local media at key benchmarks in the planning process and in advance of the neighborhood and citywide workshops and other public forums. Editors and writers for local newspapers would be encouraged to publish articles about the planning process, key issues, options, and recommended policies and programs. Local cable television outlets would be encouraged to broadcast live or by taping the public workshops and other public forums.

OTHER OPTIONS

Following are some other techniques we have used in other communities that we are willing to discuss:

"Discover Lodi" Guidebook

A guide book would be prepared to enable participants to observe and record their comments about key assets and issues that will help frame the discussion of the City's vision and land use implementation strategies. In other communities, this has proven to be a valuable technique to help residents learn about the City's diverse districts and neighborhoods and corresponding issues, and to provide opportunities for input about how these should be resolved. The guidebook could be structured by district or theme (urban design, housing, business districts, etc.) so that a series would be produced. These guidebooks would further the community's understanding of issues and land use concepts while providing a mechanism for input.

The guidebook would contain a map and photographs that identify the locations to be observed; questions regarding the site's positive and negative attributes, issues, and opportunities for the future; ideas for implementation strategies; and blank space for the recording of comments. The guidebooks could be made available at City Hall, local parks, schools, and other public venues, and/or local businesses, as well as distributed to neighborhood groups and organizations. Participants would be requested to mail them to City Hall or drop them off at key locations.

We would work with City staff in identifying the locations to be observed and drafting the questions to be addressed. Results would be documented for use in subsequent public involvement events and consultant work products. D&B has used this approach as part of our ongoing work on general plans for Santa Monica and Pomona.

Children and Youth Programs

Our experience has shown that one of the most effective public outreach techniques is the involvement of local schools. This may involve activities in which children either participate directly or serve as the conduit of information to their parents. The former can include input regarding the students' perception of community issues and visions for the future—drawing pictures/making collages of their favorite and least favorite places, how the City should look in the future, and plans for neighborhoods and districts; writing essays about community issues and their visions for the future of the City; and/or responding to questionnaires. Specific activities would be designed to reflect the grade level of the participants. The consultant team can coordinate with City Staff and the Lodi School District to develop a program for classroom use.

Internet-Based Participation/ Surveys

Feedback on issues/land use alternatives can be gained through Internet-based approaches. A presentation will be provided, following which a variety of questions will be posed to gain feedback. D&B used this approach for the City of Santa Monica, but we have found mail-in surveys to be a more effective form of outreach.

3 Scope of Work

3.1 PHASES

Our approach to the General Plan Update and the Environmental Impact Report work program envisions the project to be broken down into major phases, reflecting integrated public participation and analytical processes. These four phases—Background Studies and Issues, Choices, Draft Products, and Final Products—are outlined below.

Throughout these phases, the General Plan update will need to address the major issues being faced by the City. Understanding what these are and how they are perceived will evolve as the program proceeds; we believe that it is essential to retain flexibility to address and respond to specific concerns within the State mandated context of what a General Plan is and how it is intended to be used.

Phase I: Visioning and Outreach, and Background Studies

Visioning and Issues for the General Plan Update. Key issues would be identified through field reconnaissance and review of planning documents, stakeholder interviews, a citywide survey, decision-maker meetings, as well as a community workshop and a community forum.

Land Use and Vacant Parcel Survey. A complete land use data layer would be created from existing data sources where available, and third party sources. Field surveys would be used to confirm the land use data, which would be given to the City as an ArcGIS data layer, and displayed on printed maps. Significant vacant parcels and parcels with redevelopment potential would be surveyed in more detail and identified in the Opportunities and Challenges task.

Working Paper: Greenbelt Conservation will be prepared, focused on issues specific to the greater Lodi-Woodbridge area. Successful strategies that have worked elsewhere in the State in the context of wine production will be presented. A Planning Area will be defined.

Existing Conditions, Opportunities and Challenges Assessment. Three working papers will be prepared to present a comprehensive assessment of opportunities and challenges related to the Lodi General Plan:

- **Working Paper: Land Use, Transportation, and Natural Resources.** The report would be designed to initiate a meaningful dialogue with the community with policy options that would respond to issues identified through the public visioning workshops and in subsequent community forums.
- **Working Paper: Growth and Economic Strategy.** Growth prospects will be quantified, and choices related to development strategies—including housing, commercial uses, and tourism—presented.
- **Working Paper: Urban Design and Livability Assessment.** An assessment of citywide and neighborhood-scaled livability will be performed, reliant both on interactive working with the community and fieldwork.

Phase II: Choices

Alternative Plans Workbook. This workbook would draw from ideas that have emerged from the community forums and discussions with the City on land use concepts and classifications, and others, such as economic development initiatives and livability/sustainability concepts. Land use maps will be supplemented with visualization of selected areas. Impacts of the alternatives will be discussed to enable informed decision-making, including through the use of Scenario 360.

Preferred Vision. In close cooperation with the community (including a citywide workshop) and decision-makers, a Preferred Vision/Plan will be prepared. The Preferred Vision will encompass the land use and urban design framework, including issues related to development intensities and building massing, to provide the basis for preparation of detailed proposals in the General Plan. Vision statement/General Plan themes will be endorsed by decision-makers.

Framework Concepts and Key Goals. These will complement the physical development framework embodied in the Preferred Vision. Key goals for each element will be identified, providing the bridge between the Preferred Plan and detailed policy development.

Phase III: Draft Documents, and Phase IV, Final Documents

Draft General Plan. The Draft General Plan would include all of the State-mandated elements as well as Community Design and Livability Element. The emphasis would be on "objectives" and "policies" that all tie back to the vision, preferred plan. Policies would be written with the intent of establishing the basis for implementing ordinances. Following public review and hearings, the Final General Plan would be prepared.

Environmental Impact Review. Impact assessment would be conducted parallel to General Plan preparation, so that mitigation can be built into the General Plan, resulting in a self-mitigating Plan. The impact assessment, documented in the Draft EIR, would be circulated for public review and then finalized with the responses to comments meeting all CEQA requirements. This EIR will also serve as the environmental assessment for the Sphere of Influence changes.

Adopted General Plan. This will laid out in an easy-to-read format, with rich use of photographs, drawings, and three-dimensional visualization. It will be provided to the City in a format so as to be easily accessible on the web.

3.2 SCOPE OF WORK

This section outlines our proposed work program for all phases of the Lodi General Plan Update. The program is organized into nine tasks, from project initiation to publishing the final General Plan and EIR documents, incorporating the work outlined in the Request for Proposals. The sequence of work products, community meetings and City Council/Planning Commission workshops are graphically illustrated in Section 4.2: Schedule.

The task-by-task descriptions that follow present our approach to data collection, alternatives analysis, policy formulation and preparation of the documents. Each task description includes a purpose statement at the beginning. We have tried to cover all of the various topics covered in the RFP and our discussion with staff within this task structure.

Initials in parentheses following the sub-section heading identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, Urban and Regional Planners
- ESA: Environmental Science Associates
- M&A: Mundie & Associates, Economic and Fiscal Consultants
- South: Michael Southworth
- F&P: Fehr and Peers Associates, Transportation Planners
- NA: Nolte Associates, Civil Engineers
- GRA: Godbe Research Associates, Public Opinion Surveyors
- MWR: Mountain West Research, Public Opinion Surveyors

TASK 1: RECONNAISSANCE, ORGANIZATION, AND PUBLIC PARTICIPATION PROGRAM

The objective of this first task will be to finalize the Public Participation Program, as well conduct a series of introductory and organizational tasks. An introductory meeting between the consultants and City staff will occur. Background information needs will be determined, plan product formats, including computer-mapping formats, will be established, and the available land use information will be analyzed. Based on these introductory meetings and the evaluation of existing information, the proposal work program will be refined into a Final Work Program. The Work Program will be used to guide and track the General Plan and the EIR. In addition, the Work Program will clearly define overall project management and organization, staffing, technical studies, schedule and deliverables, and quality control measures to ensure cohesiveness and consistency of the final products.

Also included in this task is fine-tuning the Public Participation Program, although this component has to be flexible to respond to changing needs as the project progresses.

A. **Conduct a kick-off meeting with City Staff (D&B; Team).** The consultants will meet with members of the City Planning Department staff to discuss their ideas and aspirations for the project. At these meetings data sources will be identified, roles and responsibilities will be clarified, communication protocols will be established, and work program modifications will be discussed.

   City staff will also provide team with an overview of existing plans and program, pipeline development, major opportunities, and issues. Existing information needed for the General Plan will be gathered. Additional information will be assembled, including water, sewer, transportation and other facility plans, existing land use, and details on the status of proposed and approved development projects.

B. **Develop detailed Public Participation Program (D&B).** A detailed public participation program will be developed in coordination with City staff, using the components identified in Chapter 2 of this proposal. Milestones will be included.

C. **Obtain and Compile GIS Database (D&B).** Using data available from the City, the City's recent digital orthophoto and other sources, and fieldwork, we will prepare a computerized base map for the display and analysis of Planning Area land data. All GIS information and database development will be coordinated to be compatible with ArcGIS.

D. **Conduct a kick-off workshop with City Council and the Planning Commission (D&B; Team).** Staff and consultants will meet with members of the City Council and the Planning

Commission (preferably in a joint workshop) to discuss their ideas and aspirations for the General Plan. The objective of these meetings will be to give decision-makers the opportunity to describe their own priorities for the planning process as well as what they believe will be any controversies. The approach to public participation will be described at the meeting, and then refined based on Council/ Commission comments following the meeting.

E. **Finalize Public Participation and Work Program** (D&B). Based on comments at the kick-off meeting with City Staff and the City Council/Planning Commission, modifications to the detailed work program will be prepared for City staff review as necessary.

F. **Establish Project Website** (D&B). D&B will provide to City staff complete design of the project website for placing it on the City's website. Interim designs will be reviewed with staff before the site is finalized. This site will be hosted on the City's website. The Work Program, Public Participation Program, upcoming participation opportunities, and other material will be placed on the project website.

Meetings: ***Kick-off meeting with City Planning Staff***
Kick-off & Issues meeting with City Council/Planning Commission

Products: ***Final Project Work Program & Schedule***
Finalized Public Participation Program
Project Website
Materials for Project Website

TASK 2: ISSUES, VISIONING, AND COMMUNITY SURVEY

The objective of this task is to identify and understand community concerns and to establish a coordinated and realistic direction for the future founded on a community-based strategic vision. This task would also ensure that the data collection and analysis in Task 4 is responsive to community needs. The task consists of both informing the public of the General Plan process via the first of a set of Project Newsletters and subsequently obtaining feedback from the public on what they deem are the primary issues in their community that should shape the General Plan Update process. Feedback will be obtained though an initial Community Workshop and a citywide mail-in survey. Since the development of a vision that is responsive to public concerns and can be supported by the general public is critical, the visioning process must be a very public effort. Although we have presented this effort as a separate task, it is closely related to the public participation program discussed in Task 1 with some of the elements of that program providing input into the visioning process. This task is intended not only to provide a more complete picture of the issues and opportunities facing the City of Lodi, but also to build public support and 'buy-in' into the General Plan Update process.

A. **Prepare Initial Newsletter** (D&B). The first newsletter will explain the objectives of the General Plan program, key issues to be addressed, and opportunities for public participation. The newsletter will help ensure that citizens are informed about how and when to be involved in the General Plan Update Process. We assume that the City will be responsible for printing and mailing of the newsletter. Distribution could be achieved through utility mailings. The newsletter, which will also be posted on the City's Website, may be part of a larger City-initiated publicity campaign that includes public service announcements, press releases, news articles, etc. Newsletter mailing could also be tied in with the mail-in survey.

B. **Interview Individual Stakeholders** (D&B). Representatives of public agencies, community members, business leaders, environmental advocates, City Council, etc. will be interviewed to identify their issues of concern and get feedback about the specific issues identified.

This step is critical, because often people will be much more candid in a one-on-one or small group interview. We will ask a series of questions so that we learn the about major issues of concern, deal breakers, desirables, and the political factors that may come into play. Our budget provides for 20 such meetings (with one or two participants at each meeting–or a total of about 30-35 individuals) over a two-three day period. A report summarizing stakeholder findings will be provided and published.

C. **Prepare and Hold One Community Visioning Workshop and Two Neighborhood Forums (D&B).** One citywide workshop, supplemented with one neighborhood forums (for the Eastside neighborhoods) will be held to further assist the team in "scoping" issues for the General Plan. The intent is to ensure that issues felt to be pertinent by the public and are appropriate for consideration in the program are not ignored. In addition to gathering input on citywide issues/visions, the neighborhood forums will be designed as informal open-ended sessions to solicit input on issues specific to the neighborhoods. The consultant team will prepare materials and conduct the workshop/forums (we expect that city staff will be available for tabletop facilitation at a few tables). The meetings will be designed as community events, designed to facilitate the participation of a wide diversity of residents, business people, and other key stakeholders. D&B will prepare all materials for the workshop, and summarize findings.

D. **Prepare and Compile Mail-in Survey (D&B; WMR).** A postage prepaid mail-in survey will be prepared to understand viewpoints related to the city's vision, growth and development, salient planning issues, and potentially transportation use and habits, to help with later transportation analysis. The goal would be approximately 600 completed responses (with an approximate eight-percent response rate, this would suggest mailing the survey to about one-third of the city's approximately 22,000 households). We are willing to expand survey distribution to encompass a greater proportion of the City's population; however, this will cost more and the results will likely not be any different once a sample of approximately 400 responses is reached.

The survey will be bilingual (English on one side, and Spanish on the other). We are willing to work with the City on whether it may be appropriate to have the survey in a third language (Urdu), as suggested for outreach purposes by staff. However, a review of the Census data shows that only 972 of Lodi's 52,586 residents in 2000 spoke English "not well" or "not at all"; out of these 601 were people who spoke Indo-European languages at home (which include many languages besides Urdu).

D&B will work with the City to develop and refine the survey instrument. The City would print and mail out a survey packet, which will contain a letter from the City that introduces the survey, as well as the actual survey instrument, pre-stamped and addressed return. At this point, we envision a survey to be included as part of Newsletter #1. We would also look to the City to mail out the survey and provide postage costs (D&B is willing to work with a mail house to do this).

E. **Phone Survey (Optional; GRA).** Instead of the mail-in survey (we do not recommend that the City do both a mail-in and a phone survey), should the City so desire, we can conduct a random phone survey. A sample size of 400 will allow for analysis of important subgroups and reduce the statistical margin of error to an acceptable level for most population groups; the optional budget shown includes a range of 400 to 600 completed responses, with a survey of 12- to 18-miutes duration.

We propose drawing a random digit dial (RDD) sample of City residents to accurately identify

potential participants for the telephone survey by their residency status. A draft questionnaire will be reviewed with staff, pre-tested, and then administered from a phone bank. The survey will be translated into Spanish for monolingual Spanish speaking residents or bilingual residents that would prefer to respond in Spanish.

Each response will be coded, keypunched and detailed cross-tabulations will be produced. The cross-tabulations generally include age, gender, ethnic group, income, home ownership, and geographic breakdowns. Results of the analysis will be presented in a report written in clear and simple English, and an electronic copy of the cross-tabulations will be provided to the City.

F. **Present Outreach Results to Decision-Makers (D&B; Team support).** Results of Outreach (stakeholder meeting, workshop, neighborhood forum, and surveys) will be presented to Decision-Makers

Meetings: ***Stakeholder meetings (20)***
Citywide Workshop (1)
Neighborhood Forum (1)
Decision-maker Meeting

Products: ***Newsletter #1: Project Introduction***
Stakeholder Meetings Report
Mail-in Survey (or Phone Survey) and Results
Report on Public Workshop and Neighborhood Forum

TASK 3: STRATEGY PAPER ON GREENBELT CONSERVATION; PLANNING AREA DEFINITION

It is critical that there be agreement on the Planning Area boundary before efforts toward detailed existing conditions assessment and mapping are undertaken. We believe that this definition should benefit from evaluation of candidate greenbelt preservation strategies, so this work will be conducted at this stage.

The Planning Area will be defined in consultation with decision-makers, and reflect community input collected in Task 2.

A. **Prepare Working Paper: Greenbelt Strategies (D&B; M&A; ESA).** The issue of the greenbelt—viability, how large, where, and what techniques and incentives would work—would likely be a critical component of the General Plan process. The viability of an expanded Sphere of Influence that encompasses non-urban land would rest to some degree on the viability of techniques for agricultural conservation.

This working paper will present issues specific to Lodi area, techniques (such as conservation easements, and transfer of development rights specific to agriculture/viticulture) that have that have worked successfully elsewhere (such as in Sonoma, Napa, South Livermore, elsewhere in San Joaquin County), as well as zoning techniques.

B. **Define Preliminary Planning Area (D&B).** Existing and proposed growth boundaries of surrounding communities (chiefly Stockton) will be mapped. Based on community input (Task 2) and results on greenbelt strategies assessment, a preliminary Planning Area will be defined. This could be larger than the final/likely Sphere of Influence, but not overly large, as

we would like all mapping for resources and constraints to encompass the entire Planning Area.

C. **Present Greenbelt Strategies and Planning Area to Decision-Makers (Team).** These will be presented and reviewed with decision-makers. Following their comments, the Planning Area will be finalized.

Meetings: ***Decision-maker Meeting***

Products: ***Working Paper 1: Greenbelt Strategies***
Preliminary Planning Area
Final Planning Area

TASK 4: OPPORTUNITIES AND CHALLENGES ASSESSMENT

The objective of this task will be to obtain and compile background information, analyze long-term trends, and summarize the opportunities and constraints in Lodi, and identify key factors that will affect planning decisions. For many topics, the background assessment will serve as the "setting" for the Environmental Impact Report.

To enable easy access to different parts of the assessment and focus on issues most salient to Lodi, at this stage we propose that this assessment be organized in three reports (we would be happy to merge these into a single report should the City so desire). These will be:

- ***Working Paper #2: Land Use, Transportation, and Environmental Resources***
- ***Working Paper #3: Growth Prospects and Economic Strategy***
- ***Working Paper #4: Urban Design and Livability***

Together, these reports will summarize existing conditions in the city with regard to the entire range of subject matter affecting physical development, including land use and population distribution, employment centers, community character, urban design, neighborhood livability, transportation, parks and open space, historic resources, conservation of natural resources, and safety. Economic and fiscal information will also be considered, as will regional trends that have an impact on the city.

These reports will visually rich and written to be easily understood by the public and decision-makers. A series of computer-based maps for various topics will also be prepared and included in the report.

For each topic, these working papers will present:

- ***Background data and information;***
- ***Analysis of the information for its pertinence to the General Plan Update; and***
- ***Policy implications of the analysis and resulting issues.***

A. **Conduct Land Use Survey/Vacant Parcel Survey (D&B).** Building on information obtained from the City and Metroscan, focused windshield surveys will be conducted to verify land use data accuracy and to identify underutilized parcels. A complete land use data layer will be prepared, which will serve as the basis for calibration of the transportation model, land use analysis, and alternatives. Significant vacant and underutilized parcels will be also be identified, based on existing development ratios, field observation, and consultation with City staff.

B. **Working Paper #2: Land Use, Transportation, Environmental Resources, and Infrastructure Assessment.** A descriptive profile of the City's existing conditions will be prepared. This will involve the compilation of baseline data for each General Plan element/section and evaluation

of this data to identify their planning implications. The latter will contribute to the framework of critical issues and challenges impacting the city to be addressed by the updated General Plan. This data will be compiled, textually described, mapped, and analyzed. Maps, photographs, illustrations, tables, and charts will be extensively used to facilitate understanding of the data. The following topic areas will be addressed:

Land Use (D&B)

The consultant team will:

- Identify existing land uses within the city and depict these on the base map based on information available from the City.
- Map land uses outside the city, within the larger Planning Area—these would be largely agricultural (evaluated under Agricultural Resources), but would encompass Woodbridge. Areas outside the City may be mapped in less detail than for the urbanized area, but will be shown in order to present a comprehensive picture for the entire Planning Area.
- Tabulate the acreage of each category of use and, where information is available, the associated quantity of development such as the number of housing units and commercial and industrial square footage. Land use densities/intensities (units per acre for housing and floor area ratios for commercial and industrial uses) will be specified.
- Identify specific plans and master development plans and depict these on the base map, and describe their intended use and character.
- Identify the capacities of lands that are zoned or planned for new development or redevelopment (numbers of housing units, commercial and industrial building square footage, open space acres, and so on).
- Identify lands previously specified by City staff as select study areas, if any, and the issues warranting a possible revision of their land use designation. With staff, we will also review the City's overall use and development pattern and identify any other existing uses that may be replaced or intensified due to their economic obsolescence, physical deterioration, or incompatibility with adjacent uses.

Transportation Systems & Circulation (F&P)

Fehr & Peers will prepare a baseline transportation analysis, describing and quantifying existing systems and services as well as the policy framework related to highways, streets, air, freight and commuter rail, public transit, pedestrian and bicycle systems. This effort will make use of traffic count information compiled as part of our traffic model development process, as well as data available through the City's GIS resources and other information obtained from responsible planning and transportation agencies. The baseline transportation assessment will cover: functional classification of City streets; existing traffic volumes and levels of service on major roadways (up to 80 locations where traffic data is available through other sources) and on freeway segments; existing transit services and facilities; bicycle and trail systems; existing aviation facilities; and existing goods movement facilities including trucks and rail. We will make extensive use of GIS resources to produce maps of the existing systems and services to accompany the written descriptions.

Fehr & Peers will review the existing policy framework affecting the modes of transportation studied above, including policies in the current Lodi General Plan and in other relevant City and regional planning documents. Of particular interest in this effort will be a review of the City's level of service standard, in comparison with standards in other comparable jurisdictions. Potential adjustments to the City's transportation policies will be identified and discussed with staff and decision-makers.

Parks and Open space (D&B)

Using information from City (and County) staff as a basis, the Planning Area's parks and recreational open space will be mapped and quantified, including planned open space acquisitions. Existing park standards will be described. Using service radii from existing parks, current deficiencies in recreational open space will also be visually represented, and neighborhoods or other areas lacking in such facilities will be identified. Areas of non-recreational open space will also be identified, and their potential for preservation will be discussed, based on existing plans and use regulations. Information on potential plans for annexation areas to the west and the south will be summarized.

Agricultural and Soil Resources (ESA)

Nearly all the undeveloped portions of the Planning Area are comprised of soils that are considered highly suitable (Important Farmlands) for a range of agricultural activities. Our team will provide an inventory of these Important Farmlands (including prime farmlands, farmlands of statewide importance, etc.) using Department of Conservation FMMP data. We will also inventory existing agricultural uses within the Planning Area by specific land use type (e.g., vineyards, orchards, etc.) using current Department of Water Resources' land use data. Identify existing soil types and characteristics using statewide geologic and soil maps from the United States Department of Agriculture, and the Soil Conservation Service. If the Planning Area has Williamson Act lands, this information will also be documented and mapped.

Biological Resources (ESA)

Riverine, wetland, and riparian areas associated with the Mokelumne River and Lodi Lake serve as key habitats within the proposed Planning Area. Our team will utilize the California Natural Diversity Database along with literature searches, interviews with State and federal regulatory staff, and other organizations to identify potentially occurring special status species and habitats in the Planning Area. Key wildlife species of concern include giant garter snake and Swainson's hawk. The Mokelumne River is also home to various special status fish species including Chinook salmon and steelhead. Reconnaissance level fieldwork will be conducted as part of this task. Field verification of habitat and gross vegetation mapping will be undertaken but would be limited to drive-by surveys of the Planning Area. More detailed levels of analysis are outside the purview of this scope of work and would require modification to the existing budget and schedule. Habitat mapping from the San Joaquin Council of Government's Multi Species Habitat Conservation and Open Space Plan will also be reviewed.

Cultural Resources (ESA)

A full cultural survey of the Planning Area is not considered feasible; however a sensitivity analysis would be possible and appropriate. The sensitivity analysis would be based on a review of records maintained at the regional information center, and published research papers. In addition to research on prehistoric resources, this section would also document the Planning Area's historic resources, such as those associated with the City's downtown area (including the Hotel Lodi and the Carnegie Library). Data on existing resources and structures will be compiled from existing literature, a reconnaissance of the Planning Area,

and discussions with local service organizations (Lodi Historical Society) aimed at preservation of the City's history. This section will also document any historic resource that are currently listed on the National Register of Historic Places (i.e., Lodi Arch) or recorded as a historic site by the State. As part of this task, an archaeologist will also consult with appropriate California Native American tribes or groups consistent with State Tribal Consultation Guidelines (Senate Bill 18).

Energy and Mineral Resources (ESA)

Our team will confer with Lodi Electric Utility to characterize energy consumption trends in the Planning Area. We will also work with the City to describe local energy conservation programs. Applicable alternative energy sources will also be examined as appropriate. Our team will also identify any substantial documented mineral resources as designated by the State Department of Mines and Geology.

Hydrology and Water Quality (ESA)

The Mokelumne River is the principal hydrologic element in the Planning Area. We will identify existing surface and groundwater quantity, quality, and usage information and issues. Identify existing substantial sources of pollution and areas susceptible to water quality degradation. We will also identify source issues and capacity constraints. In preparing this section, information from previous reports, service providers, the State Department of Health Services, and the Regional Water Quality Control Board will be used. Declining groundwater levels in the Planning Area is also considered a key issue that will be addressed.

Air Quality (ESA)

Historic and current air quality information will be collected from monitoring stations located in the Planning Area and from information provided by the San Joaquin Valley Unified Air Pollution Control District and the Sacramento Metro Air Pollution Control District. Compliance with State and federal air pollution guidelines will be reviewed, areas of non-compliance documented, and action plans summarized. The section will also document the major sources of air pollution in the Planning Area (motor vehicles, agricultural activities, open burning, and residential wood burning).

Natural Hazards (ESA)

Based on published information, provide a summary of existing, known hazard areas, including areas known to be subject to flooding, earthquake hazard, slope instability, unstable soils, and wildland fires. Flood maps will be prepared using Federal Emergency Management Agency flood zone data and wildland fire maps will be prepared using California Department of Forestry and Fire Protection fire threat data.

Hazardous Materials (ESA)

A summary of known hazardous materials sites will also be included in the Background Report. Although not meant to be a Phase 1 study, a good sense of toxic sites can be gained through discussions with local fire districts and reviewing local, State, and federal lists of sites and closed underground storage tanks. A summary of major users/producers of hazardous materials will be included as part of the section. The section will also address hazards associated with aircraft operations at the Lodi Airport.

Noise (ESA)

The primary noise sources in the Planning Area are anticipated to be related to motor vehicle traffic, railroad, potentially Lodi Airport, and Lodi Memorial Hospital Heliport. We will review the City's existing General Plan and any previous environmental documents in the area to identify sources of existing and projected noise and existing noise contour information. A noise specialist will conduct short-term noise measurements at several locations (up to ten locations) throughout the Planning Area. A noise specialist will also prepare updated roadway noise contours for the City's transportation facilities based on the existing conditions traffic model prepared for the General Plan Update. Updated noise contours will also be prepared for railroad operations along the Union Pacific Railroad line. For airport noise, noise conditions will be documented using the latest published data available for the Lodi Airport. No new airport noise contours will be prepared under this scope of work.

Water Supply and Delivery (NA)

The City's entire current drinking water supply is met through groundwater. Currently, 17,300 acre-feet per year is used, while the safe long-term groundwater yield is estimated to be 15,000 acre-feet per year. However, the City has an agreement with the Woodbridge Irrigation District to purchase approximately 6,000 ac-ft/yr of surface water for a period of 40 years. The City also supplies secondary treated recycled water, primarily for irrigation near the area surrounding the White Slough Water Pollution Control Facility (WSWPCF). We will summarize all the existing sources of supply and discuss future water supply constraints with groundwater supply, availability of surface water supply and recycled water supply. We will provide several maps depicting the major conveyance facilities to illustrate the future water supply networks. Included in this subsection will be discussions regarding the estimated buildout water demand, proposed water supply improvements, storage constraints.

Wastewater Collection/Disposal/Recycling (NA)

We will summarize all the current wastewater collection, treatment and disposal practices within the City of Lodi. The cornerstone of the City's wastewater collection/disposal program is the WSWPCF, originally constructed in 1966. The current City of Lodi Sewer Master Plan will be reviewed and summarized in this sub-section to identify available treatment options, disposal alternatives and infrastructure needs to meet the needs of the City. We will provide several maps depicting the major collection/disposal facilities to illustrate the future wastewater collection/disposal/recycling system. A particular emphasis will be placed on discussing existing wastewater collection/disposal/recycling deficiencies, regulatory concerns, and other policies.

Storm Drainage/Flood Control (NA)

Currently, the City maintains an intricate, gravity-based stormwater system made up of several detention basins. Disposal of the stormwater runoff is accomplished by pumping to the existing Woodbridge Canal, Lodi Lake, or the Mokelumne River. We will summarize and augment the existing storm drainage system with information regarding existing major creeks and streams that may be affected from the infrastructure necessary to meet the City's flood control needs. This portion of the section will include policies and criteria for the City's storm drainage/flood control needs.

C. Working Paper #3: Growth and Economic Development Strategy (M&A; D&B support)

This working paper would present growth trends, likely demand for various land uses (including retail demand by segment), and opportunities, challenges, and possibilities for their arrangement in the Lodi of the future. This task would focus on the market conditions, including absorption rates for non-residential uses, and taxable sales performance of retail shopping establishments. The strategy would examine demand for neighborhood-oriented retail uses, and possibilities for dispersing them (while recognizing the need for a critical mass of uses in a given location) to enable neighborhood walkability. It will examine issues related to jobs/employment skills and housing match, and the potential role tourism can play, and how land use policies can support that vision.

Population and Demographics

The D&B team will examine and validate or refine the SJCOG projections of population growth, and extend those projections further into the future. These projections would incorporate considerations of Lodi's two percent population growth rate policy.

Existing Business/Employment Characteristics and Trends

Based on information from the California Employment Development Department and the most recent SJCOG economic database, the D&B team will examine employment characteristics over the past decade for the city and the regional area. This profile will examine employment by major industry sector to provide insights into Lodi's attractiveness to various types of economic activities. Local information about businesses (e.g., from business licenses or from the U.S. Economic Census) will be used to examine the size characteristics of business enterprises in Lodi. The information about employment and businesses will used to draw conclusions and formulate recommendations for a diversified economy and to inform the City's consideration of planning issues such as jobs/housing balance.

Employment Characteristics

Based on the employment profile developed above, key characteristics about the existing and emerging employment will be compared against the existing labor force in the Lodi-Woodbridge area. Issues to be addressed include the wage and skill levels of existing labor force versus the types of jobs locating or expanding in the City. The major implications for such issues as housing affordability and jobs/housing balance will be discussed.

Retail and Visitor Services

This task will address the retail sales base of the City to determine growth potential over the long-term. The focus will be on taxable retail sales trends in the City's primary retail development, including 1) Downtown; 2) Corridors (Kettleman, Cherokee, and Lodi), and (3) scattered strip commercial centers (assuming that the City can provide sales tax data for these discrete areas). Taxable retail sales performance trends will be analyzed. This analysis would be based on existing data sources such as taxable sales data from the California State Board of Equalization and the City (or its sales tax consultant). The potential retail growth supported by future households and businesses will also be projected.

Existing Economic Development Programs

Working closely with the Community Development staff, information about existing economic development programs will be assembled. This task will focus on programs and

tools intended to address changing market conditions, with a particular focus on improving jobs/housing balance and programs that diversify the local economy. While the City currently does not have a Redevelopment Project Area, possibilities for adopting such an area as an aid for public improvements can be examined.

Potential Growth and Development Strategies

Significant economic trends are underway that may significantly affect Lodi. The dramatic growth the region is experiencing may enable the City to make choices to craft its own vision for the future, rather than simply accepting all growth. Wine growing and tourism present enormous economic and character-giving opportunities, but will also require workforce with skill sets to fill jobs that will be generated. As evidenced by a proposal to locate a large call center at the city's southern edge, e-commerce makes attractive communities like Lodi viable locations for back office space. Some of these businesses could be located downtown if adequate size building space could be provided, but also in some existing industrial buildings on the east side that may become obsolete over the next 20 years.

M&A will also review the relevant literature and then interview local sources familiar with both the wine and visitor industries as well as sources in Napa, Sonoma, Alameda, and San Luis Obispo Counties to identify factors that contribute to successful visitor-oriented development and the potential dimensions of the visitor market. Case studies from other areas may be included in the working paper to illustrate strategies that have worked or not worked.

This section of the Working Paper will pose a series of key policy choices, and based on technical analysis, present their policy implications, so the Planning Commission/City Council can make informed decisions. These choices will also provide the basis for Land Use Alternatives.

D. Working Paper #4: Community Design and Livability (Southworth; D&B)

Community-Based Livability Assessment/Survey

A community-based assessment of livability will be performed. A Resident Survey with the specific purpose of drawing out resident's opinions on issues related to livability will be developed and administered (approximately 60 to 70 completed responses; method of administration to be developed in consultation with City staff). The survey will be designed to be interactive, and may include photographs of places and buildings in Lodi that people may know or can relate to. The survey will include several open-ended questions that asked about what residents liked or disliked about their neighborhood and city, as well as a series of closed-end questions. Respondents then will be asked to prepare maps of their neighborhood and the places that were most important to them (without the aid of a roadmap). The analysis will present finding of how satisfied residents are overall with their neighborhood, and things that they value in the community. Similarities and differences between neighborhoods will also be presented.

Fieldwork/ GIS-Based Analysis

We will analyze Lodi's urban form at three levels: the citywide scale, neighborhood, and individual block. The citywide analysis will emphasize entrances, edges, views, and streetscapes. Analysis at the neighborhood scale will include street network, intersection frequency, and development intensity. The block-level analysis will examine block sizes and

the prototypical relationship between buildings and streets, in residential and non-residential areas—both traditional and emerging. In concert with the land use analysis, we will identify existing and planned land use districts that contribute to a special quality of community "livability" as a result of the development pattern, visual character, and amenity. These elements will be depicted on the base map, described according to their contributing characteristics, and illustrated by photographs.

Using GIS, we will analyze city and neighborhood walkability—accessibility to shops, services, downtown, and open spaces.

Recent Projects/Design and Development Standards/Community Match

We will review recently-built projects, design and development regulations in the Draft Zoning Ordinance, and see how these match with community values and livability desires, and what changes in City policies and standards will foster greater livability.

E. **Prepare Draft and Final Working Papers** (D&B). Drafts of each working paper will be prepared for staff review, and then finalized for publication.

F. **Present Working Papers to Decision-Makers** (Team). We envision three workshops with the Planning Commission/City Council (one each focused on each working paper). The consultant team will present findings of each working paper, with substantial time reserved at each meeting for decision-maker feedback on issues, choices, and strategies presented. Decision-maker feedback will be used to draw up Alternatives (Task 5), as well as incorporation in General Plan policy.

Meetings: ***City Council/Planning Workshops (3), as follows:***
Land Use, Transportation, and Environmental Resources
Growth and Development Strategy
Livability
Community Workshop on Livability
Meetings and interviews as necessary with service providers

Products: ***Livability Survey***
Working Paper #2: Land Use, Transportation, Environmental Resources, and Infrastructure Assessment.
Working Paper #3: Growth Prospects and Economic Strategy
Working Paper #4: Urban Design and Livability

TASK 5: SKETCH PLANS

The intent of this task is to identify three planning alternatives and conduct a thorough analysis of these to allow informed decision-making.

This task will be conducted in two parts:

1. ***Building on the identified issues, and opportunities and constraints, we will formulate and analyze three plans illustrating alternative land use and circulation patterns for the Planning Area.***
2. ***An evaluation of the alternative "sketch plans" will be conducted, so informed decisions can be made. This effort will include analysis of population and employment, and traffic impacts of each alternative.***

Alternatives would encompass both greenfield and infill development.

A. **Define Preliminary Alternative Plans (D&B).** Thee land use/transportation alternatives will be defined. The alternatives will be sensitive to the issues, opportunities, and constraints identified in the Opportunities and Challenges task and the community workshops, and offer real choices. For instance, no plan alternative will show development at locations that have been conclusively identified as inappropriate due to environmental hazards, sensitive habitats, or other constraints.

   The alternatives will be sufficiently developed to show the community and decision-makers clear choices among major land use options. Sketch Plan alternatives will incorporate concepts of livable communities and will explore land use arrangements, mixes, locations of centers and activities to reduce traffic impacts and promote quality of life.

   – Options related to an urban growth boundary (for protection of surrounding agricultural uses) will be explored.

   – Existing community, specific, and other planning efforts will be integrated into the preparation of the sketch plans alternatives.

   – Visual simulation (up to three) of key areas will be provided, and photographs, drawings, and other tools used to convey character, scale, and intensities proposed in the alternatives.

B. **Prepare D&B/Scenario 360 Model (D&B).** Customized indicators will be developed, reflecting findings from Task 4. These indicators will be used to evaluate Alternatives (Task C below).

C. **Evaluate Alternative Plans.** Impacts of the plans will be quantified. Relative merits and disadvantages of the alternatives will be assessed. Topics for evaluation will include:

   – **Land Use, Population, and Employment (D&B).** Comparative impacts in terms of population, jobs/housing balance, and other factors of concern will be prepared for presentation in narrative and tabular form.

   – **Livability/Smart Growth (D&B; F&P support).** Impacts of the alternatives will be evaluated at a quantitative level (for traffic, walkability, jobs/housing balance, etc.), and qualitatively where appropriate. These criteria will be developed in conjunction with staff.

   – **Economics (M&A).** M&A will provide a qualitative assessment on the feasibility and likely impacts of the alternatives. Analysis of the impacts of the alternatives on the City's General Plan fund will be an optional task (see below) we are willing to undertake if so desired.

   – **Transportation (F&P).** Traffic forecasts for each alternative will be developed. Citywide transportation measures such as vehicle miles of travel, hours of delay, and numbers of trips generated will be calculated for each of the three alternatives and will be used to assist in comparing and contrasting the effects of the alternatives. Traffic volumes and operations at key locations will be characterized, and Fehr & Peers will identify the transportation infrastructure necessary to address the deficiencies identified through modeling. The results will be used to determine the effectiveness of potential circulation improvements and their possible inclusion in the final Preferred Alternative. Please note that this scope does not anticipate doing comprehensive roadway LOS analysis for the General Plan alternatives; we recommend consultation with staff and other members of the consultant team to decide whether the environmental documentation of the General Plan should include this greater level of detail; cost for this detailed option is shown in the budget.

- **Infrastructure Evaluation (NA).** Our scope of work includes an assessment of the infrastructure impacts of the proposed General Plan (see Task 7-D); at this stage we propose that NA do a qualitative review of the alternatives from an infrastructure perspective. However, we are willing to undertake a more thorough quantitative analysis if the City should so desire, for which NA will identify the impact of each growth alternative to the existing and proposed water, wastewater and storm drainage facilities. For the base work, NA will provide a short (one or two page) assessment for inclusion in the Alternatives Report, pointing out red flags. For a more comprehensive (optional) assessment, a technical memorandum will be prepared for incorporation into the Alternatives Report.
- **Fiscal Model and Evaluation (optional; M&A).** Should the City wish to analyze public revenues and service costs, M&A will prepare a long-range General Fund fiscal impact projection model. The model will project general fund revenues (by source) and public service expenditures (by department) over the time period of the General Plan under a base case (i.e., continuation of current trends) and a reasonable number of alternative scenarios. The model will be based on actual City revenues and costs budgeted for the current fiscal year, with appropriate adjustments for foreseeable changes in revenue and cost determinants. The work will involve close consultation with the City Manager's and Economic Development Department's staff, and the budget staff in the major operating departments. The model will yield planning-level information about net revenue-cost relationships over time, and will be flexible enough to produce sensitivity analyses of these results under alternative assumptions about the rate of development, changes in housing price, inflation rates, and other key variables.

D. **Prepare Final Alternative Plans Report (D&B).** The alternatives, their organizing principles, as well as the evaluation, will be summarized in a working paper. Following staff review of an administrative draft, a Workbook for Public Review will be prepared.

Meetings: ***City staff meeting to review preliminary alternatives***

Products: ***Scenario 360 Model/Indicators***
Alternative Plans Report
Fiscal Model (optional)

TASK 6: PREFERRED PLAN SELECTION AND REFINEMENT

In this task, a Preferred Plan will be selected and refined in collaboration with the community and decision-makers. The selection of a Preferred plan will create a framework within which new policy language can be developed and the General Plan updated. Much of the focus of choosing a Preferred Plan will revolve around the major issues identified such as economic and agriculture sustainability, growth boundaries, and achieving a self-sustaining mix of land uses. Additionally, framework concepts or key goals for the individual elements will provide a bridge to detailed policy-making.

A. **Prepare Newsletter on Planning Alternatives (D&B).** This newsletter will summarize the key alternatives being considered for the General Plan. Opportunities for public input will also be included. It is assumed the City will be responsible for printing and mailing.

B. **Conduct Citywide Workshop on Alternatives (D&B; Team).** The consultant team will lead a community workshop to discuss and compare the alternative plans. The format for the public workshop will be reviewed with City staff – we have tested various formats for general plan alternative comparisons, and the most successful have been workshops open to the public

where small groups focus on specific issues and then present their findings and preferences to others in an open forum. This format will also allow the Planning Commission/City Council to gauge public reaction before decisions are made. Neighborhood-specific issues can be addressed in targeted discussions with area residents.

C. **Conduct Decision Maker Workshop on Alternatives** (D&B; Team). Decision-makers will be briefed on the alternatives, their impacts, and community reaction to them, so decision-makers can weigh in or provide specific direction to the staff/consultants.

D. **Prepare Preferred Alternative** (D&B). Following the public input and direction by decision-makers and City staff, a preliminary preferred plan will be prepared. This will be reviewed with staff and refined in an interactive setting using Scenario 360.

E. **Present Preliminary Preferred Plan to Decision-makers and Refine in Real Time Interactive Workshop** (D&B). The Preliminary Preferred Plan will be presented to the Planning Commission/City Council and refined in an interactive workshop setting using Scenario 360, so that buildout calculations and indicator assessment happens in real time.

F. **Prepare Policy and Framework Concepts** (D&B). These concepts, in a memo format, will synthesize information gathered to date and assist the Planning Commission/City Council in bridging the gap between Preferred Plan and detailed policy development. Key goals or guiding policies for each of the plan elements will be identified.

G. **Review Framework Concepts, Key Goals, and results of Traffic Evaluation with the Decision-Makers** (D&B; Team). The concepts and key goals (from Task F above) will be reviewed with the Planning Commission/City Council in joint workshop.

Meetings: ***Citywide workshop on Alternatives***
Decision-maker meeting on Alternatives
Decision-maker meeting on Preferred Plan
Decision-maker on Framework Concepts and Key Goals

Products: ***Newsletter #2: General Plan Alternatives***
Workshop Materials
Preliminary Preferred Plan (display and report size in color)
Preferred Plan
Memo on Framework Concepts and Key Goals

TASK 7: DRAFT GENERAL PLAN

Decision-maker approval of a Preferred Plan and key goals will establish a strong foundation to build detailed General Plan policies. Balancing attention between text policies, the land use plan, and the land use classifications is critical to a successful General Plan. Dyett & Bhatia will strive for brevity and clarity that enables all interested persons to easily tell what commitments the City is making, what it hopes to accomplish, and whether a proposed project is consistent with the General Plan. We will include both "guiding policies" (or goals) and "implementing policies", the latter forming the basis for implementing ordinances or amendments to existing ordinances. This task will be conducted in parallel with the Draft EIR exercise, so that any necessary mitigation can be folded into Plan policies to ensure that the Plan is "self-mitigating".

The elements to be prepared include the State-required elements – Land Use, Transportation, Safety, Conservation, Noise, and Open Space. Additionally a Community Design and Livability Element will

be prepared. Growth management and Sphere of Influence policies will be included in the Land Use Element, or be compiled in a separate Growth Management Element.

A. **Prepare Outline (D&B).** We will prepare an outline and format for the General Plan and review it with City staff. Topics that will be covered in each section will be identified, and a "mock-up" section will be prepared for staff approval.

B. **Establish Plan Forecasts (D&B).** Forecasts of land use and population changes that will occur at General Plan buildout will be prepared.

C. **Conduct Traffic Assessment of Preferred Plan (F&P).** The transportation network identified to support the final Preferred Alternative will be represented in the Circulation Diagram in the General Plan. Fehr & Peers will develop future daily, AM and PM peak hour traffic forecasts at up to 80 street segments and 16 freeway segments in the Planning Area for the final Preferred Alternative. These forecasts will be adjusted to account for model error before being used in subsequent operations analysis. Roadway level of service analysis will be conducted for these segments, using LOS volume thresholds developed in consultation with City staff. This roadway segment LOS analysis will form a key part of the Transportation Element of the EIR (described in Task 8 below).

D. **Conduct Infrastructure and Financing Assessment of Preferred Plan (NA; MA).** In this task, the infrastructure impacts of the Preferred Plan will be evaluated (and also later included in Task 8: EIR), and an infrastructure financing options explored. Results of this analysis will be folded in the form of General Plan policies. This will include:

Infrastructure Assessment (NA)

NA will identify the impact of the Preferred Plan to the existing and proposed water, wastewater and storm drainage facilities. Shortfalls and capacity constraints, and strategies/next steps to ameliorate these will be identified at a planning level of detail.

Infrastructure Financing Strategy (MA)

Paying for infrastructure is a challenge that cities face in a variety of ways:

- Where the infrastructure improvements are needed to serve new development, the developer is typically required to pay for them. Where the improvements are designed to serve not only the immediate development project but also future projects – and therefore are "overdesigned" for current demand – the City may have some type of cost-sharing arrangement, whereby the developer pays for the entire improvement (extended as far as needed to serve his/her project), but is reimbursed by future developers as their projects are built.

- Where the infrastructure improvements are required to serve existing development, then the City must typically borrow money (by issuing bonds) and then repay the borrowed funds with money collected from residents and businesses. State law has created a variety of mechanisms for public agencies to use to collect these funds: selection of the appropriate mechanism for each situation is based on the nature of the improvements, the burden on the property owners (or residents or businesses) affected, the characteristics of the area or population that will benefit, and other factors.

- Where the improvements are likely to benefit both a new development and the existing city – e.g., an arterial roadway or a community park – then the City may use a combination of mechanisms that include developer contributions and more general financing tools.

- Where a city has a Redevelopment Project Area in place, property tax increments may be used to pay for infrastructure improvements: the cost is, effectively, invisible to residents, businesses, and property owners.

An analysis of infrastructure financing opportunities and strategies will be provided; two levels of effort are possible, with the base work included in our budget.

- **Base Scope (included in the project budget).** We will provide a descriptive "tool box" of mechanisms that are available to the City of Lodi, identifying the significant characteristics of each (e.g., allowed uses, advantageous conditions for use of each financing approach), including current State rules and restrictions for each mechanism. Appropriateness of each mechanism for different kinds of improvements would be shown. Recommendations would encompass not just public utilities, but other kinds of public amenities such as for example, an aquatic park or a police station.
- **Optional Additional Scope.** If the general plan effort includes estimates of costs for various infrastructure improvements that are needed to serve the City as development occurs, the financing analysis could be expanded to include estimates of the burden that would be imposed on various types of existing and new development, based on estimated growth, property values, development characteristics, and other relevant conditions. This would require approximately $18,000 of additional effort, provided infrastructure costs are available.

The infrastructure assessment and financing strategy will be compiled into a technical memorandum.

E. Prepare General Plan (Team). Each element of the General Plan will include background information, goals and implementing policies, and monitoring and evaluation requirements. As discussed in the Project Approach, implementing policies will be consolidated into a stand-alone document – the General Plan Implementation Program. For each element, meetings with key figures from each department will be arranged as needed. A preliminary list of elements for the General Plan follows:

Land Use Element

This element will identify the location and intensity of uses, and provide policies that would result in developments that are appropriate to the character and setting of Lodi. Topics in the element would include:

- Land use classifications; density/intensity standards
- Population and job holding capacity; jobs/housing balance
- Detailed policies for key reuse areas/corridors
- Policies for coordination with adjacent communities, and unincorporated area
- Land use incentives

Growth Management

This could be a stand-alone element or integrated with Land Use. It will address issues related to urban expansion and orderly growth, and criteria for expansion of growth boundaries, balancing new urban development with the provision of public services and infrastructure. Interim and 20-year urban growth boundaries may be defined. Ideally, the some kind of "trigger" mechanisms will be built into this element that are tied in with LAFCO's 5-year service area reviews, required as per the new LAFCO reform legislation.

Community Design and Livability Element

Utilizing the findings of Working Paper #4: Urban Design and Livability, community design policies will be drafted. The strategy will be livability and smart growth concepts, with the goal of integration of land use, transportation, and public amenities. Drawings and three-dimensional illustrations will be prepared to vividly portray stated intent. Where appropriate—such for neighborhood connectivity—standards may be included.

The Community Design and Livability Element will take into consideration:

- Overall city image and identity
- City entrances and edges; buffering
- Design policies for key corridors, including streets and buildings
- Relationships between development patterns, building forms, density, walkability, transportation options, and streets within different use districts
- Accessibility and connectivity
- Enhancement of quality of life of eastside neighborhoods
- Cultural Resources

Circulation Element

The Circulation Element's system plan will encompass the full range of transportation modes, including conceptual locations for major roadways, transit, and pedestrian and bicycle corridors. Because the citywide travel model does not contain a detailed mode choice component, the evaluation of non-roadway transportation systems will be conducted at a qualitative level of detail. We will coordinate with Lodi Transit and SJRTD to ensure that the General Plan fully captures the potential for future transit services both within the City and connecting the City to other parts of the region. Drawing upon F&P's extensive experience with bicycle and pedestrian planning, we will advise the staff and the consultant team on methods for incorporating bicycle- and pedestrian-supportive facilities and policies in the updated General Plan.

The Circulation Element will include the following topics:

- Lodi's travel characteristics and regional setting
- Streets and traffic:
  - Classification system
  - Projected traffic conditions
  - Circulation diagram showing existing and planned transportation improvements

  - Standards for traffic level of service
  - Neighborhood traffic management
- Freight transportation (both highway and rail)
  - Proposed truck routes
  - Proposed rail transportation and connections to the street network
- Transportation demand management
- Public transportation, including proposed transit system and services
- Bicycle and Pedestrian Systems
- Bicycle and pedestrian facility classification system
  - Proposed bikeway and pedestrian system Bicycle and pedestrian transportation
  - Freight transportation (both highway and rail)
- Transportation demand management

Parks and Recreation

This may be a stand-alone element or consolidated with the Conservation Element into an Open Space, Conservation, and Recreation Element. It will be closely coordinated with the Land Use, Community Design and Livability, as well as the Circulation elements. Included will be:

- Park standards (size and distribution)
- Location of new parks and open spaces
- Existing trails, future plans, and recommended actions to initiate additional trail installation
- Key policies and programs for new parkland development

Conservation Element

This element will be closely coordinated with the EIR impact analysis, and any identified mitigations will be folded in as Plan policies. The element will include specific provisions regulating the development and preservation of open space and agricultural lands. Topics to be addressed include:

- Habitat and biological resources conservation;
- Drainage and erosion;
- Water quality;
- Agriculture;
- Air quality; and
- Archeological resources.

Safety Element

Topics to be addressed include:

- Seismic, geologic and soils hazards;

- Fire hazards;
- Hazardous materials;
- Flooding and drainage; and
- Emergency management.

Noise Element

Standards for noise exposure for the different land uses will be included. Future noise contours will be mapped based on General Plan traffic forecasts, AMTRAK/other rail projections, and any adopted plans or projects that would be expected to result in noise-generating land uses.

F. **Implementation and Monitoring** (D&B). The General Plan implementing policies will constitute the Implementation Program for the General Plan; if so desired, these can be assembled into an independent document/matrix, so implementation can be tracked or included programs easily prioritized. In addition, statutory requirements for annual General Plan reports will be included. Major capital improvements resulting from the General Plan—parks, streets, water/wastewater system improvements—can also be compiled into list, so that the City can prioritize timing and improvements.

G. **Zoning Amendments** (**Optional; D&B**). While the City is in the process of updating its zoning regulations and a draft has been prepared, it is highly likely that some amendments to the existing regulations will be needed to implement new General Plan policy initiatives. Amendments will include:

- **Use Regulations:** Evaluate current use regulations and identify changes needed in districts established (such as potentially mixed-use districts), permitted uses, and conditional uses to implement the proposed General Plan.
- **Development/Design Standards.** Analyze current development standards and identify new or revised standards and performance requirements such as:
  - Connectivity standards
  - Densities and FARs
  - Height, bulk and setback/stepback requirements, if warranted; build-to lines and envelopes, where appropriate (such as downtown)
  - Pedestrian circulation and transit access
  - Setback, streetscape and design standards

H. **Decision-Maker Meetings** (D&B). Some policy issues must necessarily be considered and resolved during the preparation of the General Plan. Decision-makers will convene as needed (likely 2 or 3 meetings) to provide the project team with planning policy direction.

I. **Prepare Hearing Draft General Plan** (D&B). An Administrative Draft will be presented for staff review and will be revised after a consolidated set of comments are provided by City staff.

Meetings: ***Decision-maker meetings (3)***

Products: ***General Plan Outline***

Infrastructure and financing technical memorandum
Administrative Draft General Plan
Draft General Plan
General Plan Implementation Program
Zoning Amendments (Optional)

TASK 8: DRAFT ENVIRONMENTAL IMPACT REPORT

The objective of this task will be to prepare a programmatic environmental impact assessment of the General Plan, pursuant to the California Environmental Quality Act (CEQA). This task will be conducted in parallel with the Draft General Plan. We will identify which Plan policies serve as mitigation, so the need for additional mitigation should be limited. Also, we will identify potentially significant impact issues early in the process so that appropriate mitigation policies can be developed and incorporated into the General Plan, resulting in a "self-mitigating" document.

A. **Prepare Notice of Preparation** (D&B). The Notice of Preparation will indicate what subjects will be investigated in the General Plan EIR. Because the City has already determined an EIR will be prepared, there is no need to conduct an Initial Study.

B. **Conduct a Scoping Meeting** (D&B/ESA). Since an update of any portion of a General Plan is considered to be a project of statewide, regional, or local significance, a scoping meeting is required. In the scoping meeting, the Lead Agency meets with members of the public and/or agency representatives after a NOP has been distributed in order to learn about potential concerns, further define key environmental issues, identify feasible project alternatives, and discuss potential mitigation measures that may warrant analysis in the environmental document.

   D&B/ESA will conduct one scoping meeting and prepare handouts that describe the general environmental process. The focus of the scoping meeting will be to solicit the involvement of responsible agencies, the community at-large, and local business organizations. It is assumed that the scoping meeting will be conducted during the middle of the review period of the NOP.

   Develop Thresholds/ Significance Criteria (D&B, ESA, Team). Development of criteria against which impacts will be evaluated (and ultimately designed) lies as the crux of a citywide Program EIR such as this. The EIR team will work closely with City staff to develop the thresholds for evaluation of environmental impacts. These thresholds will be developed and refined using those previously used in City of Lodi documents, those that have been adopted by the City, and applicable federal, State, and local standards. The City's involvement in the determination and approval of thresholds is important when considering the level of significance for impacts associated with the proposed General Plan. The Program EIR will utilize the approved thresholds of significance to identify both the direct and indirect impacts of the proposed updated General Plan. It is intended that these thresholds of significance will be used to ensure that all future development projects do not generate adverse environmental impacts as defined by CEQA or the City of Lodi. The standardized levels of significance will also be included as a portion of the EIR.

C. **Screencheck Draft EIR** (D&B; ESA; F&P; NA). Existing conditions information will be compiled during the preparation of the background studies for the General Plan Update. Additional information will be compiled by contacting public service providers such as utility

companies, school districts, emergency service providers, etc. The Program EIR will be prepared using the evaluation of existing conditions, the environmental setting of the City, and existing conditions for each environmental issue to be discussed.

To reduce or eliminate any significant adverse impacts identified during the analysis, the Program EIR would recommend appropriate mitigation measures. It is our intention to specify mitigation measures early in the planning process as alternatives are identified and evaluated, and as policies are formulated in response to key issues that have been identified. In this manner, the updated General Plan Elements can function as "self-mitigating" documents. However, we recognize that residual impacts may remain for which further mitigation and/or overriding considerations must be established.

The Draft EIR will include the following sections:

- Table of contents
- Summary of impacts and mitigation measures
- Project description (project objectives, project location, project characteristics, scope of project, and discretionary approvals)
- Effects found not to be significant
- Environmental setting, thresholds of significance, regulatory framework, environmental impacts (short-term, long-term, direct, indirect, and cumulative), and mitigation measures for the following issue areas:
    - Land use
    - Aesthetics and Visual Resources
    - Recreation
    - Biological Resources
    - Cultural and Historic Resources
    - Traffic and Circulation
    - Air Quality
    - Noise
    - Population, Housing, and Employment
    - Geology, Soils, and Seismic
    - Water Resources
    - Public Services and Utilities
    - Hydrology and Water Quality
    - Energy
    - Hazards and Hazardous Materials
- Alternatives (including the No Project Scenario)
- Unavoidable adverse impacts

- Long-term implications (including cumulative, growth-inducing, and significant irreversible environmental impacts)
- Organizations and persons consulted/EIR preparers
- References
- Technical appendices not included in the TBR

The main purpose of the Screencheck Draft Program EIR will be to thoroughly and accurately analyze the environmental impacts of the proposed updated General Plan for the City of Lodi. The document will be free of jargon so that the information it contains is accessible to decision-makers and the public. The methodology and criteria used for determining the impacts of the project will be clearly and explicitly described in each section of the Program EIR, including any assumptions, models, or modeling techniques used in the analysis. The Summary section of the Program EIR will be in table format, and will briefly describe the impacts, level of significance of impacts, recommended mitigation measures, and level of significance after the recommended mitigation measures are incorporated.

Specific topic areas to be addressed in the EIR will include:

Project Description/Population, Housing, and Employment

Population and housing changes are the direct or indirect basis for many of the physical environmental impacts analyzed in an EIR, as well as the basis for some socioeconomic areas of analysis, such as housing demand and jobs/housing balance. This section will establish the scope of geographic impact for both direct and indirect impacts.

The EIR will establish a comprehensive database of growth conditions that will serve as an umbrella for future project EIRs. Information on population and employment will be included. Baseline housing information may include the number of households in the region, the average number of persons per household, housing vacancy rates, and the number of dwelling units by type from the City's Housing Element. Potential changes in several socioeconomic conditions will also be evaluated, such as a change in the City's population directly attributable to the implementation of the proposed General Plan, ability of future developments to meet projections of SJCOG, changes in community demographics and character, and changes in employment opportunities.

Traffic and Circulation

Much of the technical analysis necessary to support the General Plan EIR will be conducted as part of developing the Circulation Element. For purposes of the EIR, Fehr & Peers will define thresholds of significance for transportation impact analysis, define the study area within which impacts could reasonably be expected, analyze the traffic, transit, and non-motorized impacts of the No Project and the Preferred Alternative scenarios, and recommend mitigation measures to address potentially significant impacts of the Plan.

This scope assumes that two scenarios will be quantitatively analyzed in the EIR, with a detailed discussion of impacts and mitigation measures: the Future No Project case, and the final Preferred Alternative for General Plan Buildout. Up to three additional General Plan land use alternatives will be addressed in lesser detail, drawing upon the analysis conducted previously; a detailed list of impacts and mitigation measures will not be developed for these alternatives.

Agricultural and Soils Resources

Analyze implementation of the General Plan on the viability of continued agricultural activities within and near the City's Planning Area. To address potential erosion impacts to local soil resources, the impact analysis will include an evaluation of the overall erosion susceptibility (K-factor) of Planning Area soils and the potential erosion hazard (erodibility) as related to slope and drainage conditions. Discuss generic construction grading and general best management practices and ongoing planned stormwater pollution prevention planning.

Biological Resources

Assess the potential for impacts to special status species at General Plan Buildout. Describe the potential impacts to biological resources related to changes in existing open space land uses to a developed use. Identify alternative or supplementary policy mitigation measures that could minimize these impacts to sensitive species and habitats.

Cultural Resources

Qualitatively describe any proposed changes to the General Plan that would affect or disrupt the preservation of historic, cultural, and/or archaeological resources.

Energy and Mineral Resources

Describe the types of energy that would be consumed by development under the new General Plan. Assess the consistency of the General Plan with State and national energy goals and programs. Based on information provided by local service providers evaluate the capability of the existing utility infrastructure to meet future demand for electricity and natural gas.

Hydrology and Water Quality

The hydrology analysis is divided into the following three key sections:

- Erosion;
- Pollution and Stormwater; and
- Groundwater.

Erosion. This section will discuss the potential limitations that erosion and siltation hazards could place on development and the general impact on drainage facilities and open water bodies and watercourses.

Pollution and Stormwater. This section will describe urban area pollutant types and their sources. Discuss general management practices and mitigation measures to reduce the effects of stormwater runoff.

Groundwater. Using published information, this section will provide a summary of general groundwater conditions in the Planning Area. The section will also discuss the use of groundwater, trends and general aquifer conditions. We will also assess the manner in which land uses and development proposed under the General Plan may affect groundwater conditions and continued uses of this resource. The section will also describe ongoing and expanded water conservation programs that may be integrated into the General Plan as policy.

Air Quality

Generally describe the types of emission sources that would be associated with development under the proposed General Plan update. The operational air quality assessment will focus on

cumulative impacts and will provide an estimate of mobile and residential emissions using the URBEMIS2002 model. Assess the consistency of the General Plan with the regional Clean Air Plan with reference to population and employment forecasts as well as trends in vehicle miles traveled. Qualitatively assess the capability of General Plan policies to prevent exposure of people to substantial source of construction dust, toxic air contaminants, or odorous emissions.

Fire Hazards

Identify and characterize areas at the urban fringe that are particularly vulnerable to the threat of wildland fire. Identify fuel reduction methods and techniques consistent with the protection of special status species and habitats. Identify any restrictions on land uses and intensities appropriate for areas identified as susceptible to fire hazard.

Flood Hazards

Using the most current flood map data, identify flood prone areas (100 to 500 year flood zone) within the Planning Area. Identify any restrictions on the development of residential land uses within these areas and provide recommendations on any applicable development standards that may be required for other types of development.

Seismic and Geologic Hazards

This section will provide a summary of the existing geologic conditions and potential effects resulting from implementation of the proposed General Plan update, including seismic (earthquake) and liquefaction issues. Factors considered in this analysis will include expansive/compressible soils, proximity to active or potentially active faults, and potential areas prone to excessive erosion conditions.

Noise

This section will provide noise contours for the City using traffic volumes generated by the General Plan traffic model. Describe the types of noise sources that would be associated with development under the proposed General Plan. Assess the adequacy of the policies of the Noise Element of the General Plan to avoid future noise incompatibility for existing and future land uses.

Hazardous Materials and Toxics

Discuss and evaluate impacts on general public health and safety, potential exposure to workers and waste disposal handlers. Evaluate the potential for new development or redevelopment to result in areas where there are public safety issues or hazardous materials at General Plan buildout. In the event that the Plan or the regulatory requirements might result in a potential adverse environmental risk, identify mitigation measures to reduce potential health and safety impacts to less than significant levels. Assess the hazardous materials impacts of the alternatives, highlighting the differences in impacts between the alternatives and the Project.

Infrastructure

The infrastructure assessment of the Preferred Plan (Task 7-D) will be incorporated here as EIR impact assessment for water supply, wastewater, and storm drainage/flooding.

Long-Term Implications

Cumulative impacts will be specified in the individual sections of the EIR, and summarized in the Long-Term Implications section of the document. The cumulative analysis will be qualitative in nature and will be based upon known projects, either approved or proposed (applications on file), within a geographic area that is appropriate to the issue area being evaluated. The cumulative impact assessment will be based on reasonably anticipated potential development projects that may, in combination with the development allowed under the proposed elements, create cumulatively considerable environmental impacts.

The EIR will discuss all significant unavoidable adverse impacts (in conformance with the State CEQA Guidelines) that can only be partially mitigated, but not to a level that is less than significant. The EIR will also discuss any potential growth-inducing and irreversible impacts of the proposed project. Potential sources of growth inducement and their corresponding impacts, such as removal of obstacles to growth, major new employment generation, or major economic influences, will be qualitatively analyzed, to the extent that they are applicable.

Alternatives

The EIR will include an alternatives section to qualitatively address the environmental impacts that would result from implementation alternative land use and circulation plan scenarios. Alternatives will include: (1) no project alternative (including the no project/no development alternative and the no project/reasonably foreseeable use alternative); and (2) The three land use alternatives ("Sketch Plans") previously prepared and analyzed. The alternatives will be provided in sufficient detail for comparison with the proposed project. Each alternative will be evaluated with respect to each key impact category.

The advantages and disadvantages of each alternative and the reasons for rejecting or recommending the alternative will also be discussed, and the environmentally superior alternative will be identified. During the course of the environmental analysis, minor variations to the proposed project that could have the effect of reducing or eliminating environmental concerns may become apparent; these variations will be implemented, where feasible

D. **Draft EIR.** City staff will provide the D&B team with one consolidated set of comments on the Draft EIR, following which, the Draft EIR for public distribution and review will be prepared. D&B/ESA will also prepare the Notice of Completion. It is anticipated that the City will handle distribution of the document to the appropriate members of the public and public agencies.

Meetings: ***Scoping Meeting***
Consultation with agencies as appropriate

Products: ***Notice of Preparation***
Memorandum on Thresholds/ Significance Criteria Administrative
Administrative Draft EIR
Draft EIR

TASK 9: PUBLIC REVIEW / FINAL EIR

The objective of this task will be to take the Draft General Plan and EIR through public meetings and hearings and assist in the adoption process.

A. **Prepare Newsletter on Draft General Plan Update**. This newsletter will summarize the salient features of the new plan/programs. It will identify the time and place of public workshops, and hearings on the Draft EIR, as required by CEQA, and the availability of the documents.

B. **Conduct Community Open House.** We will present salient features of the General Plan to the community in an "open house" format – after a presentation, members will be invite to ask questions and offer comments at stations.

C. **Prepare Administrative Final EIR.** This task will result in the preparation of a Final EIR, which will contain a list of commenters, comment letters, and responses to comments on the Draft EIR. Any changes to the Draft EIR text will be marked with strikeout/underline formatting to show revisions in response to comments until the Final EIR is adopted with the certified language.

   Responses that are within this proposal's scope of work and budget consist of explanations, elaborations, or clarifications of the data contained in the Draft EIR. If new analysis, issues, alternatives, or substantial project changes need to be addressed, or if the effort exceeds the budgeted amount because of the number or complexity of responses, a contract amendment may be required.

D. **Prepare Final EIR.** The objective of this task is to prepare a Final EIR that incorporates City comments on the Administrative Draft Final

E. **Mitigation Monitoring and Reporting Program**. The objective of this task is to ensure compliance with Public Resources Code Section 21081.6, as mandated by Assembly Bill 3180 (Cortese 1988), which requires a Lead Agency to adopt a mitigation monitoring program (MMP) at the time an EIR is certified. The D&B team will prepare a draft MMP concurrently with the preparation of the Final EIR. To the extent possible, the updated General Plan will be self-mitigating. The MMP will include measures required beyond policies proposed in the updated General Plan.

   The MMP will be in table format, and will specify mitigation measures, standards of success, parties responsible for implementation and monitoring, funding sources, timing, and provisions for remedial measures (if the success standards are not achieved). The MMP will be designed to fit into the City's existing entitlement and project review process. A Draft MMP will be provided to the City with the Final EIR. After review and comment on the Draft MMP, the D&B team will revise the MMP, according to the comments provided, and will submit the Final MMP, which will comprise a portion of the Final Program EIR. Additionally, the MMP will be integrated into the General Plan implementation program, as appropriate.

F. **Adoption Hearings.** Planning Commission and City Council must consider adoption of the new General Plan, and certification of the Final EIR in public hearings, following the public review period. We will closely coordinate with City staff prior to the hearings to ensure that our presentations respond to specific questions and issues likely to be encountered during the hearings. It is suggested that the first of these hearings be a joint meeting with the GPSC (which would also conclude the GPSC involvement in the process). Our budget provides for attendance at two such hearings.

Meetings: ***Community Workshop/Open House (1)***
Hearings (2)

Products: ***Newsletter: Draft General Plan***
Administrative Draft Final EIR
Final EIR
Draft Mitigation Monitoring and Reporting Program
Final Mitigation Monitoring and Reporting Program

TASK 10: ADOPTED GENERAL PLAN

In this task, the adopted General Plan will be prepared.

A. **Prepare Adopted General Plan** (D&B). Following adoption, we will prepare a final version of the General Plan in a high-quality, easy-to-read format. It also will be put in a form suitable for posting on the City's Website. The final product will also include large scale, colored display maps

B. **Provide GIS and all Files to the City** (D&B). GIS files compiled at various stages of the process (such as existing land use, General Plan Land Use, environmental resources files) will be compiled and provided to the City.

Products: ***Final General Plan (in Web-ready and publication formats)***
GIS files

STAFF SUPPORT

As per the RFP, the City desires the consultant to provide staff services for the General Plan—such as preparing agendas and meeting notes. We have provided an allowance of approximately 24 hours of D&B staff time per decision-maker meetings for this, as well as for the Community Workshops. D&B will also prepare the Notice of Preparation and Notice of Completion for the EIR.

3.3 PRODUCTS AND MEETINGS

PRODUCTS

Our work program envisions preparation of the following products:

Coordination/Outreach Materials

Final Project Work Program & Schedule
Finalized Public Participation Program
Project website design
Workshop materials as appropriate
Meeting summaries from workshops and neighborhood forums
Stakeholders Meetings Report
Citywide Mail-in Survey Report
Livability Survey

Newsletters:
Newsletter #1: Introduction
Newsletter #2: Alternatives
Newsletter #3: Draft General Plan

General Plan

Preliminary/Final Planning Area (map)
Working Paper #1: Greenbelt Strategies
Working Paper #2: Land Use, Transportation, and Environmental Resources Assessment
Working Paper #3: Growth Prospects and Economic Strategy
Working Paper #4: Urban Design and Livability Assessment

Scenario 360 Model/Indicators
Alternative Plans Report
Preferred Plan
Framework Concepts and Key Goals
General Plan Outline
Infrastructure and financing technical memorandum
Administrative Draft General Plan
Draft General Plan (including Community Design and Livability Element)
Adopted General Plan
GIS database

CEQA Documents

List of References
Project Description
Notice of Preparation
Administrative Draft EIR
Draft EIR
Final EIR: Addendum – Response to Comments
Draft Mitigation Monitoring and Reporting Program
Final Mitigation Monitoring and Reporting Program

Optional Items

Fiscal Model
Phone Survey
Zoning Ordinance Amendments

MEETINGS

Our work program envisions the following public meetings (these are shown on a timeline in section 4.1: Schedule):

Public Meetings in the Scope of Work

		City Council/ Planning Commission	*Community Workshop/ Neighborhood Forum*	*Stakeholders*
Task 1:	Reconnaissance, Organization, and Public Participation Program	1		
Task 2:	Issues, Visioning, and Community Survey	1	2	20
Task 3:	Strategy Paper on Greenbelt Conservation; Planning Area Definition	1		
Task 4:	Opportunities and Challenges Assessment	3	1	
Task 5:	Sketch Plans			
Task 6:	Preferred Plan Selection and Refinement	3	1	
Task 7:	Draft General Plan	3		
Task 8:	Draft Environmental Impact Report		1	
Task 9:	Public Review / Final EIR	2	1	
TASK 10:	Adopted General Plan			
	Total	**14**	**6**	**20**

4 Schedule and Budget

4.1 SCHEDULE

The schedule proposed for both the General Plan and the EIR is presented in a flow chart on the following page. Milestones and key products and meetings are shown. We propose a 21-month schedule leading to the hearing draft of the General Plan and EIR. With potentially another three months of hearings and adoption, the overall proposed project schedule is 24 months. The challenge will be for City staff and decision-makers to review/affirm/modify proposals, make choices among alternatives, and decide on a preferred plan in a timely fashion.

Aggressive schedules do not always provide adequate time for informed discussion. With that stated, our proposed schedule balances time requirements for thorough analysis and public input opportunities with City needs for timely project completion. In our experience, the proposed 24-month schedule accomplishes these goals and is a reasonable time for people to stay involved, interested, and supportive of the project. We can, however, modify the schedule to meet any schedule goals established by the City and can provide examples of similar projects successfully completed in shorter timeframes.

4.2 BUDGET

The tables on the following pages explain the proposed budget in detail: Hours by Person by Task; and Budget by person by Task.

We propose a budget of $824,392. This includes a mail-in survey (sent to one in three households), a livability survey and assessment, preparation of custom Scenario 360 model and indicators for use in evaluating alternatives and developing a Preferred Plan, photosimulations and visualization, and a Community Design and Livability Element. It also includes preparation of working papers on Growth and Economic Development Strategy, and Greenbelt Conservation.

These amounts include all personnel, meeting, direct costs (including an allowance for in-house color plots), and delivery of products identified in the work program. However, this assumes that the City will be responsible for printing multiple copies of reports and documents.

We've also shown costs for preparing a fiscal model if the City should so desire, additional costs to extend the mail-in survey to all households, a phone survey, zoning ordinance amendments. Also included is cost for more expansive analysis of traffic LOS for alternatives by Fehr and Peers.

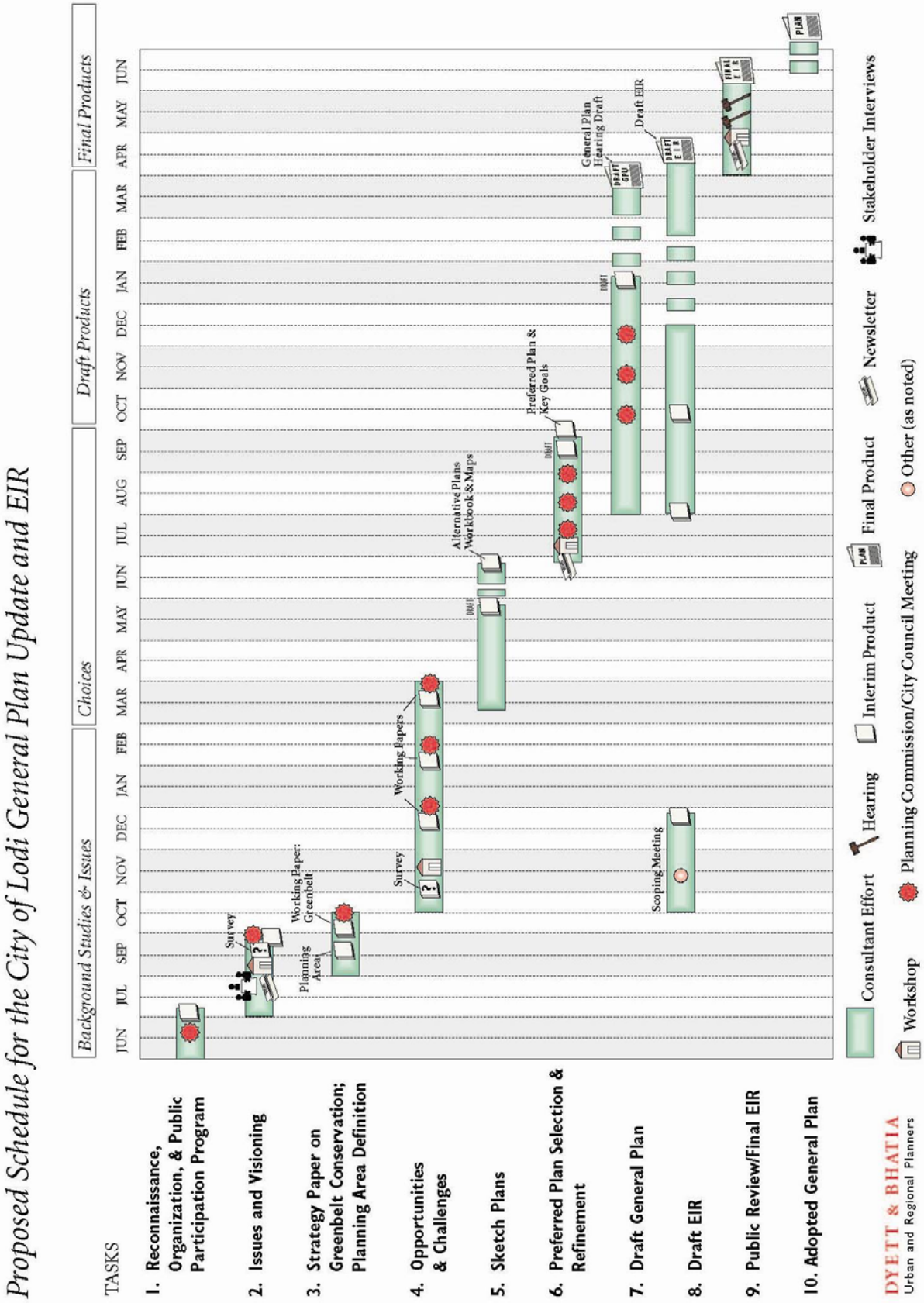
This budget assumes high quality products and delivery of all appropriate final maps in a system compatible with the City's GIS system.

We would recommend that the City include an allowance for printing of reports and newsletters for distribution, and a contingency.

DYETT & BHATIA
Lodi General Plan Update
HOURS BY TASK
May 4, 2006

	Task 1	*Task 2*	*Task 3*	*Task 4*	*Task 5*	*Task 6*	*Task 7*	*Task 8*	*Task 9*	*Task 10*	
	Reconnaissance, Organization, and Public Participation	*Issues, Visioning, and Community Survey*	*Strategy Paper on Greenbelt/ Planning Area*	*Opportunities and Challenges Assessment*	*Sketch Plans*	*Preferred General Plan and Refinement*	*Draft General Plan*	*Draft EIR*	*Public Review/ Final EIR*	*Adopted General Plan*	*Total*
Dyett & Bhatia											
Rajeev Bhatia, Principal	40	80	32	130	86	80	120	32	30	16	646
Michael Dyett, Principal		16	8	24	8		12	24			92
Leslie Gould, Director/Associate Principal		16		24	20	16	42				118
Vivian Kahn, Assoc. Principal			16	12		8	16		32		84
Vicki Hill, Dir. of Environmental Services				32	12		32	96	30		202
Ofelia Rodriguez/ Sarah Nurmela, Planner/U. Des	24	80	12	180	190	132	220	110	20	20	988
Chris Hodges, Planner	40	96	60	190	110	80	180	120	60	20	956
Kelene Strain, Environmental Planner			12	30			24	80	20		166
GIS/Computer Mapping	80	20	40	160	140	120	160	120	20	32	892
Graphic/Web Design	110	24	25	110	120	60	140	40	20	24	673
Project Associate	16	60	24	110	34	58	106	86	20	56	570
Sub-Total	310	392	229	1,002	720	554	1,052	708	252	168	5,387
ESA											
Laurie Warner	-	-	4	7	-	-	-	5	5	-	21
Ray Weiss	8	6	16	30	-	8	-	40	24	-	132
Paul Miller	-	-	-	24	-	4	-	-	8	-	36
Niall McCarten	-	-	-	8	-	-	-	4	8	-	20
Dean Martorana	-	-	-	32	-	-	-	32	8	-	72
Michele Stern	-	-	-	12	-	-	-	4	8	-	24
Staff Environmental Planner 1	-	-	8	96	-	8	-	56	40	-	208
Staff Environmental Planner 2	-	-	8	96	-	8	-	84	-	-	196
Staff Biologist/Botanist	-	-	-	32	-	-	-	32	-	-	64
Staff Geologist	-	-	-	20	-	-	-	32	8	-	60
GIS Technician	-	-	-	12	-	-	-	16	-	-	28
Sub-Total	8	6	36	369	0	28	0	305	109	0	861
Mundie & Associates											
Roberta Mundie	5	-	12	65	-	10	30	-	-	-	122
Suzanne Lampert	-	-	12	25	-	10	36	-	-	-	83
Analyst	-	-	-	60	-	-	14	-	-	-	74
Sub-Total	5	0	24	150	0	20	80	0	0	0	279
Fehr & Peers											
Principal	4	4	-	16	8	24	12	24	8	-	100
Associate	8	8	-	36	12	64	24	60	16	-	228
Engineer/ Planner	4	4	-	88	8	220	24	100	8	-	456
GIS/ Graphics	-	4	-	20	-	48	40	24	4	-	140
Support	-	4	-	4	4	20	8	8	-	-	48
Sub-Total	16	24	0	164	32	376	108	216	36	0	972
Nolte Associates											
Victor Alaniz	8			44	12		22	4	20		110
John Mountin				20	2		6				28
Linda Scroggs	8			8	4		8	4	4		36
Staff Engineering				72	12		40	4	4		132
Staff Admin.				12			8				20
Sub-Total	16	0	0	156	30	0	84	12	28	0	326
Livability											
Michael Southworth	8	-	-	90	-	-	12	-	-	-	110
Sub-Total	8	0	0	90	0	0	12	0	0	0	110
TOTAL HOURS	363	422	289	1,931	782	978	1,336	1,241	425	168	**7,609**

Note: Total excludes hours by Mountain West Research (their cost is though included in the Budget by Task


Proposed Schedule for the City of Lodi General Plan Update and EIR
TASKS
Background Studies & Issues
Choices
Draft Products
Final Products
JUN JUL SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN
1. Reconnaissance, Organization, & Public Participation Program
2. Issues and Visioning
3. Strategy Paper on Greenbelt Conservation; Planning Area Definition
4. Opportunities & Challenges
5. Sketch Plans
6. Preferred Plan Selection & Refinement
7. Draft General Plan
8. Draft EIR
9. Public Review/Final EIR
10. Adopted General Plan
Survey
Planning Area
Working Paper: Greenbelt
Survey
Working Papers
Alternative Plans Workbook & Maps
Preferred Plan & Key Goals
Scoping Meeting
General Plan Hearing Draft
Draft EIR
Consultant Effort
Hearing
Interim Product
Final Product
Newsletter
Stakeholder Interviews
Workshop
Planning Commission/City Council Meeting
Other (as noted)
DYETT & BHATIA
Urban and Regional Planners
April 21, 2006

DYETT & BHATIA
Lodi General Plan Update
BUDGET BY TASK
May 4, 2006

		Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10	
	Hourly Rate	Reconnaissance, Organization, and Public Participation	Issues, Visioning, and Community Survey	Strategy Paper on Greenbelt/ Planning Area	Opportunities and Challenges Assessment	Sketch Plans	Preferred General Plan and Refinement	Draft General Plan	Draft EIR	Public Review/ Final EIR	Adopted General Plan	Total
Dyett & Bhatia												
Rajeev Bhatia, Principal	$ 170	$ 6,800	$ 13,600	$ 5,440	$ 22,100	$ 14,620	$ 13,600	$ 20,400	$ 5,440	$ 5,100	$ 2,720	$ 109,820
Michael Dyett, Principal	170	-	2,720	1,360	4,080	1,360	-	2,040	4,080	-	-	15,640
Leslie Gould, Director/Associate Principal	140	-	2,240	-	3,360	2,800	2,240	5,880	-	-	-	16,520
Vivian Kahn, Assoc. Principal	140	-	-	2,240	1,680	-	1,120	2,240	-	4,480	-	11,760
Vicki Hill, Dir. of Environmental Services	140	-	-	-	4,480	1,680	-	4,480	13,440	4,200	-	28,280
Ofelia Rodriguez/ Sarah Nurmela, Planner/U. De	90	2,160	7,200	5,400	16,200	17,100	11,880	19,800	9,900	1,800	1,800	93,240
Chris Hodges, Planner	85	3,400	8,160	1,020	16,150	9,350	6,800	15,300	10,200	5,100	1,700	77,180
Kelene Strain, Environmental Planner	85	-	-	3,400	2,550	-	-	2,040	6,800	1,700	-	16,490
GIS/Computer Mapping	85	6,800	1,700	2,125	13,600	11,900	10,200	13,600	10,200	1,700	2,720	74,545
Graphic/Web Design	65	7,150	1,560	1,560	7,150	7,800	3,900	9,100	2,600	1,300	1,560	43,680
Project Associate/Word Processing	55	880	3,300		6,050	1,870	3,190	5,830	4,730	1,100	3,080	30,030
Direct Costs		300	1,200	120	1,200	1,200	1,200	1,200	800	800	200	8,220
Sub-Total		27,490	41,680	22,665	98,600	69,680	54,130	101,910	68,190	27,280	13,780	525,405
ESA												
Laurie Warner	165	-	-	660	1,155	-	-	-	825	825	-	3,465
Ray Weiss	150	1,200	900	2,400	4,500	-	1,200	-	6,000	3,600	-	19,800
Paul Miller	150	-	-	-	3,600	-	600	-	-	1,200	-	5,400
Niall McCarten	165	-	-	-	1,320	-	-	-	660	1,320	-	3,300
Dean Martorana	95	-	-	-	3,040	-	-	-	3,040	760	-	6,840
Michele Stern	150	-	-	-	1,800	-	-	-	600	1,200	-	3,600
Staff Environmental Planner 1	75	-	-	600	7,200	-	600	-	4,200	3,000	-	15,600
Staff Environmental Planner 2	85	-	-	680	8,160	-	680	-	7,140	-	-	16,660
Staff Biologist/Botanist	95	-	-	-	3,040	-	-	-	3,040	-	-	6,080
Staff Geologist	120	-	-	-	2,400	-	-	-	3,840	960	-	7,200
GIS Technician	135	-	-	-	1,620	-	-	-	2,160	-	-	3,780
Direct Costs					6,767							6,767
Sub-Total		1,200	900	4,340	44,602	-	3,080		31,505	12,865	-	98,492
Mundie & Associates												
Roberta Mundie	157.50	788	-	1,890	10,238	-	1,575	4,725	-	-	-	19,215
Suzanne Lampert	155.00	-	-	1,860	3,875	-	1,550	5,580	-	-	-	12,865
Analyst	95.00	-	-	-	5,700	-	-	1,330	-	-	-	7,030
Direct Costs					620							620
Sub-Total		788	-	3,750	20,433	-	3,125	11,635	-	-	-	39,730
Fehr & Peers												
Principal	220	880	880	-	3,520	1,760	5,280	2,640	5,280	1,760	-	22,000
Associate	180	1,440	1,440	-	6,480	2,160	11,520	4,320	10,800	2,880	-	41,040
Engineer/ Planner	125	500	500	-	11,000	1,000	27,500	3,000	12,500	1,000	-	57,000
GIS/ Graphics	110	-	440	-	2,200	-	5,280	4,400	2,640	440	-	15,400
Support	90	-	360	-	360	360	1,800	720	720	-	-	4,320
Direct Costs		-	250	-	1,000	200	2,350	675	1,350	250	-	6,075
Sub-Total		2,820	3,870	-	24,560	5,480	53,730	15,755	33,290	6,330	-	145,835
Nolte Associates												
Victor Alaniz	177	1,416	-	-	7,788	2,124	-	3,894	708	3,540	-	19,470
John Mountin	157	-	-	-	3,140	314	-	942	-	-	-	4,396
Linda Scroggs	177	1,416	-	-	1,416	708	-	1,416	708	708	-	6,372
Staff Engineering	125	-	-	-	9,000	1,500	-	5,000	500	500	-	16,500
Staff Admin.	85	-	-	-	1,020	-	-	680	-	-	-	1,700
Direct Costs		100		-	800	200		200	80	100	-	1,480
Sub-Total		2,932	-	-	23,164	4,846	-	12,132	1,996	4,848	-	49,918
Livability												
Michael Southworth	170	1,360	-	-	15,300	-	-	2,040	-	-	-	18,700
Direct Costs		-	-	-	240	-	-	-	-	-	-	240
Sub-Total		1,360	-	-	15,540	-	-	2,040	-	-	-	18,940
Mountain West Research			4,500									4,500
Godbe Research (see optional phone survey below)												-
TOTAL		36,590	50,950	30,755	226,899	80,006	114,065	143,472	134,981	51,323	13,780	**882,820**

Optional Items	
Zoning Ordinance Amendments for consistency and new provisions (D&B; estimate)	35,000
Fiscal Model & Analysis (M&A)	37,200
Full LOS analysis of all three alternatives (F&P)	11,820
More complete infrastrucutre analysis of alternatives (NA)	5,000
Mail-in survey sent to all 22,000 city households; additional cost (MWR; D&B)	11,000
Phone survey, 400-600 completed, bilingual, 12 to 18 minutes, instead of mail-in survey; additinoal cost (GR&A)	14,000-25,000

5 Project Team and Staffing

5.1 TEAM OVERVIEW

Our core team brings the vision and the knowledge needed to accomplish the City's goals, respond to community concerns, and create a General Plan that will be useful and valuable over time.

- **Dyett & Bhatia – Planning and Environmental Review, Public Participation, and Project Management.** D&B will lead all aspects of the preparation of the General Plan, including community outreach, visioning and issue identification, sketch planning and preparation of plan policies and urban and environmental design concepts and implementation and financing proposals, and will coordinate preparation of the Environmental Impact Report (EIR) with ESA.
- **Environmental Science Associates – Environmental Planning.** ESA will take the lead on air quality, agricultural resources, cultural resources, noise, safety and hazards, and geology and soils and design of policies and programs to mitigate potential impacts.
- **Mundie & Associates – Economic Planning.** Mundie & Associates will lead preparation of the working paper on Economic Strategy, fiscal analysis (optional), and participate with D&B in developing Greenbelt Conservation strategies, and capital improvement policies. This will ensure that plan's ideas will translate successfully in the marketplace.
- **Michael Southworth** – Professor Southworth will conduct livability assessment.
- **Godbe Research and Analysis (GRA) – Public Opinion Surveyors.** GRA will conduct the (optional) phone survey.
- **Mountain West Research Center** – will tabulate the mail-in survey.
- **Fehr & Peers Associates – Transportation Planning.** Fehr & Peers will work with D&B to develop a new citywide traffic model and a circulation system that is integrated with land use, balances needs of autos, bikes, pedestrians, and is consistent with desired neighborhood character and City policies and design criteria. They also will develop a capital improvements strategy.

5.2 TEAM ORGANIZATION

The organization chart on the following page shows team and individual responsibilities. **Rajeev Bhatia**, AICP ASLA will be the Principal in Charge and the hands on Project Manager. He will also lead land use and urban design efforts, and will be present at all meetings. **Ofelia Rodriguez**, Planner/Urban Designer, and **Chris Hodges**, Planner, will be the two staff planners on the project; they will also be responsible for keeping notes at project meetings and serving as staff extensions.

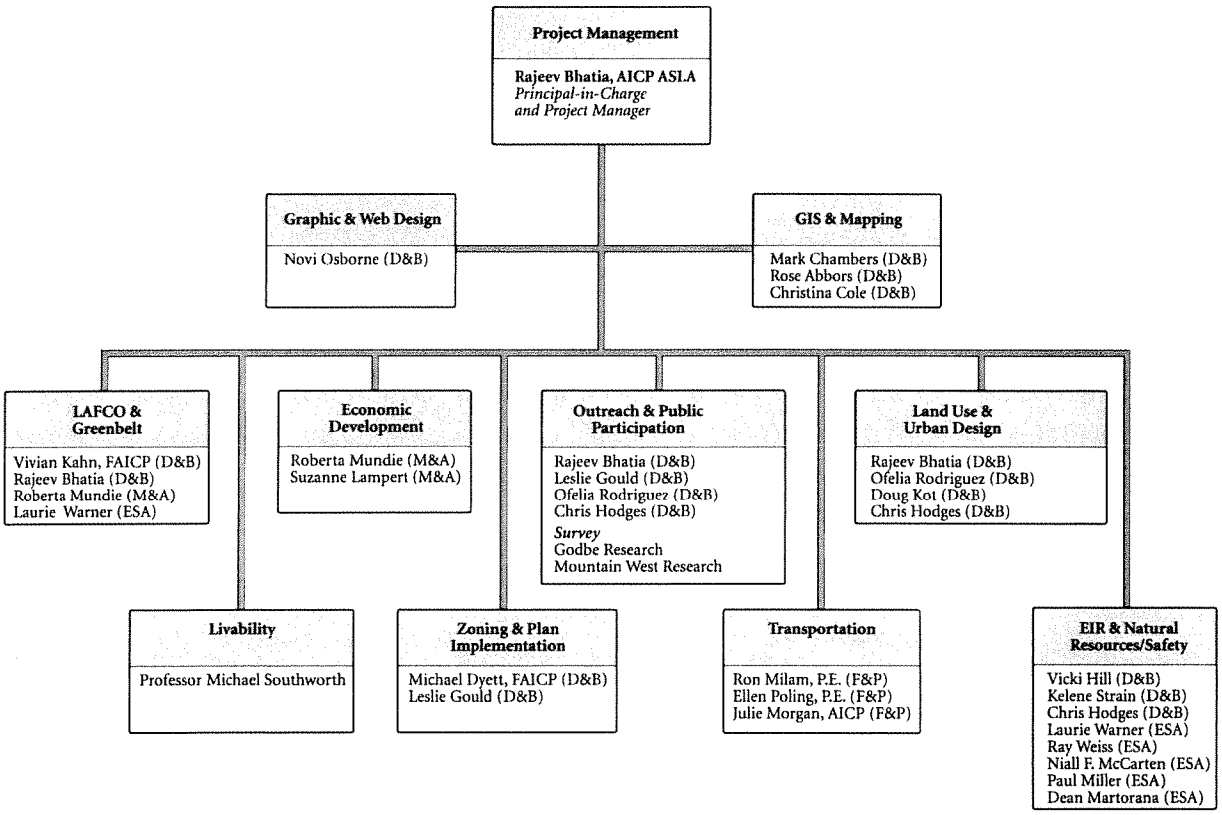
Michael Dyett will serve as a Participating Principal, and **Leslie Gould**, Director of Planning Services, will assist with community participation and plan implementation. **Doug Kot** and **Sarah Nurmela**, both Planners/Urban Designers will contribute to land use planning and urban design.

Vicki Hill, Director of Environmental Services of D&B will serve as the final reviewer for the EIR; she will be assisted by **Kelene Strain**, Environmental Planner, and **Ofelia Rodriguez**. **Laurie Warner** and **Ray Weiss** of ESA will serve as the lead individuals for natural resources management.

Roberta Mundie and **Suzanne Lampert** of Mundie & Associates will lead the economic/fiscal work, and work with D&B and ESA on greenbelt conservation strategies.

Ofelia Rodriguez and Ray Weiss are fluent in Spanish. Rajeev Bhatia has a working knowledge of spoken Urdu, in case this ability is needed at a public workshop. Erin Camarena, Planner D&B, is also available for translation and interpretation.

Proposed Team Organization for Lodi General Plan and EIR



5.3 KEY PERSONNEL

DYETT & BHATIA

RAJEEV BHATIA, AICP ASLA, Principal in Charge and Overall Project Manager

Rajeev Bhatia is a planner and urban designer, and one of the most experienced preparers of General Plans for California cities (more than 20 comprehensive general plans for cities in the last 10 years alone). He recently successfully completed the Downtown San Diego Planning and Zoning project—the largest urban planning assignment underway on the West Coast over the last three years, to which he contributed a substantial portion of his time.

He is currently leading general plans for Santa Monica and Emeryville, and Petaluma (draft completed), and visioning study for the Redlands General Plan (project to be completed early June). Other general plans prepared by him include Pomona, Rohnert Park, South San Francisco, Pittsburg, Chico, Santa Rosa, Milpitas, Santa Fe (NM), San Bruno, Turlock, Redlands, and Alameda. He has also led EIRs on all of these general plans, as well as on the Bay Area Regional Transportation Plan, and the Contra Costa Countywide Comprehensive Transportation Plan.

Mr. Bhatia has extensive experience in working for Central Valley cities, including general plans (Chico and Turlock), and the Capitol Area Plan (Sacramento) for the State of California—all three American Planning Association award-winning projects.

Mr. Bhatia's projects have won five awards in the last six years from the American Planning Association, including two statewide APA awards for the best general plan. He holds a Master of City Planning and a Master of Landscape Architecture from U.C. Berkeley, where he was a Regents Fellow and continues to serve as a guest critic for graduate planning studios. He holds a Bachelor of Architecture from SPA, New Delhi, India. As a D&B partner, Mr. Bhatia is committed to this project for the full length of its course.

Michael V. Dyett, FAICP, Participating Principal

Michael Dyett specializes in comprehensive planning, and in conventional and New Urbanist approaches to zoning. He has participated in comprehensive general plans for over 20 cities and counties, and has unsurpassed national expertise in the preparation of comprehensive city- and countywide zoning and subdivision ordinances.

He also is skilled in environmental assessment and transportation policy research, focusing on development patterns and land use-transportation linkages. Currently, he is teaching professional education short-courses on land use and transportation for the Institute for Transportation Studies (ITS) at the University of California, Berkeley, as a part of their Technology Transfer Program. Michael Dyett also has led panels on comprehensive planning and zoning for the American Planning Association.

Mr. Dyett holds a Master of Regional Planning (1972) and BA (1968), both from Harvard University. He has directed projects that have won over 15 major awards, including National Honor Awards from the American Planning Association and the U.S. Department of Housing and Community Development.

Vicki Hill, Director of Environmental Planning

Vicki Hill offers 25 years of experience in environmental planning and analysis. Her General Plan EIR experience includes Rohnert Park, San Bruno, Petaluma, Concord, Santa Rosa, Petaluma, Yuba City, and San Ramon. She has also directed EIRs for the Bay Area Regional Transportation Plan. Ms. Hill holds a Master of Public Administration from Harvard University, and BA in Environmental Studies from U.C. Santa Barbara.

Leslie Gould, Director of Planning Services

Leslie Gould has over 25 years of community development experience, and joined D&B in January 2004 after five years as Oakland's Planning and Zoning Director. She is currently leading the Castro Valley General Plan, Milpitas Transit Area Specific Plan, and Fairfield Transit Area Specific Plan, and zoning regulations for El Cerrito and Santa Monica. Ms. Gould holds a Master of City Planning and a Master of Architecture from U.C. Berkeley.

Vivian Kahn, FAICP, Associate Principal, Dyett & Bhatia

Ms. Kahn has over 30 years of professional planning experience in the design and administration of land use regulations. She was Acting Deputy Director for the City of Berkeley's Department of Planning and Development for two years and served from 1987 to 1995, as Berkeley's Current Planning Manager and Zoning Officer, and joined D&B in 2001. She is currently working on the Castro Valley General Plan, and zoning regulations for several cities.

Ofelia Rodriguez, Planner/Urban Designer

Ofelia Rodriguez specializes in physical planning and economic development. She has also a great deal of expertise in three-dimensional computer modeling of large areas, and in architectural design, design guidelines, and preparing EIRs. Her experience includes working as a lead designer for Downtown San Diego planning and zoning; and the Santa Monica, Pomona, and San Bruno General Plan updates. Ms. Rodriguez holds an M.S. in Urban Planning from Columbia University, and a B.S. in Architecture from the Massachusetts Institute of Technology (MIT).

Doug Kot, LEED™, Planner/Urban Designer

Douglas Kot is an urban designer and architect with graduate degrees in City and Regional Planning and Landscape Architecture. He holds a National Council of Architectural Registration Board Certificate and is a United States Green Building Council LEED™ Accredited Professional. Mr. Kot focuses on building sustainable communities through creative, responsible resource-efficient design and planning. His experience at D&B included Porterville and Los Banos General Plans, and specific plans for the Milpitas and the Fairfield-Vacaville station areas. Mr. Kot holds a Master of City Planning and a Master of Landscape Architecture from the University of California, Berkeley. He received a Bachelor of Architecture from the Pennsylvania State University. He is a licensed Architect in the State of New York.

Chris Hodges, Planner

Chris Hodges specializes in land use planning with an emphasis on community development, urban reinvestment, and sustainable policy. He has worked on general plans, master plans, downtown revitalization projects, brownfield redevelopment, and affordable housing projects. He is currently the Project Planner for the Emeryville General Plan Update, EIR, and Zoning project; and is providing lead support to the Santa Monica and Castro Valley general plans. Mr. Hodges received a Master in City Planning degree from the Massachusetts Institute of Technology (MIT) and a B.A., with High Honors, from the University of Michigan.

Sarah Nurmela, Planner/Urban Designer

Ms. Nurmela has worked on general plans, large-scale area plans, transit-oriented developments, campuses, as well as architecture and housing design. Ms. Nurmela brings experience in both planning and urban design. She recently completed a Sustainable Development Plan for Belize, the Genentech Master Plan, the Pomona Master Plan, and the Downtown San Diego Project. She is currently working on the Santa Clara Transit Area Plan and EIR. Ms. Nurmela holds a Master of Urban Planning from Harvard University, and a B.A. in Architecture (summa cum laude) from Washington University in St. Louis.

Heather Coleman, Senior Planner

Heather Coleman is a skilled senior planner with significant experience in land use and transportation planning, and with zoning ordinance updates. She has over six years of planning experience in private firms and public agencies. Her recent experience includes the Manteca Zoning Ordinance, El Cerrito Zoning Update, Portland Regulatory Rethink Project, and Memphis/Shelby County Unified Development Code. Ms. Coleman holds a Master in Urban and Regional Planning from Portland State University, and a B.A. in Politics from Oberlin College.

ENVIRONMENTAL SCIENCE ASSOCIATES

Laurie Warner Herson, Project Director

Ms. Herson is ESA's Director of Community Development, Central Valley/Sierra Region. She has over 20 years of experience in environmental project management for planning, transportation, utility, telecommunications, and cultural resources projects. Ms. Herson is currently serving as project director for a variety of planning projects in San Joaquin County including a General Plan Update for the City of Stockton, a Farmland Conversion Fee Study for the City of Stockton, and an environmental impact report (EIR) for the RMC Pacific Vernalis Quarry Project in southern San Joaquin County.

Ray Weiss, Senior Project Manager

Mr. Weiss works with a variety of local government clients in support of various types of planning and public outreach projects. Mr. Weiss is currently working with the cities of Stockton, Galt, and Los Banos to help identify future development areas (e.g., villages) and the infrastructure (e.g., roadways, bicycle paths, etc.) that will ensure connectivity with existing areas of the city. As part of the City of Stockton's current General Plan Update, he is also managing the preparation of a Farmland Conversion Study. Previously, he conducted a land use/recreation/economic analysis for the Lower Mokelumne River Restoration Program EIR/EIS.

Niall F. McCarten, Ph.D., Biological Resources Team Leader

Dr. McCarten is ESA's Director of Biological Resources for the Central Valley. He brings over 20 years of environmental consulting experience in conducting scientific approaches to addressing a variety of environmental issues including the conservation of plants, wildlife, habitats, watersheds, and ecosystems. Recently, Dr. McCarten contributed to the development of the San Joaquin County Multiple-Species Habitat Conservation Plan, which included the documentation of several dozen sensitive plant and wildlife species, mapping of various habitat types, and the development of a planning system that is used to help predict additional occupied and potential habitat areas.

Paul Miller, Earth Sciences Team Leader

Mr. Miller is a Registered Environmental Assessor with over 25 years of experience providing services and products to government agencies and private sector corporations. As ESA's West Coast coordinator for air quality and noise programs, Paul is currently providing technical expertise to several general plan update projects including those for the cities of Stockton, Galt, and Los Banos. Mr. Miller has also contributed air quality/noise technical expertise to several other local projects including the City of Stockton's Delta Water Supply Project EIR/EIS and the Port of Stockton's West Complex Development Plan EIR.

Dean Martorana, RPA, Cultural Resources Analyst

Mr. Martorana is a Registered Professional Archaeologist with over 6 years of experience providing cultural resources technical expertise. Mr. Martorana's experience includes providing cultural resources expertise for the City of Stockton's Delta Water Supply Project EIR/EIS, the City of Stockton's South Stockton Aqueduct Project IS/MND, the San Joaquin Irrigation District's South County Surface Water Supply Program EIR, the City of Stockton's General Plan Update, and the City of Galt's General Plan Update.

MUNDIE & ASSOCIATES

Roberta Mundie, Principal

Ms. Mundie is a planner with over 30 years of experience the fields of environmental planning and urban economics. Her project experience includes economic studies for General Plans for Porterville, Petaluma, San Ramon, Santa Rosa, Rohnert Park, Novato, Susanville, Menlo Park, Los Altos, Hollister, and Clearlake, including economic elements for some of these plans; and agricultural preservation strategy studies for the South Livermore Valley Area Plan, Sacramento's North Natomas, San Jose's Coyote Valley, and Modesto.

Suzanne Lampert, Senior Planner

Ms. Lampert is a planner with 30 years of experience in economic and fiscal analysis. She has prepared or contributed to the preparation of economic background for General Plans for Porterville, Petaluma, Novato, Susanville, San Luis Obispo, and Hollister; economic elements of General Plans for Marin County and San Luis Obispo County; fiscal impact analyses for General Plans and Specific Plans in Petaluma, Santa Rosa, Rohnert Park, San Ramon, Antioch, Mountain View, Sebastopol, San Antonio (TX), and Spokane (WA); and downtown or district revitalization studies in Lodi, Sacramento, West Sacramento, Newhall (Santa Clarita), Yuba City, Arcadia, East Palo Alto, San Mateo, and Union City.

MICHAEL SOUTHWORTH

Michael Southworth is a Professor of City Planning at U.C. Berkeley, whose research is focused on livability and walkability, including suburban design, new forms of urban public space, and the evolving form of the American metropolis. He is the author of numerous articles and books, and has taught many planning and urban design studios at U.C. Berkeley, including those on general plans (most recently, Emeryville General Plan), Central Valley communities, and Napa County, involving balancing urban growth with open space preservation.

Professor Southworth worked on assessing livability for the Santa Rosa General Plan (with Dyett & Bhatia).

GODBE RESEARCH AND ANALYSIS

Bryan Godbe, M.A.

Cofounder of Godbe Research, Mr. Godbe has over 19 years of experience in public opinion research, public relations and government affairs. In this capacity, he has most recently conducted public opinion and market research projects at the national, state, and local levels including projects for the Cities of Portland (Oregon), Tacoma (Washington), Henderson (Nevada), San Francisco, San Diego, Los Angeles, Sacramento, and San Jose (California). He has a Master's Degree from the University of Michigan where he studied survey research methodology at the Institute for Social Research; and a B.A. degree from the University of California, Berkeley.

Bryan W. Murray, M.A.

Mr. Murray is responsible for managing projects and client service. Bryan is also responsible for developing questionnaires and sampling plans, analyzing data, as well as providing detailed insight and recommendations for the projects he works on His comprehensive experience in research methodology, data analysis, advanced statistical techniques, and his excellent client management skills make him a valuable asset. Mr. Murray received his B.A. in Economics from Colorado State University and earned an M.A. in Economics from the University of California, Davis.

5.4 REFERENCES

DYETT & BHATIA

Contact	Title	Agency	Phone/Email	Relevant Projects
Mike Lappen	Senior Planner	City of South San Francisco	(650) 877-8535 michaellappen@mac.com	South San Francisco General Plan and EIR
Avan Gangapurum	Senior Planner	City of Manteca, formerly with City of Pittsburg	(209) 825-2346 avan123@yahoo.com	Pittsburg General Plan and EIR
Alexandra Elias	Senior Planner	Centre City Development Corporation (Downtown Development Agency)	(619) 533-7117 elias@ccdc.com	San Diego Downtown Plan and Zoning
Deborah Diamond	Project Manager	City of Emeryville	(510) 596-4303 ddimond@ci.emeryville.ca.us	General Plan, Zoning Ordinance, and EIR; Oakland Zoning Ordinance
Anne Garbeff	Senior Planner	State of California	(916) 324-8432 anne.garbeff@dgs.ca.gov	Capitol Area Plan, Sacramento

SUBCONSULTANTS

Environmental Science Associates

Contact	Title	Agency	Phone	Relevant Projects
Dave Stagnaro, AICP	Senior Planner	City of Stockton	(209) 937-8598	City of Stockton General Plan Update and EIR
Sandra Kiriu	Principal Planner	City of Galt	(209) 366-7230	City of Galt General Plan Update and EIR
Stephen Kostka	Attorney	Bingham McCutchen LLP	925-975-5388	Farmland Conversion Fee Study
Rayburn Beach	Planning Director	County of Madera	(559) 675-7821	Madera County Dairy Element and Program EIR

Mundie & Associates

Contact	Title	Agency	Phone	Relevant Projects
Janet Keeter	City Manager	City of Orinda, formerly with City of Lodi	(925) 253-4220	Downtown Lodi Revitalization Strategy
John Busselle	Associate Planner	County of San Luis Obispo	(805) 781-5154	Economic Element of the San Luis Obispo County General Plan
Ron Munekawa	Chief of Planning	City of San Mateo	(650) 522-7203	Urban Design Study for the south El Camino Corridor

Godbe Research and Analysis

Contact	Title	Agency	Phone	Relevant Projects
Ken Nordhoff	City Manager	City of San Rafael	415-485-3075	Resident Satisfaction Survey, Revenue Measure Feasibility Survey
Larry Dito	Director of Parks and Recreation	City of Novato	415-899-8964	General Planning Resident and Student Surveys, Voter Needs Assessment Survey, Voter Surveys
Sharon Wood	Assistant City manager	City of Newport Beach	949-644-3222	General Planning Resident Survey, General Planning Business Survey

Exhibit E

DYETT & BHATIA

6 Dyett & Bhatia

6.1 FIRM OVERVIEW

Dyett & Bhatia (D&B) was organized as a California corporation in January 1976. D&B offers award-winning services in the following areas:

- Long range Planning, including General Plans;
- Smart growth and sustainable development;
- Urban design and infill development;
- Environmental planning and assessment;
- Zoning regulations, and design and development standards;
- Land use/transportation integration;
- Downtown district and area plans;
- Public participation and facilitation; and
- Geographic information systems, computer modeling, and visual simulation.

D&B has a multidisciplinary-trained planning staff with professional experience and academic backgrounds to provide outstanding work in all of these areas.

We see policy-making, land use planning, physical design, and zoning as related activities. The diversity of our practice helps us clearly define issues and identify practical courses of action. We believe that plan making is a collaborative effort involving a diversity of stakeholders, and are committed to active community participation in the planning process. The caliber of our work is evidenced by our record of adopted plans, and six awards in the last six years from the American Planning Association. D&B is a Minority-owned Business Enterprise (MBE) certified by Caltrans under the State of California Unified Certification Program (#32450).

The project contact will be Rajeev Bhatia, AICP ASLA, Principal. All work will be directed from our San Francisco office:

DYETT & BHATIA
755 Sansome Street, Suite 400
San Francisco, CA 94111
phone: 415.956.4300 x 15 fax: 415.956.7315

6.2 QUALIFICATIONS

GENERAL PLANS

General plans are a specialty, and Dyett & Bhatia has prepared general plans for more California cities—more than 45—than any other firm. The firm has unsurpassed has unsurpassed experienced in all aspects of general plan work – from conducting meetings and surveys, to analysis and plan writing, and preparing associated environmental documentation. Long-range planning work is supplemented by D&B's distinguished in-house GIS and computer mapping capabilities. Dyett & Bhatia has also analyzed several general plans for legal adequacy, and served

as an expert witness in conjunction with general plan litigation. Five of D&B's general plans in the last six years have won awards from the American Planning Association.

Recent General Plans (D&B has been lead consultant for all assignments)

City (or County)	*Year Adopted*	*Work Performed by Dyett & Bhatia*
Castro Valley	Underway	General Plan Update and EIR. Being done in collaboration with Kahn Mortimer Assoc. (a local Alameda County firm)
Concord	Underway	General Plan, Zoning Ordinance, and Environmental Impact Report. Review drafts complete
Emeryville	Underway	General Plan, Zoning Ordinance, Design Guidelines, and Environmental Impact Report. A 3-D model of the city has also been prepared to help with these efforts
Humboldt Co.	Underway	Project being led by County staff, with Dyett & Bhatia helping staff with evaluating planning issues and sketch plans
Los Banos	Underway	General Plan and EIR focused on New Urbanism principles
Petaluma	Underway	General Plan and EIR, driven by the overarching theme of sustainability. Review drafts of Plan and EIR completed
Pomona	Underway	General Plan, Housing Element, Zoning Ordinance Update, and EIR with extensive public participation program. Draft General Plan preparation is underway
Porterville	Underway	General Plan and EIR with emphasis on community design, infill and new residential villages to promote compact development
Redlands	Underway	Visioning and Strategic Plan for the development of General Plan, with extensive community input. Project to be completed June 2006
Santa Monica	Underway	Comprehensive Update to Land Use and Circulation elements of General Plan; Comprehensive Zoning Ordinance Update; and EIR. Incorporates livability principles
San Bruno	Underway	Comprehensive update of the General Plan, which was last updated 20 years ago. Hearing drafts of the Plan and EIR are complete
Yuba City	2004	General Plan and EIR. D&B subsequently retained by the City to prepared Zoning Ordinance
Santa Rosa	2002	General Plan and EIR. Outlines policies for infill and mixed-use development along key corridors
San Ramon	2002	General Plan and EIR. Plan responds to voter initiative to prepare a new Plan guided by smart growth principles – approved by 80 percent of the voters in March 2002 elections
Pittsburg	2001	*Winner Northern California Section American Planning Association (APA) Award.* General Plan and EIR. Hillside conservation, waterfront development, downtown revitalization, and SOI changes were major challenges, Dyett & Bhatia also prepared the City's last General Plan in 1988
Rohnert Park	2000	*Winner Northern California Section APA Award.* General Plan and EIR. The adopted Plan broke a five-year planning deadlock in the community, and was endorsed by 78% of the voters
South San Francisco	1999	*Winner APA Northern California Section and California Chapter Honor Awards.* General Plan and EIR. Reuse of industrial areas and economic development were major priorities
Sunnyvale	1997	Transportation Element; assistance to staff on Land Use Element
Larimer Co.	1997	General Plan for the Colorado county
Santa Fe, NM	1996	New General Plan for one of the country's oldest and most distinctive cities and New Mexico's capital

Recent General Plans (D&B has been lead consultant for all assignments)

City (or County)	*Year Adopted*	*Work Performed by Dyett & Bhatia*
Martinez	1996	Technical update and preparation of Growth Management Element
Milpitas	1995	Comprehensive technical update
Chico	1994	*Winner Ahwahnee Award, and Sacramento Valley Section and California Chapter APA awards for Best Comprehensive Plan.* General Plan and EIR for the university town
Redlands	1994	General Plan, and Master EIR for the southern California city
Benicia	1993	Comprehensive technical amendments
San Diego	1993	North City Future Urbanizing Area Plan and EIR; plan for the last remaining 19 square miles of land in the City
Turlock	1993	*Winner Central Valley Section APA Award.* General Plan, MEA, and EIR

URBAN DESIGN; SPECIFIC AND AREA PLANS

Urban design is a central area of practice at Dyett & Bhatia. We have prepared specific and area plans for sites ranging in scale from a few blocks in infill settings to over 20 square miles in urban expansion areas. Our expertise includes physical planning and urban design, detailed design guidelines and standards, building massing, view and shadow studies, and parking and fiscal assessment. We also supplement urban design assignments with our in-house state of the art three-dimensional computer modeling, visual simulation, and sophisticated GIS capabilities.

Recent Specific and Area Plans (D&B has served as the lead consultant for all assignments)

Project/City	*Work Performed/Underway*
San Diego Downtown Plan and Zoning; 2006	Plan adopted in February 2006, at first City Council hearing. Plan envisions downtown San Diego as one of the most intense-and-livable of all American downtowns, with a population of 90,000 and 170,000 employees. D&B led all aspects of the assignment, and also prepared new zoning regulations to implement the plan. www.ccdc.com/planupdate
Santa Clara Transit Area Plan and EIR; Underway; Concept Plan, 2003	Plan for a 450-acre area around the terminus of the Silicon Valley BART extension; the future center will include BART, Amtrak, the current CalTrain Station, and a people mover system to the San Jose airport
Genentech Campus Master Plan, South San Francisco; 2006	New campus master plan to guide Genentech's corporate campus expansion from 6,500 to nearly 12,000 employees. Master Plan addresses full spectrum of topics, including urban design, transportation, and parking, and includes design guidelines
Milpitas Transit Area Specific Plan and EIR; Underway; Concept Plan; 2005	Planning and urban design of 365-acres surrounding two new light rail stations and a proposed BART station
Fairfield-Vacaville Station Area Specific Plan and EIR; Underway	Sketch Plan concepts recently completed
Santa Clara Downtown Plan; Underway	Plan to foster creation of a new downtown. The preferred plan has been prepared and preparation of RFP for developer solicitation is underway
Claremont Inn and Old School House Specific Plan; Underway	Specific Plan for 20-acre infill area in Claremont for mixed-use development.
Folsom Growth Area Visioning Project; 2005	Visioning for 3,000 acres of greenfield within the City's sphere of influence being contemplated for growth.

Recent Specific and Area Plans (D&B has served as the lead consultant for all assignments)

Project/City	*Work Performed/Underway*
Capitol Area Plan; Sacramento, CA; 1997	Plan for the 350-acre, 42-block Capitol Area, prepared for the State of California that has led to the largest infill development in Sacramento's history. APA Section Award winner
South San Francisco BART Transit Village Zoning ; 2001	Zoning regulations for the area around the BART station, that is currently under construction
West Div. Specific Plan and EIR; San Bruno, CA; 2002	Specific plan and EIR for redevelopment of the former Western Division offices of the U.S. Navy
Burlingame 101 Corridor/ Shoreline Plan; 2000	Plan for high-intensity residential and mixed-use development along the waterfront.
CalTrain Station Area Plan; South San Francisco, CA; 1997	Feasibility of relocating a CalTrain station to a downtown location and methods to integrate the new station with the surrounding land uses.
Oyster Point Marina Master Plan, South San Francisco; 1999	Provision of new ferry terminal, public marketplace, new offices and hotels, and improved shoreline access
Tacoma, Washington; 1996	Design and engineering guidelines to promote transit in Downtown, and for the creation of 14 active mixed-use districts
Fossil Creek Neighborhood Plan; Fort Collins, CO; 1997	Specific Plan for a 1,000-acre area around the Fossil Creek Reservoir for the City of Fort Collins and Larimer County
Mixed-Use Center Design Guidelines; Santa Fe, New Mexico; 1996	Citywide design guidelines and standards. Prepared as part of the General Plan (also by Dyett & Bhatia). Project involved outlining an urban design vocabulary in keeping with Santa Fe's strong traditional form
West Corvallis Community Plan; Oregon; 1995	Plan for the community, which has emerged as a major high-tech center
San Diego North City Future Urbanizing Area Plan and EIR; 1993	Plan for the last remaining several thousand acres of land within City limits

EXAMPLES OF LIVABILITY PROJECTS

Livability is an integral component of the services we provide for clients and ranges from broad-based planning and policy initiatives for General Plans (such as Santa Rosa and Petaluma) down to planning design and detailed implementation standards.

Recent Examples of Livability Projects

Project	*Description of Scope*
Chico General Plan; 1995 *Ahwahnee Award winner; American Planning Award winner*	Working with a 41-member Task Force, Dyett & Bhatia prepared a new General Plan that allowed agreement to be reached between strong environmental and pro-growth groups, and was adopted unanimously by the City Council. As part of the Plan, policies that encourage development of pedestrian-oriented neighborhoods, and natural resource conservation areas were identified. Neighborhood centers were carefully sited throughout the city to promote walkability, and extensive neighborhood design policies were included

Recent Examples of Livability Projects

Project	*Description of Scope*
Model Regulations for Transit; Tri-MET; Portland, Oregon; 1993 *Ahwahnee Award winner*	A handbook (Planning and Design for Transit) that offers specific guidance on fostering livability and transit-friendly development was prepared for Portland's regional transportation agency, Tri-Met. Dyett & Bhatia was responsible for preparing the model regulations and the implementation chapters of the handbook. Dyett & Bhatia received the Ahwahnee Award and Oregon Chapter American Planning Association Award for this project
ABAG Smart Growth and Livability Footprint Study; 2001 *Congress for New Urbanism Award winner*	Regional Livability Study that outlined a strategy to address the region's traffic congestion, housing affordability crisis, and diminishing open space. As the lead consultant for Phase 1, D&B helped conceptualize the study, compiled and created a large GIS database of regional land use and transportation information, and conducted background research and analysis. D&B also prepared a Briefing Book, maps, and materials for workshops in each of the Bay Area counties
Santa Rosa General Plan; 2001	D&B prepared a new General Plan for the Bay Area's fourth largest city, located in Sonoma County. The major challenges addressed included preparing a Plan to foster a "livable city" and the amount of character infill development. Mapping livability characteristics of individual neighborhoods and understanding residents' perceptions were some of the initial steps taken. The plan was adopted in 2001
Petaluma General Plan and EIR; Underway	General Plan focusing on growth within current Urban Growth Boundary and optimal preservation of greenbelt around city. D&B also prepared an optional Sustainability Element
Santa Monica Land Use and Circulation elements, and Zoning Ordinance; Underway	Land use and urban design, including land use and transportation planning to create a sustainable community. Incorporating livability principles and cutting edge outreach and planning methods
Santa Fe General Plan; 1996	Santa Fe, New Mexico's capital, is one of the most distinctive cities in the country and the oldest capitol city in North America. In 1996, Dyett & Bhatia prepared the update to the General Plan and also prepared guidelines and standards for new development. The challenge was to outline an urban vocabulary in keeping with Santa Fe's strong traditional form, provide flexibility in implementation, and meet the needs of a contemporary city.
Folsom Growth Area Visioning Project; 2005	Visioning for 3,000 acres of greenfield within the City's sphere of influence being contemplated for growth, with light rail connection to Sacramento Regional Transit
San Diego Downtown Community Plan and Zoning; 2006	D&B recently finished the Downtown Community Plan, which includes the creation of neighborhood centers with walkability, green streets, and bikeways; D&B also updated the area's Planned District Ordinance (PDO). This new zoning ordinance contains regulations and controls pertaining to land use, density and intensity, building mass, sun access, architectural design, landscaping, lighting, and other development and livability characteristics, with the intent of implementing the policies of the Community Plan
Zoning for Traditional Neighborhoods and Traditional Marketplaces; Palm Beach County, FL; 2004	Dyett & Bhatia led a national team on a comprehensive revision of the Palm Beach County land development code. D&B led new zoning for traditional neighborhoods (TNDs) and traditional marketplaces (TMDs)
Capitol Area Plan; Sacramento, CA; 1997 *APA Section Award winner*	Plan for the 350-acre, 42-block Capitol Area, which includes seven light-rail stations, prepared for the State of California. The plan, which included office and residential development with a variety of housing types, has led to the largest infill development in Sacramento's history

OTHER AREAS OF EXPERTISE

Environmental Planning and Impact Review

D&B has prepared EIRs on over 30 citywide/countywide planning efforts, mainly on general and specific plans, but also on several Bay Area regional transportation plans and programs, including the two former and the current Bay Area Regional Transportation Plan (for MTC); and the 1995, 2000, and 2004 Contra Costa Countywide Transportation Plan (for the Contra Costa Transportation Authority). D&B also prepared EIRs on countywide congestion management programs including the 1991, 1993, 1995, and 1997, and 2003 Update of the Contra Costa County Congestion Management Program, and the 1993 and 1995 Alameda County Congestion Management Program.

Zoning Ordinances and Subdivision Regulations

Dyett & Bhatia has unsurpassed experience in preparing comprehensive zoning regulations for cities and counties in California, Arizona and nationwide. The firm's zoning work has won national awards from the American Planning Association and the Department of Housing and Urban Development. Current zoning assignments being led by D&B include:

Comprehensive Citywide Zoning Projects Underway (* indicates part of a national team)

- Santa Monica, CA
- El Cerrito, CA
- Manteca, CA
- Concord, CA
- Yuba City, CA
- Portland, OR
- Kansas City, MO*
- Washoe County, NV*

Smart Growth and Sustainable Development

Dyett & Bhatia has worked on some of the region's most prominent smart growth assignments, including: Bay Area Smart Growth Strategy/Livability Footprint Project (for a coalition of regional agencies, and business and environmental groups); a new general plan focused on sustainable development for the City of Petaluma; and a voter-mandated smart growth general plan for the City of San Ramon. The Congress of New Urbanism gave the Smart Growth/Regional Livability Footprint Project an Award of Excellence under its 2003 Charter Awards program.

Growth and Congestion Management and Land Use/ Transportation Integration

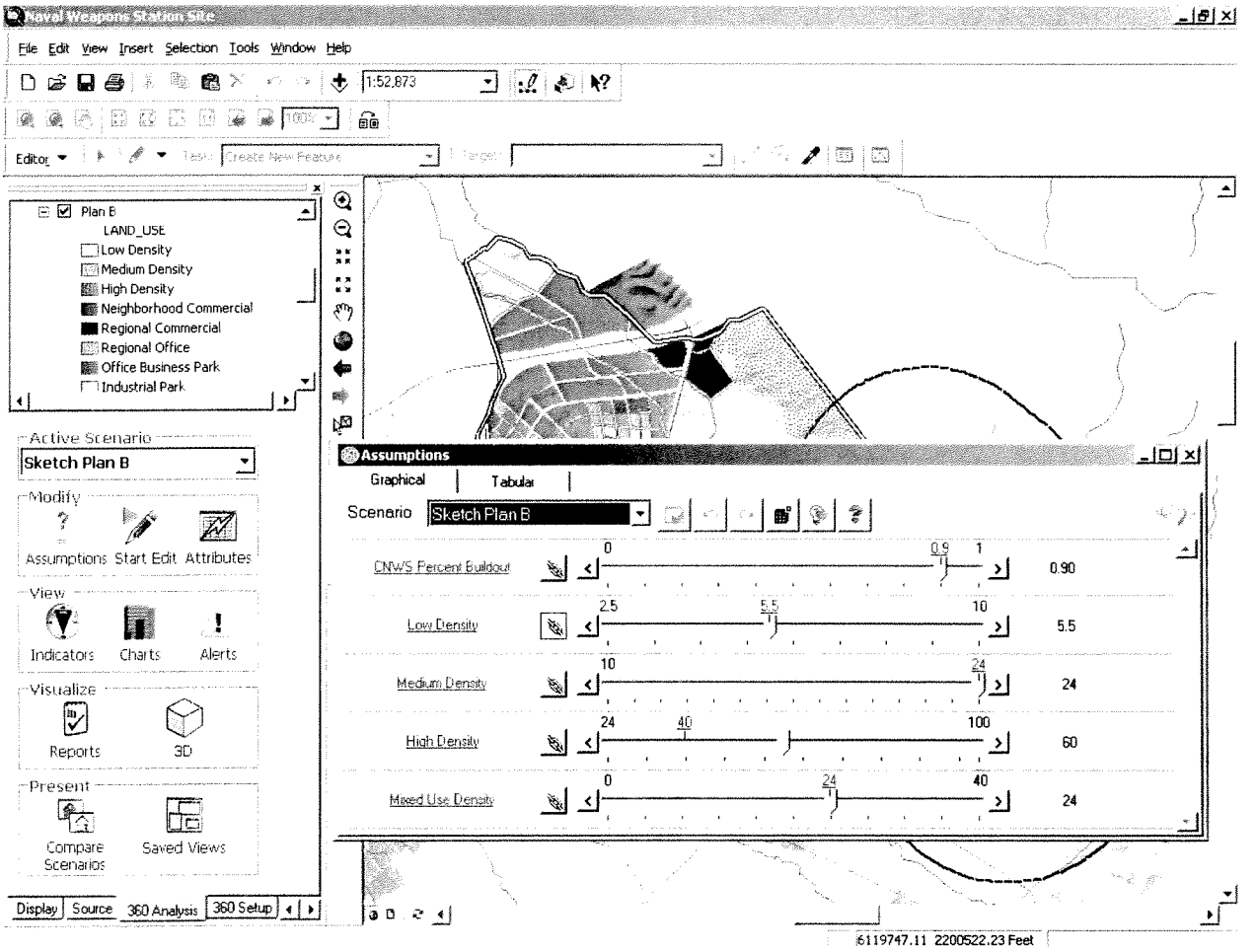
D&B has pioneered many of the techniques used for land use and transportation integration. The California Congestion Management Program was modeled on the basis of the firm's work in Contra Costa, CA, and the firm received a National Award from the American Planning in 1996.

COMPUTING CAPABILITIES

Dyett & Bhatia is committed to using the latest software innovations to complement and inform planning decisions. To that end, the firm offers a highly-skilled technical staff trained in three-dimensional computer modeling, Geographic Information Systems (GIS), cartography, and photo simulation (computer-generated and hand-drawn). We also offer the use of Scenario 360, customized for General Plan works.

Custom D&B Development Capacity and Indicators

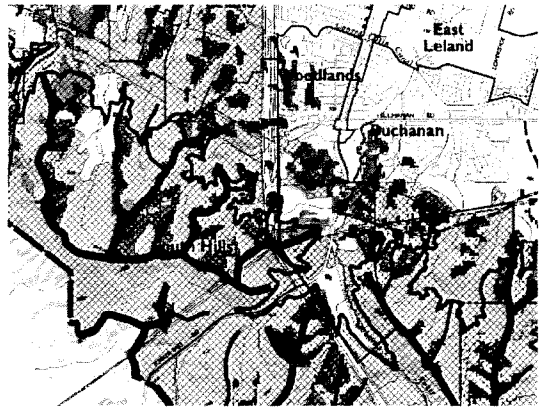
D&B has developed custom indicators that enable real time evaluation of alternative land use patterns, development assumptions, and projected impacts. The interface is underlain by ArcGIS database and Scenario 360, which enables us to test alternatives without waiting for hand colored maps, computerized sketches, or lengthy spreadsheet calculations. These techniques provide unparalleled flexibility, efficiency, and collaboration in the planning process.



Scenario 360, customized by D&B for General Plan work

Geographic Information Systems (GIS)

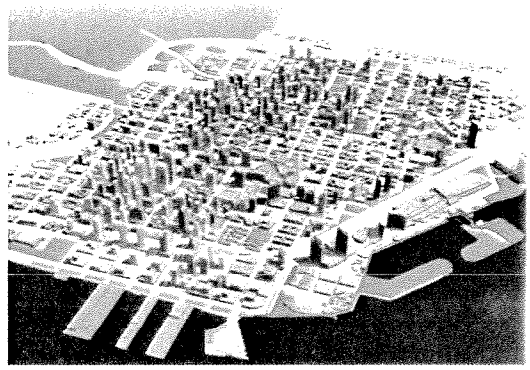
D&B maintains a strong in-house GIS staff whose capabilities include database and applications development, and has completed several GIS-specific assignments. D&B has also developed customized routines adapting ArcGIS for long-range planning.



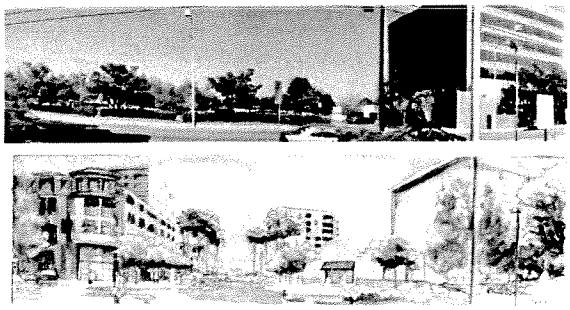
GIS- based viewshed analysis- Pittsburg. General Plan

Three-Dimensional Modeling and Visual Simulation

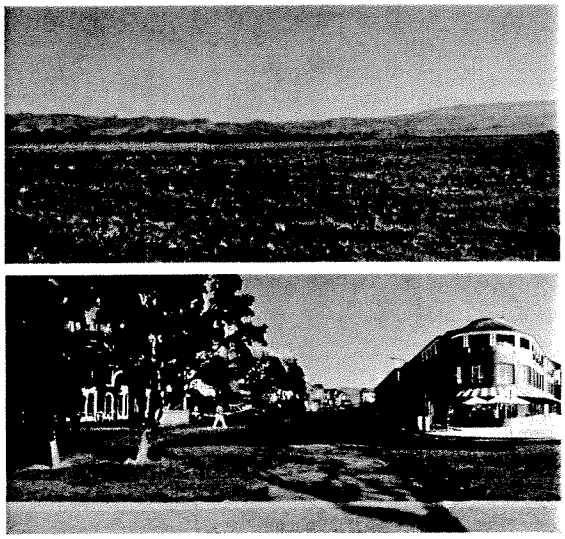
D&B has expertise in preparing three-dimensional computer models of large areas, which can be viewed from any angle, or viewed in a walk-through or fly-by mode. Most recently, D&B modeled the entire 1,500-acre downtown area of San Diego, and the entire City of Emeryville along with the East Bay Hills. These models are used for massing and visual studies for design of new buildings and to study visual and shadow impacts. Using Sketch-Up, 3-D models can also be linked to GIS databases. Additionally, we have the in-house capability and talent to create hand-drawn scenarios as an alternative to computerized photo simulation.



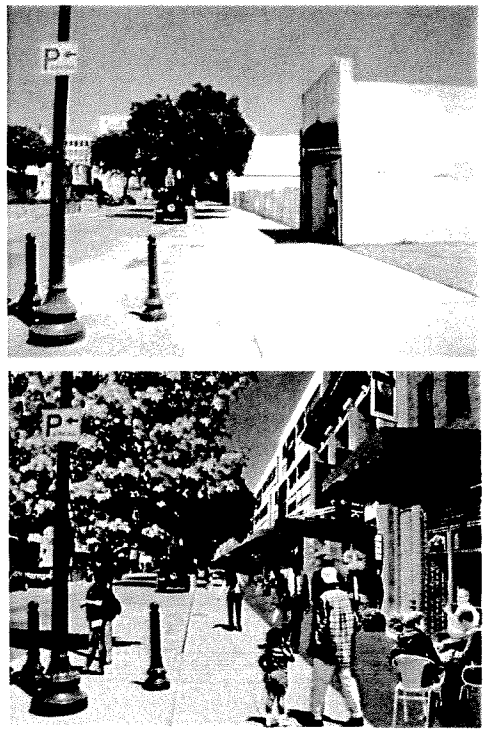
3D Model- Downtown San Diego.



Hand-drawn alternative: Santa Clara Downtown Revitalization



Before and After Visual Simulation-
Rohnert Park General Plan



Before and After Visual Simulation-
Pomona General Plan.

Exhibit E

RECENT AWARDS

D&B has won more than 30 major awards, including over 20 awards from the APA, for its work. Recent awards include:

2005	American Planning Association (APA) California Chapter Award, *Oakland General Plan Safety Element*
2005	APA Northern California Section Award, *Oakland General Plan Safety Element*
2003	Congress for New Urbanism Charter Award, *Bay Area Smart Growth/ Livability Footprint Project*
2002	APA Northern California Chapter Award, *Pittsburg General Plan*
2001	APA Northern California Chapter Award, *Rohnert Park General Plan*
2000	APA California Chapter Honor Award, *South San Francisco General Plan*
2000	APA Northern California Section Award, *South San Francisco General Plan*
1998	APA Sacramento Section Honor Award, *Capitol Area Plan Background Studies*
1996	APA National Award of Merit, *Land Use, Transportation, and Air Quality Connection Project*
1995	APA California Chapter Honor Award, *Chico General Plan*
1995	APA Sacramento Valley Section Award and California Chapter Award, *Chico General Plan*
1995	Ahwahnee Award, *Chico General Plan*
1994	Ahwahnee Award, *Planning & Design for Transit Handbook (Portland Tri-Met)*
1994	APA Oregon Chapter Award, *Planning & Design for Transit Handbook (Portland Tri-Met)*

Exhibit E

6.3 PROJECT EXAMPLES

Project listed below are profiled on the pages that follow. Dyett & Bhatia has been the lead consultant for all assignments and all drawings and images included in the profiles have been prepared by D&B, unless specifically noted otherwise.

- Chico General Plan and Master Environmental Assessment
- Porterville General Plan and EIR
- Turlock General Plan and EIR
- Los Banos General Plan Update and EIR
- Emeryville General Plan and Zoning Ordinance Update, Design Guidelines, and EIR
- Yuba City General Plan, EIR, and Zoning Ordinance
- Sacramento Capitol Area Plan
- Rohnert Park General Plan and EIR
- South San Francisco General Plan and EIR
- San Bruno General Plan and EIR
- Concord General Plan, Zoning Ordinance, and EIR
- Humboldt County General Plan
- Santa Rosa General Plan and EIR
- Petaluma General Plan and EIR
- Pittsburg General Plan and EIR
- San Ramon "Smart Growth" General Plan 2020 and EIR
- Santa Monica Land Use/Circulation Elements, Zoning Ordinance, and EIR
- Redding General Plan Review; Zoning Regulations
- Castro Valley General Plan and EIR
- Pomona General Plan Update, Housing Element, EIR, and Zoning Ordinance Revision
- Santa Fe General Plan
- Folsom Sphere of Influence Visioning Process
- Redlands Visioning and Strategic Plan for general Plan Comprehensive Update
- Bay Area Smart Growth Strategy/Regional Livability Footprint Project
- Santa Clara Downtown Area Plan
- Santa Clara Transit Area Plan and EIR
- Santa Clara transit Area Concept Plan
- Fairfield-Vacaville Multi-Modal Rail Station Specific Plan and EIR
- Milpitas Transit Area Specific Plan, EIR, and Concept Plan
- Palm Beach County Zoning for Traditional Neighborhoods and Marketplaces
- San Diego Downtown Planning and Zoning
- Manteca Zoning and Land Development Regulations, and Development Design Standards
- Genentech Master Plan
- Bay Area Regional Transportation Plan EIR
- Countywide Comprehensive Transportation Plan (CCTP) and EIR

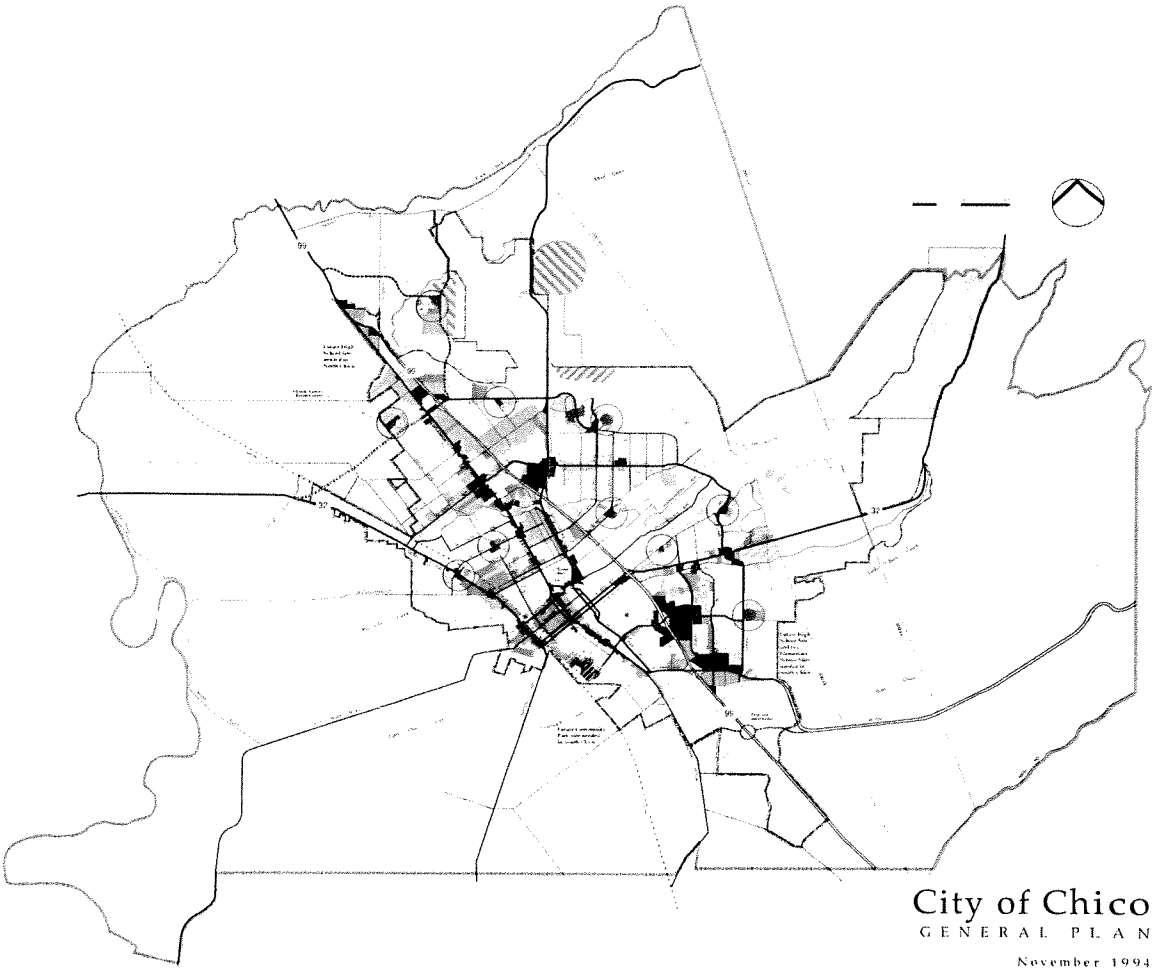
Additional profiles can be viewed from the D&B website at http://www.dyettandbhatia.com.

Exhibit E

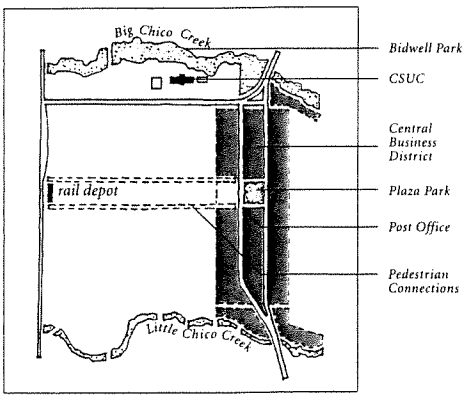
CHICO GENERAL PLAN AND MASTER ENVIRONMENTAL ASSESSMENT

Chico, California; 1995

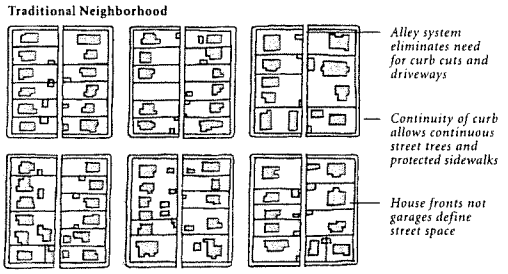
Winner of Ahwahnee Award and the 1995 American Planning Association Central Valley Section and California State Chapter awards for Best Comprehenzive Plan



Downtown Framework



Traditional Neighborhood



Chico, located at the northern end of Sacramento Valley, is a city with a strong traditional character and graceful streets. The City is home to a campus of the California State University and a major medical center. Bidwell Park, the third largest urban park in the country, stretches from the Sierra foothills to downtown, and is a dominant community organizational element.

Working with a 41-member Task Force, Dyett & Bhatia prepare a new General Plan that allowed agreement to be reached between strong environmental and pro-growth groups, and was adopted unanimously by the City Council. As part of the Plan, policies that encourage development of pedestrian-oriented neighborhoods, and natural resource conservation areas were identified. Neighborhood centers were carefully sited throughout the City to promote walkability, and extensive design policies were included for new neighborhood development.

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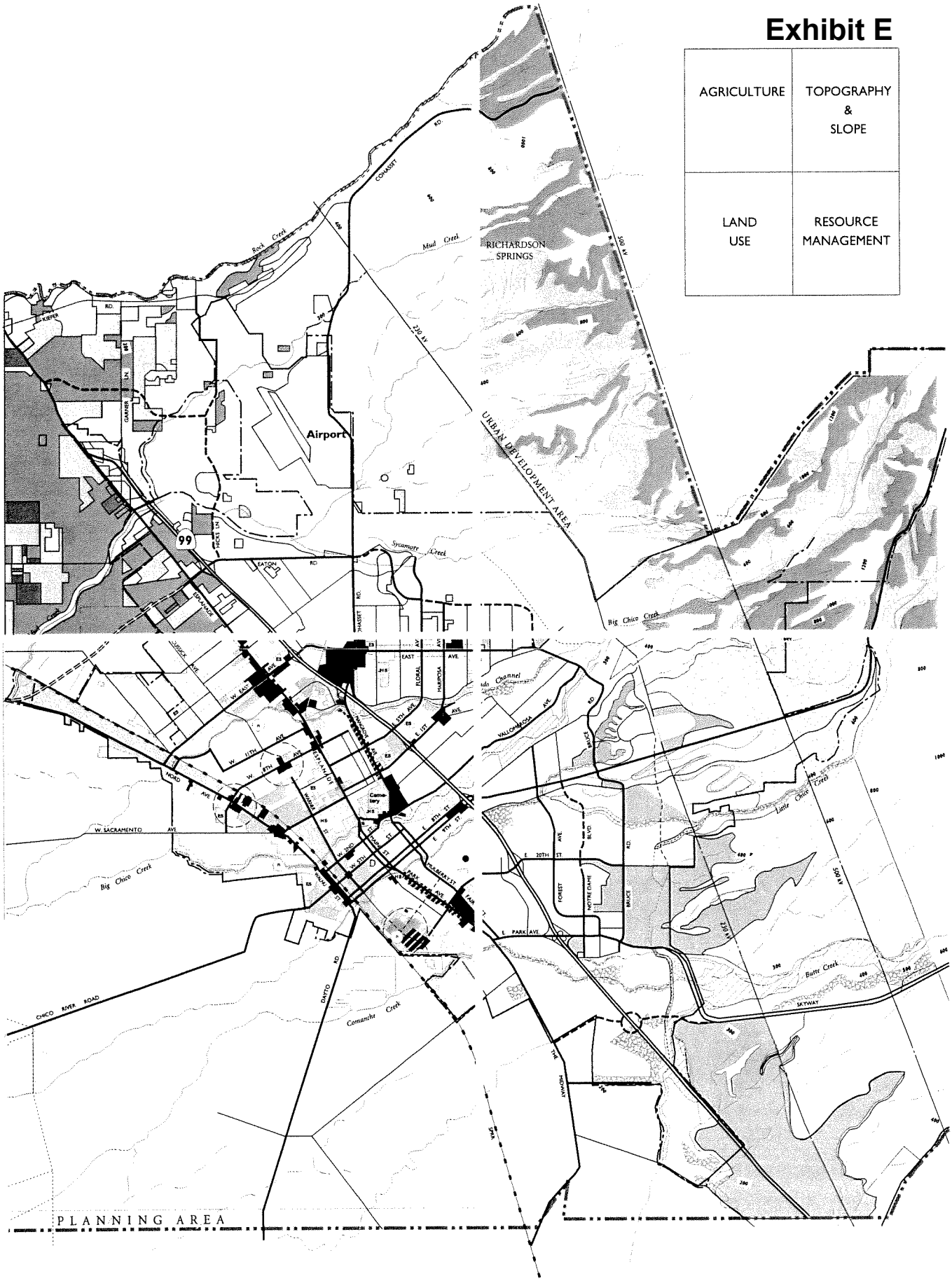
Exhibit E

AGRICULTURE	TOPOGRAPHY & SLOPE
LAND USE	RESOURCE MANAGEMENT



Geographic Information Systems and computer-assisted mapping for the Chico General Plan Update and MEIR

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Exhibit E

PORTERVILLE GENERAL PLAN AND EIR

City of Porterville, underway

Dyett & Bhatia is leading a comprehensive revision of the General Plan for this growing Central Valley community, located in Tulare County along Tule River. Porterville prides itself on having "The Good Life" and the new Plan will build on this civic pride. The City also has its own utilities systems, transit service, park and recreation facilities and a municipal airport, and the new Plan will include an economic and fiscal element to help guide decision-making for infrastructure improvements. Dyett & Bhatia, working with community members, is exploring opportunities to revitalize the historic sectors of the city and knit them together with emerging growth areas. An extensive public outreach program, including bilingual newsletters, is being conductued to involve all segments of the community in the planning process.

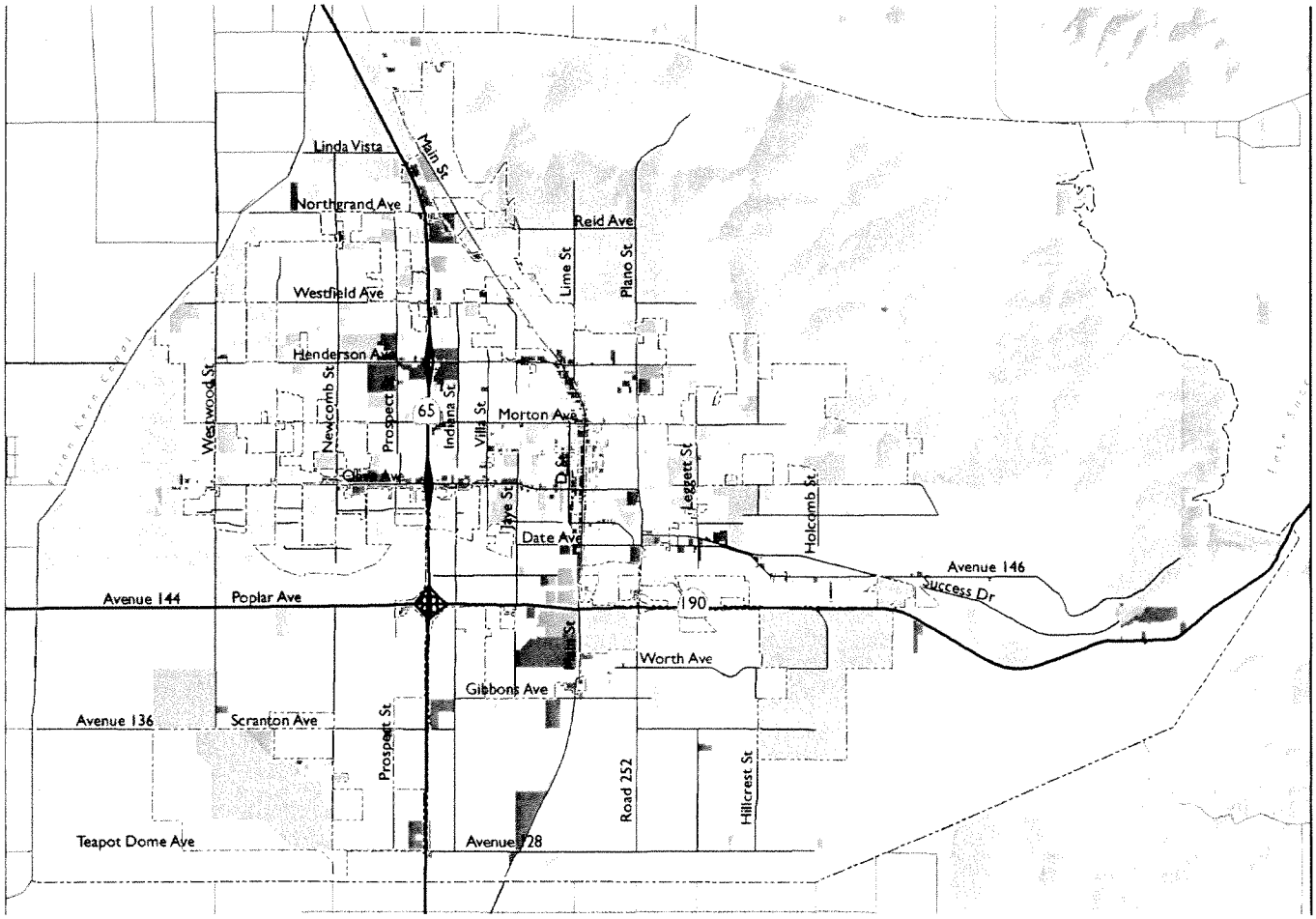

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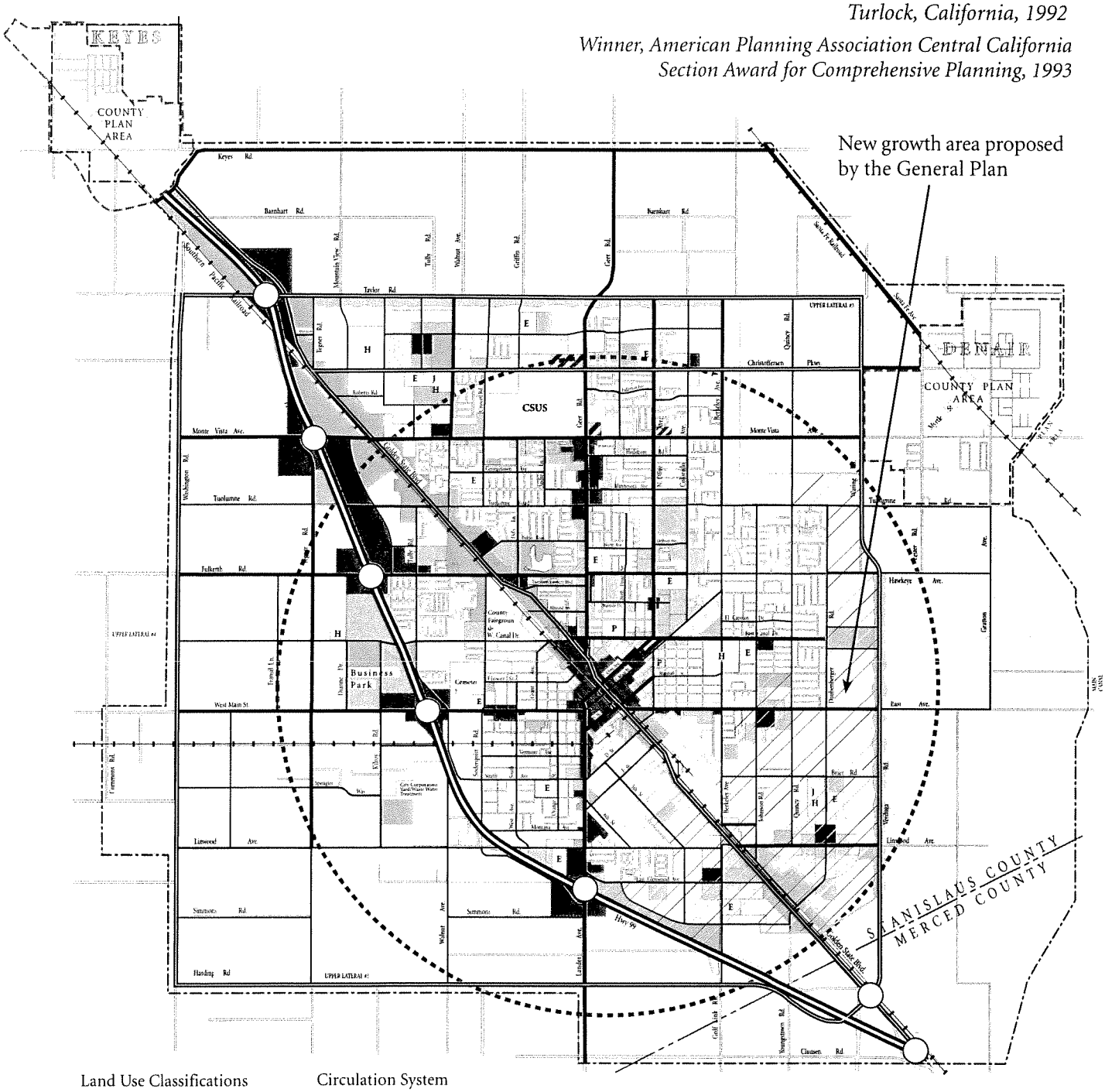
Exhibit E

TURLOCK GENERAL PLAN

Turlock, California, 1992

Winner, American Planning Association Central California Section Award for Comprehensive Planning, 1993



Land Use Classifications

- Very Low Density Residential
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Office
- Community Commercial
- Heavy Commercial
- Industrial
- P Public
- E Elementary School
- JH Junior High School
- H High School
- P Public
- Detention Basin
- Parks/Golf Course
- Agriculture
- Buffer Zone

Circulation System

- Freeway
- Expressway
- Arterial
- 4-lane Collector
- 2-lane Collector
- Interchange

Turlock is located in the heart of Central Valley, and is home to a campus of the California State University. The City, with a population of 42,000 in 1990, expected to double in population in 20 years, the General Plan horizon.

The General Plan directed much of the new growth to the east and southeast, relatively close to downtown, and along streets with underutilized capacity. A detailed City Design Element was included as part of the Plan. In one of the earlier, if not the earliest example of what later became a trend, the Turlock General Plan codified maximum development block size, and maximum spacing between local streets.

The City is extremely proud of its General Plan – it revamped the Zoning Ordinance and Subdivision Regulations to conform to the plan, and continues to use it as an everyday guide for development.

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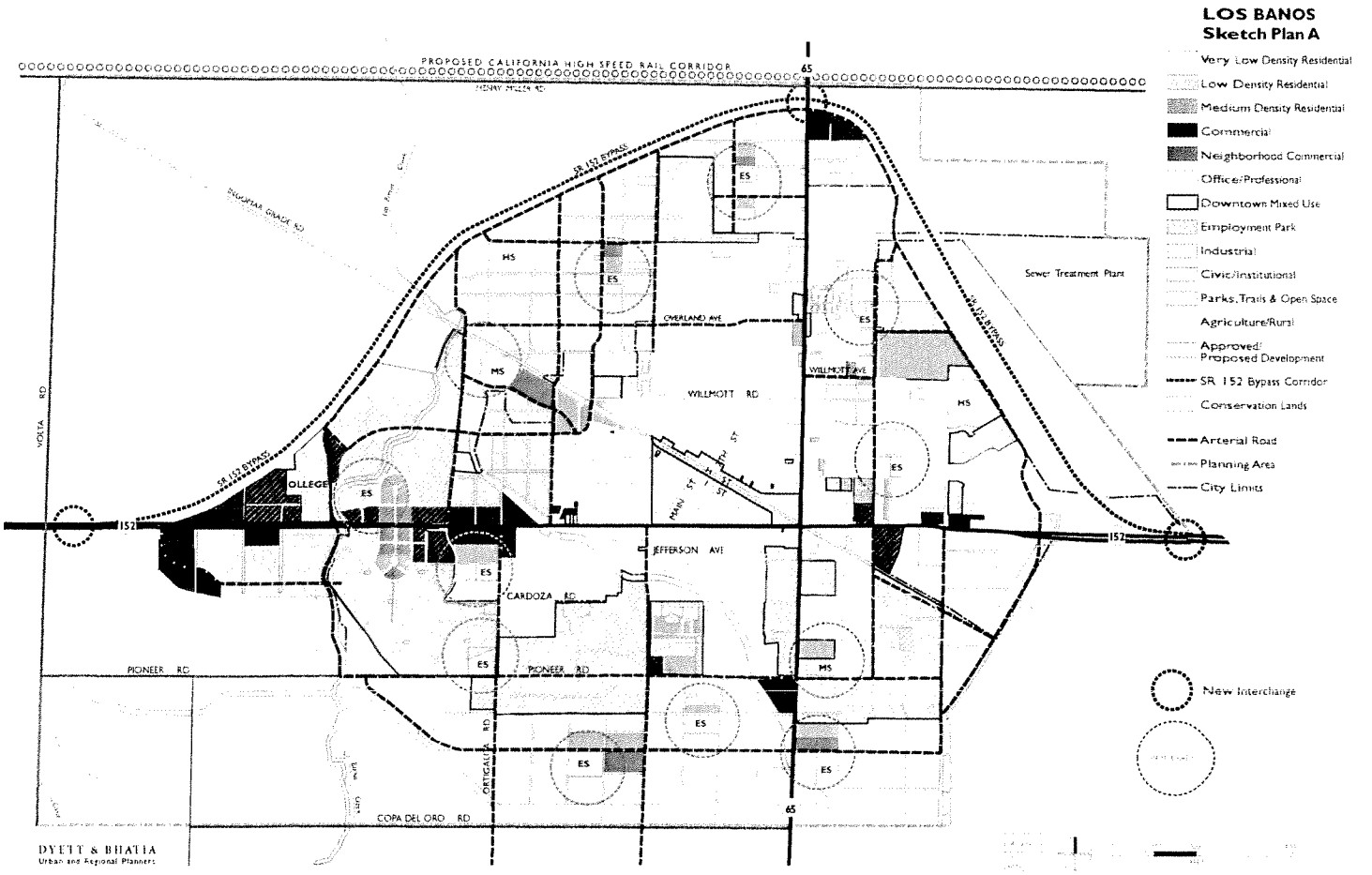
Urban and Regional Planners

Exhibit E

LOS BANOS GENERAL PLAN UPDATE AND EIR

City of Los Banos, underway



Dyett & Bhatia is working on a new General Plan and EIR for the City of Los Banos, a community located in the heart of the Central Valley. Dyett & Bhatia has been placed in charge of preparing a General Plan that will create a physical framework for development in the expanded Sphere of Influence, craft a economic development strategy and design concepts to integrate new commercial and residential development into the fabric of the community, support public facility investments, improve overall connectivity within the City, as well as deal with growth issues to ensure the continued quality of life of current and future residents.

During the six months the project has been underway, background reports and alternative sketch plans have been completed, and a Preferred Plan is in progress.

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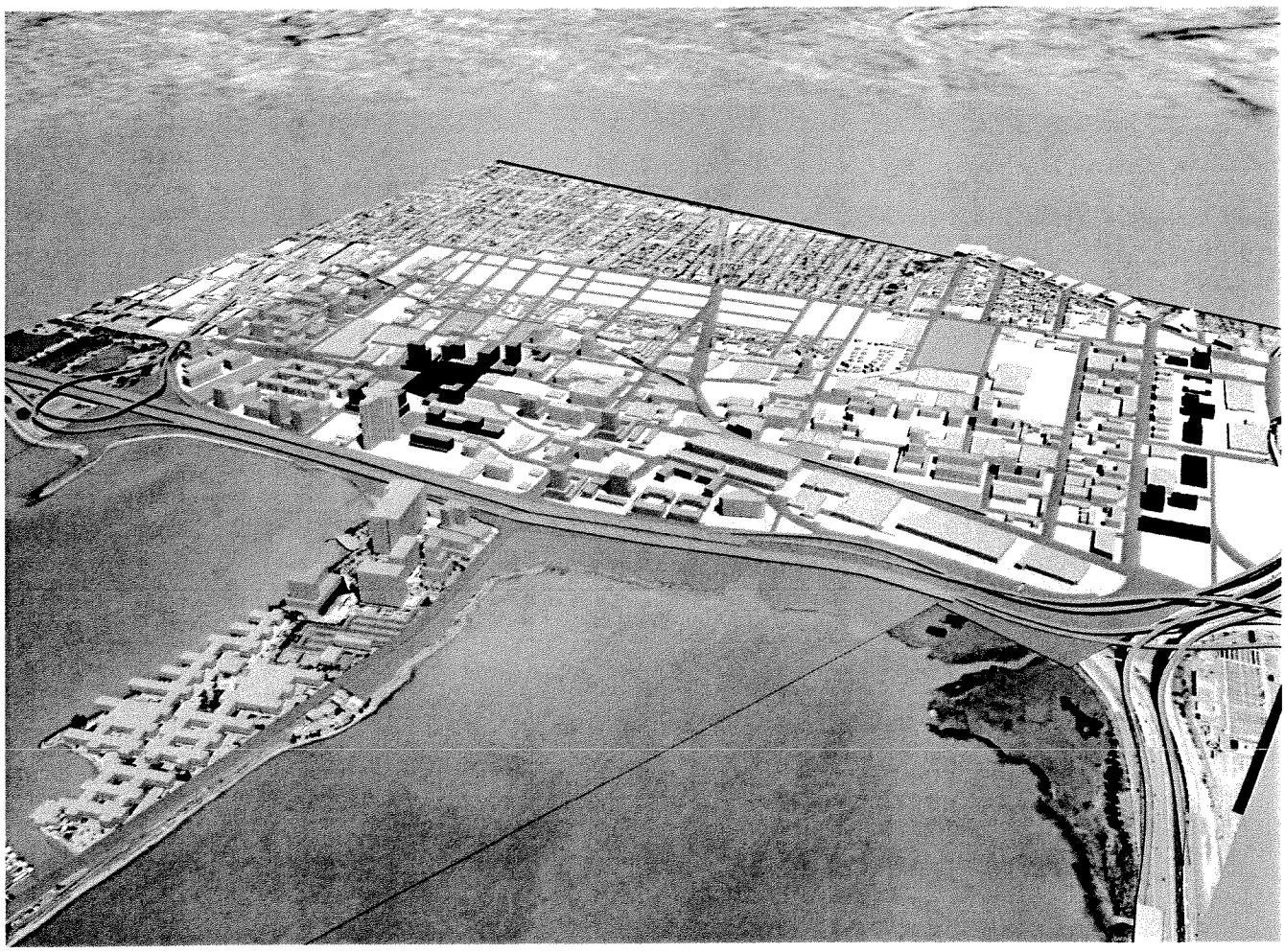
Urban and Regional Planners

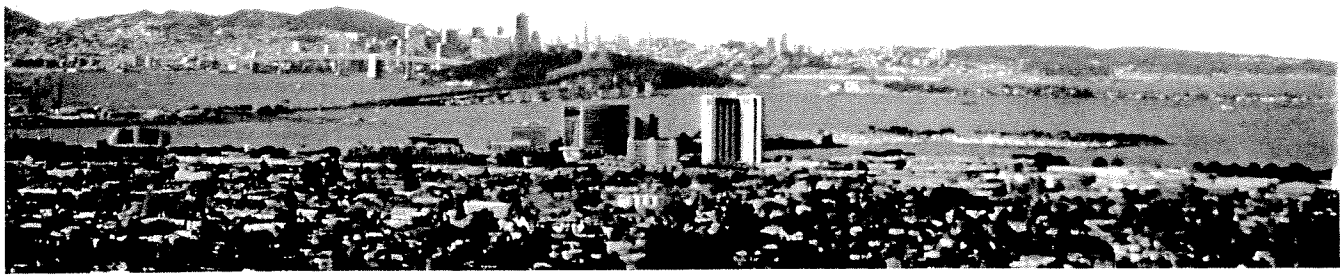
EMERYVILLE GENERAL PLAN AND ZONING ORDINANCE UPDATE, DESIGN GUIDELINES, AND EIR

Exhibit E

2005-Present



3-D Model of the city prepared by Dyett & Bhatia.



Emeryville is one of the most rapidly transforming Bay Area communities, with an expanding population of 8,000, and nearly 21,000 jobs in a small—1.2 square mile—geographic area. Incorporated in 1896 as a center of industry at transportation crossroads, Emeryville, after several decades of decline, has remade itself into a dynamic place. In the last 15 years, the City has transformed decaying buildings and polluted sites to provide housing; fostered global leaders in film-making (such as Pixar), biotechnology (such as Chiron), and software; and developed shopping and entertainment destinations.

Shaping an overall vision that defines Emeryville's identity, and crafting a tapestry of distinctive yet synergistic and connected districts, and fostering neighborhood livability are principal General Plan challenges. Dyett & Bhatia will also prepare a comprehensive update of the Zoning Ordinance and design guidelines to implement the General Plan. Planning efforts are accompanied by an extensive outreach program, including a mail-in survey sent to all addresses within the City.

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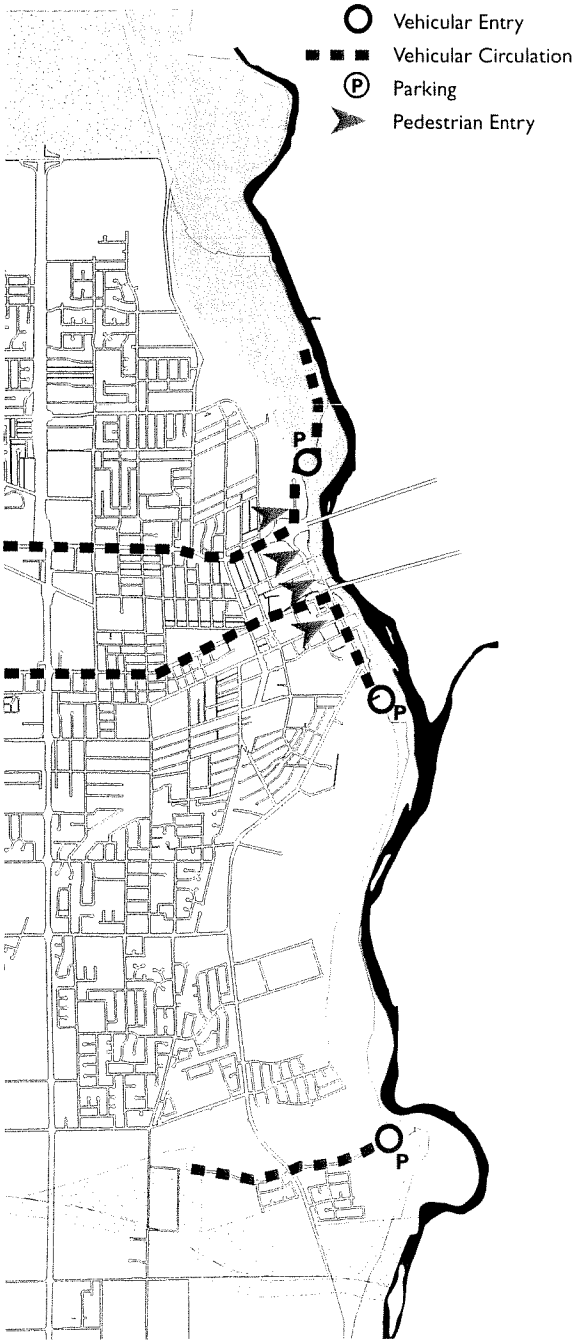
Urban and Regional Planners

YUBA CITY GENERAL PLAN AND EIR, 2004
YUBA CITY ZONING ORDINANCE, underway

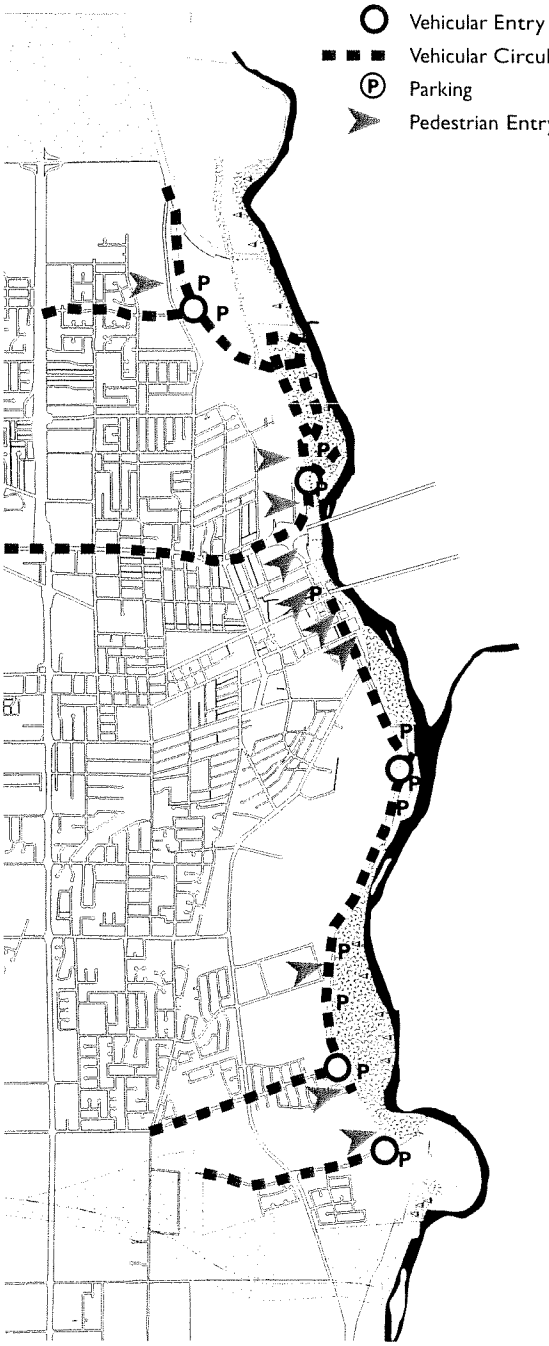
Exhibit E

Dyett & Bhatia recently completed the General Plan for the rapidly growing Central Valley community of Yuba City. A Preferred Plan was prepared and detailed policy development was undertaken. The General Plan creates cohesive neighborhoods, provides opportunities to accommodate development within the SOI, maintains a clear division between urban areas within the SOI and rural areas in the surrounding Sutter County, and augments and provides additional recreational resources to the population through the creation of large urban parks and accessibility to the Yuba River. The General Plan also establishes policies and priorities, and outlines how City resources and energies should be used to achieve planning objectives. The plan was adopted in January 2004. Dyett & Bhatia has been retained to update the City's Zoning Ordinance.

Existing River Parkway Accessibility Pattern



Planned River Parkway Accessibility Pattern



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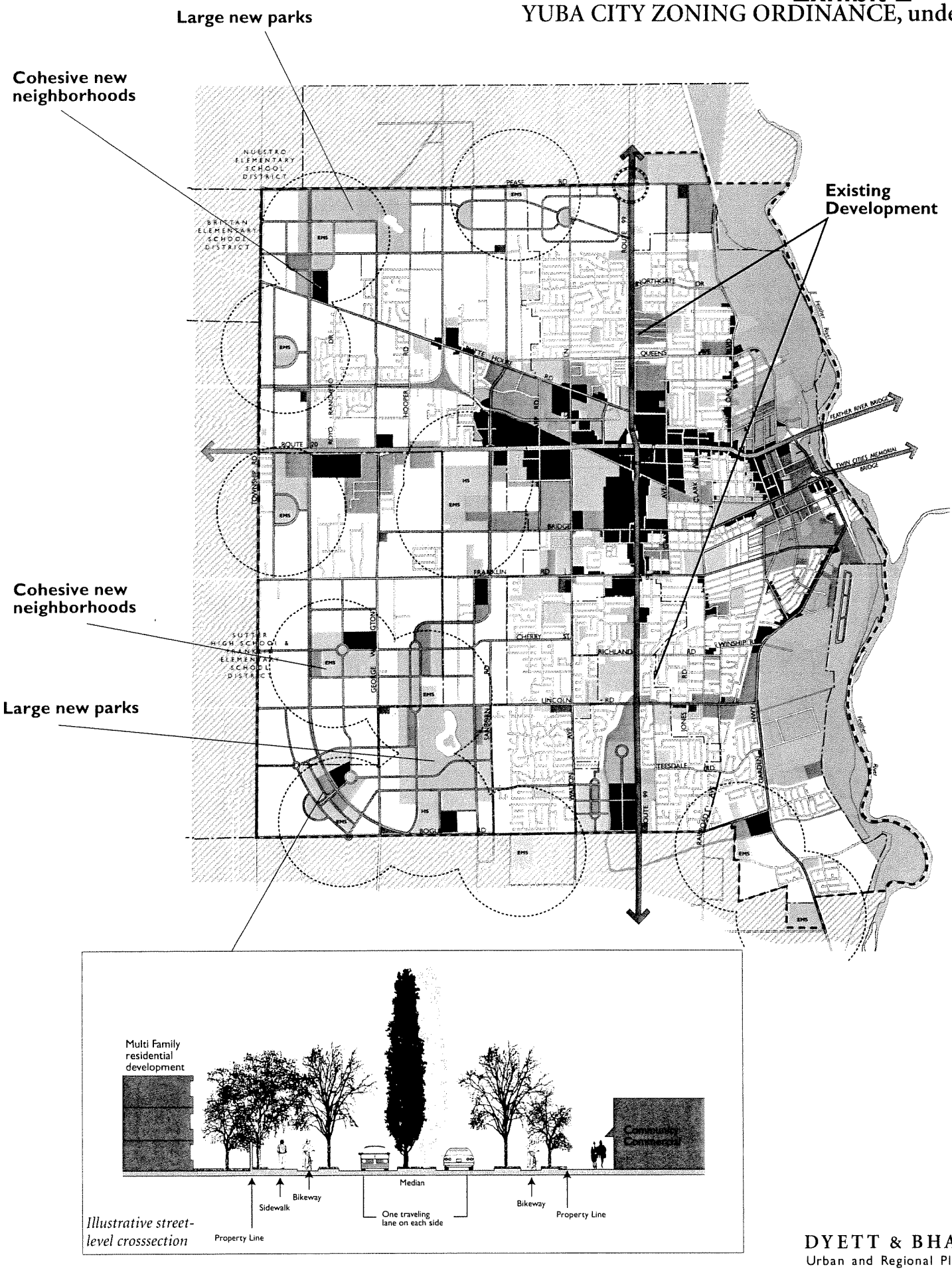
YUBA CITY GENERAL PLAN AND EIR, 2004
YUBA CITY ZONING ORDINANCE, underway

Exhibit E



Illustrative street-level crosssection

DYETT & BHATIA
Urban and Regional Planners

CAPITOL AREA PLAN

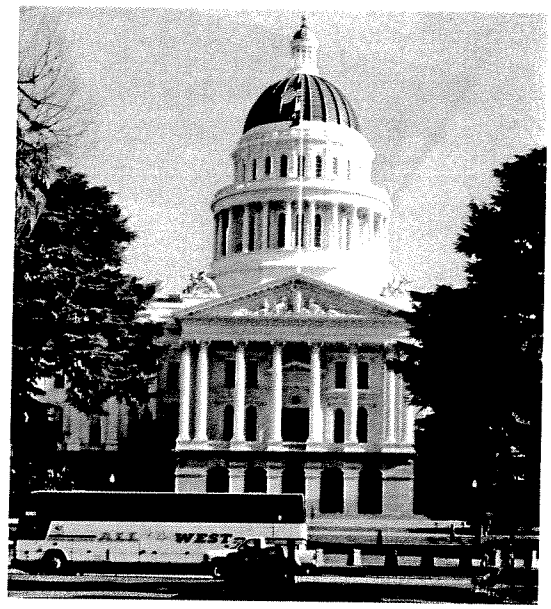
Sacramento, California; 1997
American Planning Association Sacramento Section Award, 1998

CONTEXT

As the center of the state's legislative and administrative activities, the Capitol Area is both a major regional employment center and a symbolic seat of government for California. The 42-block area is anchored by the State Capitol Building and Capitol Park, and is closely integrated with some of Sacramento's most attractive residential neighborhoods.

In addition to its central location between the Midtown neighborhoods and the Central Business District, the Capitol Area has excellent regional freeway and transit access, including seven light rail stations.

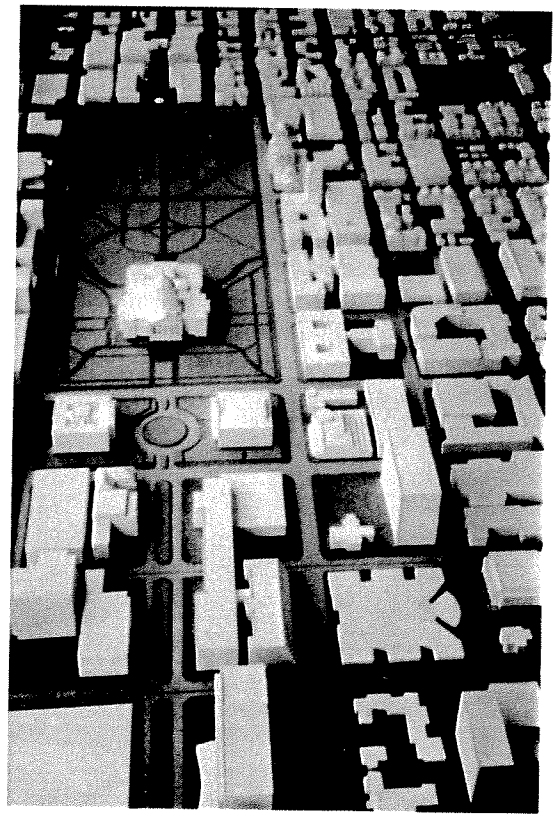
State offices, with 4.8 million gross square feet of space on about 30 acres of land, represent the primary land use and support approximately 15,000 employees. In addition, the Capitol Area includes about 1,000 housing units and 100,000 square feet of commercial space. Numerous surface parking lots and other underutilized sites provide multiple development opportunities.



THE PLAN

The Plan envisions the Capitol Area as a vital mixed-use center, pedestrian-oriented, and integrated with the surrounding neighborhoods. All of the area's streets and alleys (unlike in the previous—1977—plan that provided for superblock developments) are maintained.

The Plan provides for the addition of 3.2 million square feet of office space, 725 housing units, and 90,000 square feet of support commercial space on underutilized sites. Building heights range from two story residential uses to a 30-story office building. The housing program includes townhomes, zero-lot line homes, lofts/ live-work spaces, and mid-rise flats. Building massing and use patterns are modulated to foster neighborhood-oriented development, take advantage of access to transit, promote walking, and provide transition to surrounding neighborhoods.



Physical model

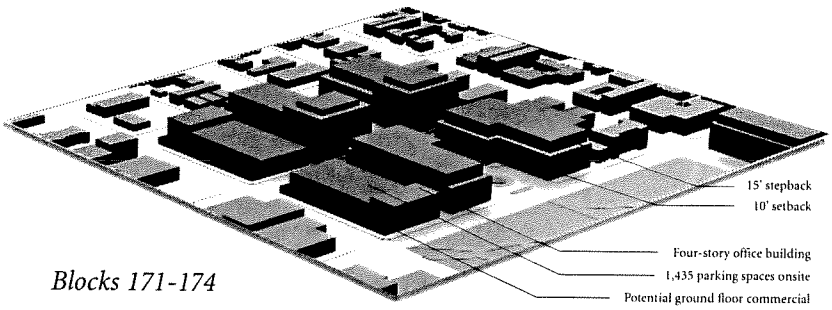
IMPLEMENTATION

The Plan is leading to the largest infill in Sacramento's history. Several hundred new homes and more than 3.0 million square feet of non-residential development has been completed or is under construction.

EAST END COMPLEX

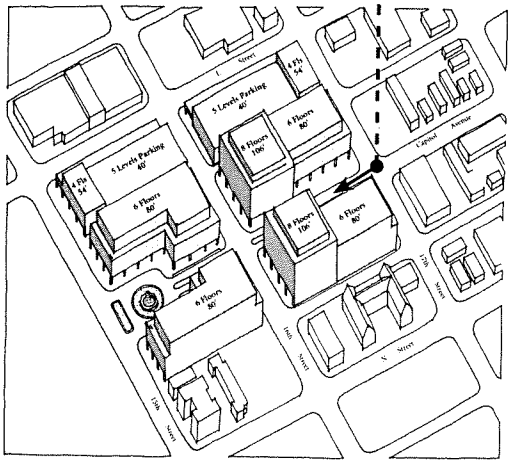
The East End Complex, which includes Blocks 171-174 and Block 225 with more than 1.5 million square feet of space—the largest civic building construction project ever in California—is nearing completion.

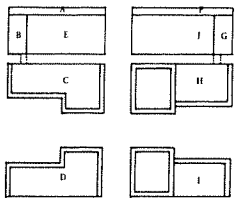
It will house 6,500 employees. Buildings in blocks 171-174 are arranged around a court at the terminus of Capitol Avenue, framing views of the dome of the State Capitol building. Parking structures are tucked away from major streets, and along L Street are lined with active uses.



Blocks 171-174

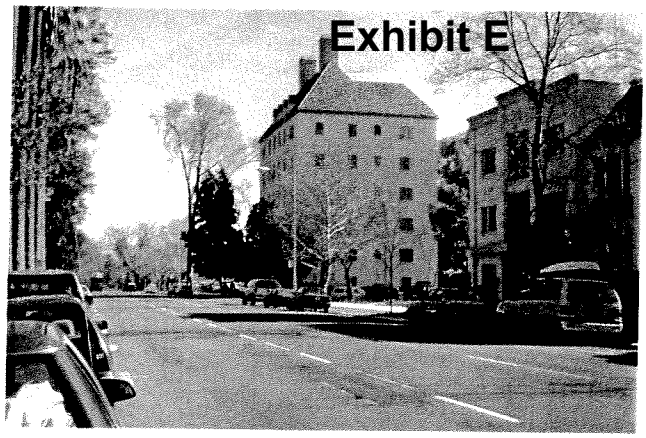
Blocks 171-174



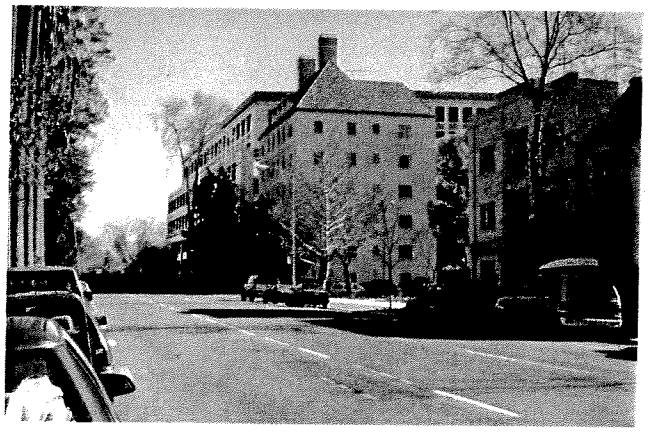


	# of Floors	Height	GSF	Parking
BLOCK 171/172				
A	1	15'	6,000	-
B	4	54'	51,200	-
C	6	80'	208,800	185 spaces*
D	6	80'	208,800	-
E	5*	40'	-	532 spaces*
Subtotal			454,800	717 spaces*
BLOCK 173/174				
F	1	15'	6,000	-
G	4	54'	51,200	-
H	6 & 8	80' - 106'	285,600	186 spaces*
I	6 & 8	80' - 106'	285,600	-
J	5*	40'	-	532 spaces*
Subtotal			608,400	718 spaces
Gross Square Feet			1,063,200	1,435 spaces
Net Square Feet			797,400	

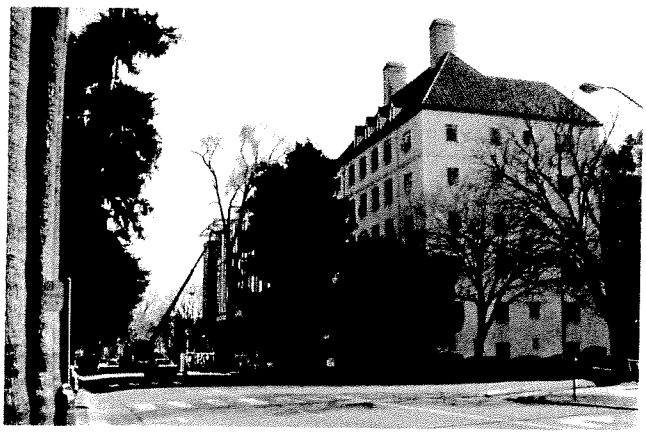
** Includes one level of basement parking*



Existing (1997)



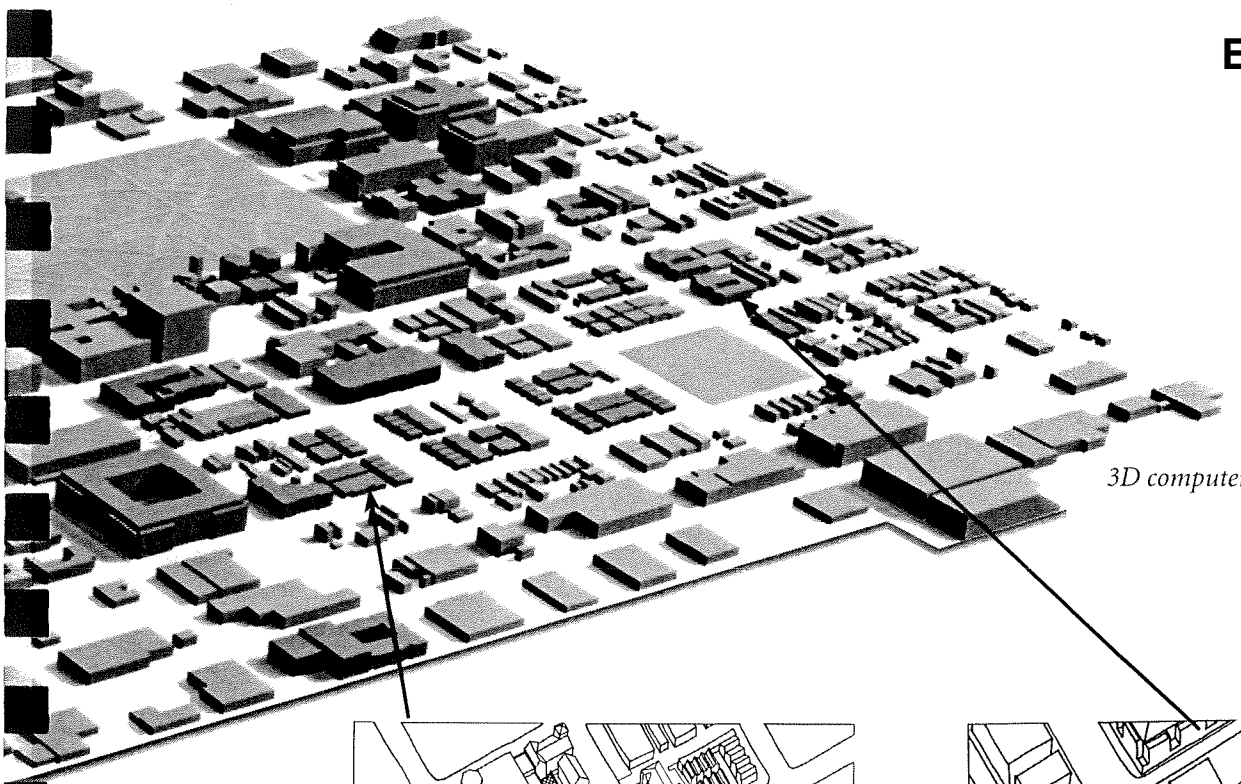
Simulation (1997)



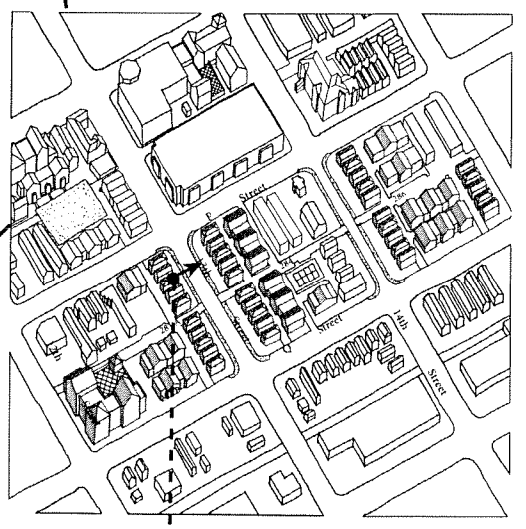
Current (2004)

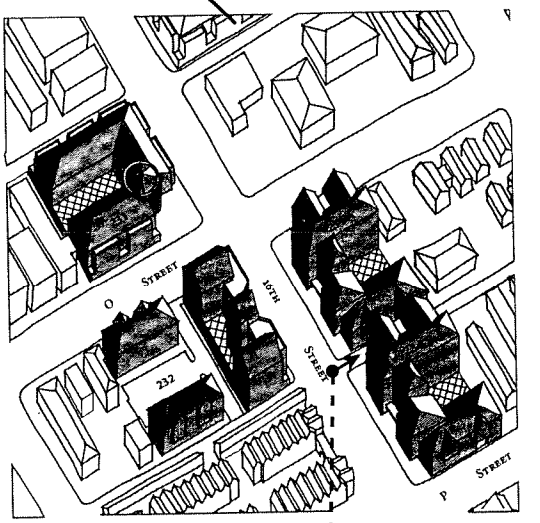
DYETT & BHATIA
Urban and Regional Planners

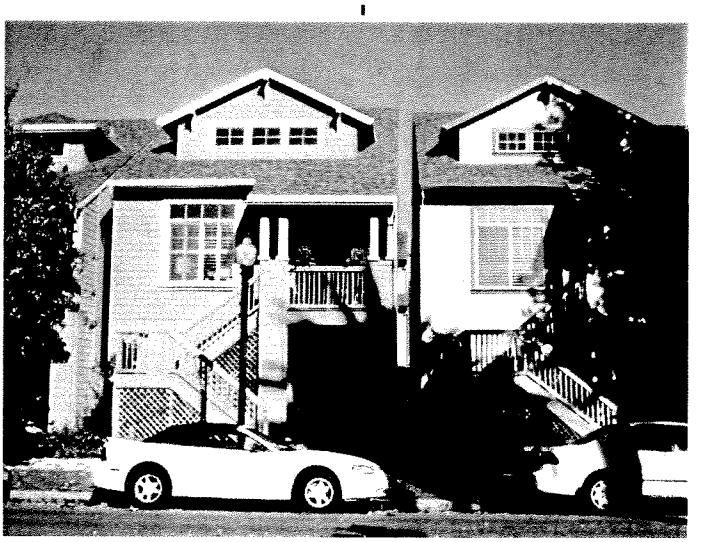
Exhibit E



3D computer model







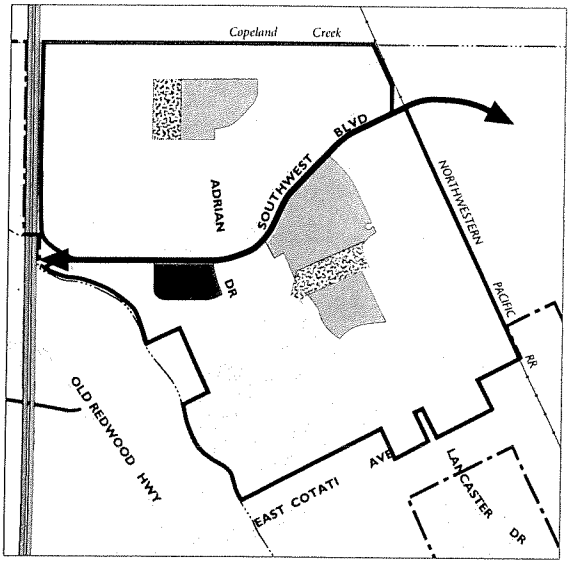
New housing in the Capitol Area built in accordance with the Plan

ROHNERT PARK GENERAL PLAN AND EIR

Exhibit E

Rohnert Park, California; 1999-2002

APA Northern California Chapter Award, 2001



Existing Neighborhood Structure

Because of a lot of hard work by people who refused to allow their disagreements to keep them from focusing on their mutual concern for their community, Rohnert Park is moving toward a consensus on what the city's future should be. ... The Rohnert Park General Plan is a breakthrough.

Press Democrat, June 15, 1999

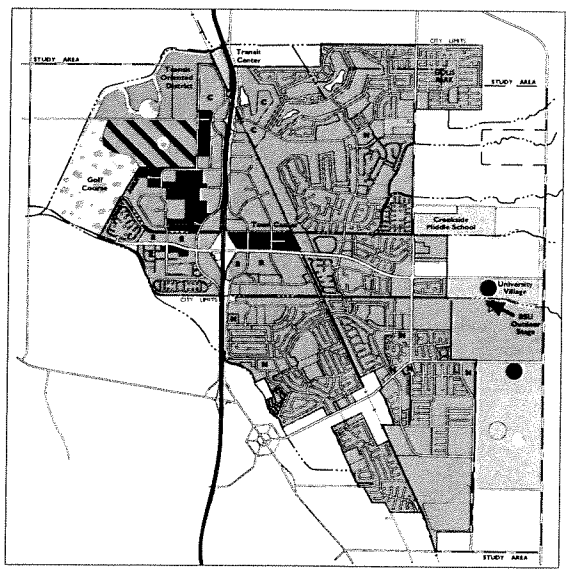
The General Plan took two years of hard work ... Measure N is unique for its wide array of endorsers, including the Greenbelt Alliance, the Rohnert Park Chamber of Commerce, and the Sierra Club.

Press Democrat November 4, 2000

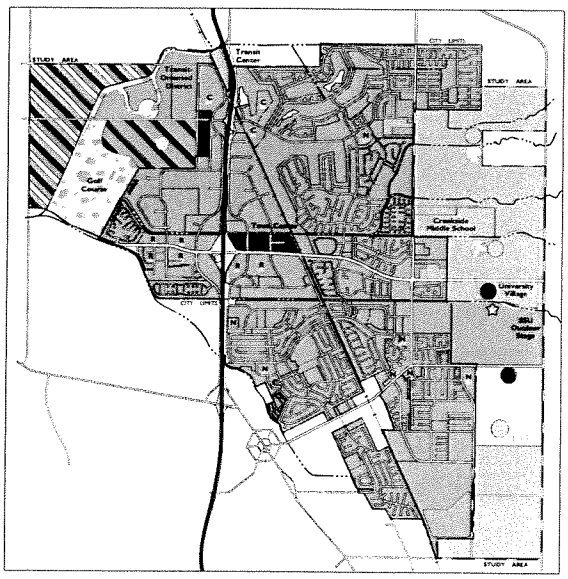
Founded as a master-planned community in 1954 in central Sonoma County, Rohnert Park is structured on the concept of clustered, single-family homes around a school and park, with shopping centers at the intersections of arterial streets. In 1966, Sonoma State University (SSU) located to its present 220-acre campus east of the City.

Few other communities in the Bay Area can match the suburban development style personified by Rohnert Park. The City is extremely automobile oriented and bland. Sound walls dominate the streetscapes and neighborhoods are introverted. There is no downtown or center. SSU, with an enrollment of over 7,000 students, is not integrated with the City's fabric.

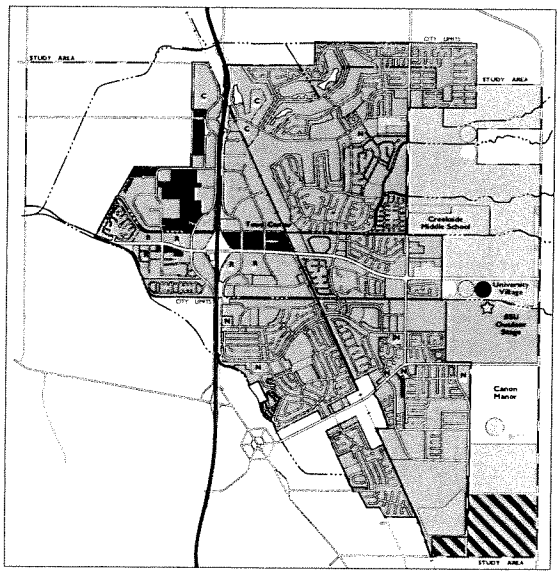
Much of the 1990s was a dark period for the City's planning. A construction moratorium due to an outdated General Plan was followed by a Housing Element lawsuit that the City lost, followed by aborted attempts at General Plan revision, failed ballot measures, and no consensus. By the time the City embarked on the current General Plan Update process in 1998, not a single housing site in the City was vacant, and the threat of expiration of a self-established growth boundary loomed.



Alternative B2



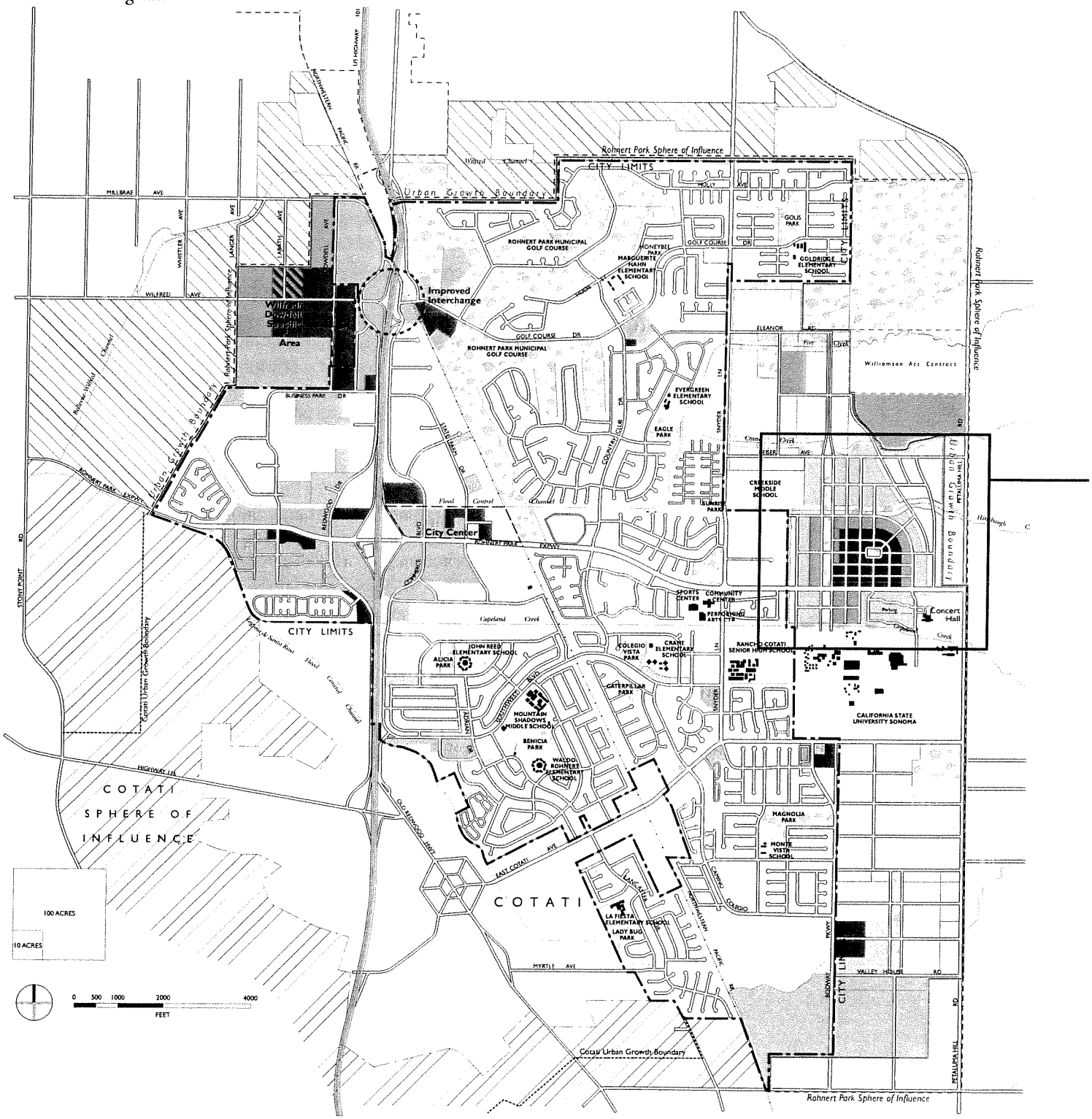
Alternative C

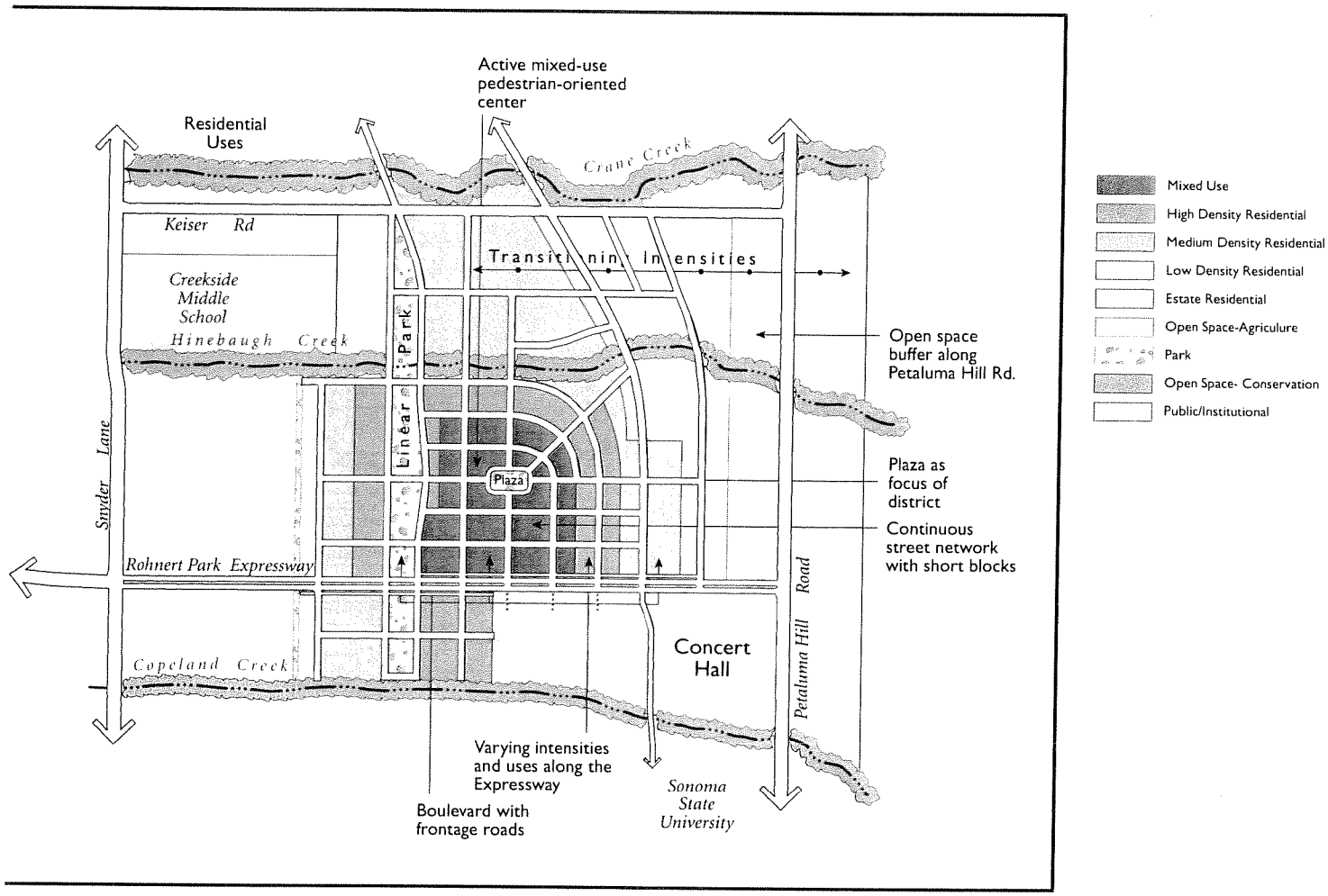


Alternative ES1

Exhibit E

Land Use Diagram





A NEW UNIVERSITY DISTRICT

part of preparing the General Plan, Dyett & Bhatia proposed a new University District – linking Sonoma State University with the community.

is district is designed to have a mix of public, commercial, and residential uses focused around a central za. A new linear park will connect the university with the neighborhoods.

iversity district looking northeast from central plaza

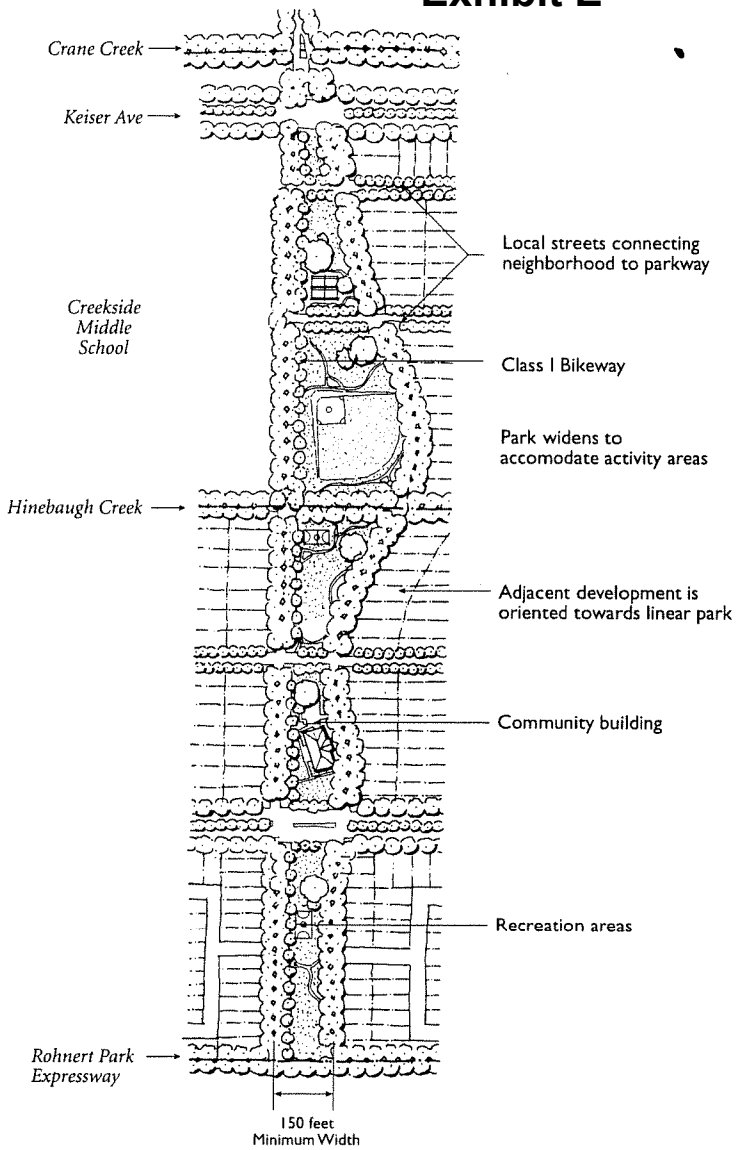
Illustrative simulation

The updated General Plan was adopted in fall 2000 and won endorsement from the development and the environmental communities; the proposed Urban Growth Boundary was affirmed by 73-percent of the voters in the November 2000 elections.

The Plan marks a dramatic departure in growth patterns for the City as well. Themes include:

- *City/University Integration, and Mixed-Use Centers.* The Plan designates a new high-intensity pedestrian-oriented University District with a mix of uses linking the campus with the community. In addition, a City Center is designated for a mix of public, commercial, and residential uses.
- *Balanced Neighborhoods.* A guiding premise of the Plan is that activities and facilities used on a frequent basis, such as stores and parks, should be easily accessible to residents. Land uses ensure balanced development with a mix of uses, housing types, provision of parks and schools, and easy access to mixed-use and commercial centers.
- *Increased Connectivity and Accessibility.* The General Plan provides connections between neighborhoods, as well as across Highway 101.
- *A Network of Open Spaces.* An interconnected network of open space, parks, and trails is provided along an armature of creeks. A mile-long linear park—with bike-ways and double row of parking on either side—extends northward from SSU into the neighborhoods. Increased on-street parking (4 parallel parking rows) will reduce on-site parking for adjacent high-density residential uses by more than 60%.
- *An Urban Growth Boundary and Growth Management Program.* The General Plan establishes a 20-year growth boundary, "trigger" caps on development, and adequate public facility requirements.
- *Pedestrian- and Bicycle-Friendly Environments.* Policies for land uses, mixes, intensities, and urban design encourage walking and cycling. In activity centers like the University District, policies also promote small block sizes and frequent local streets.

Exhibit E



Linear park extending from SSU to the neighborhoods.

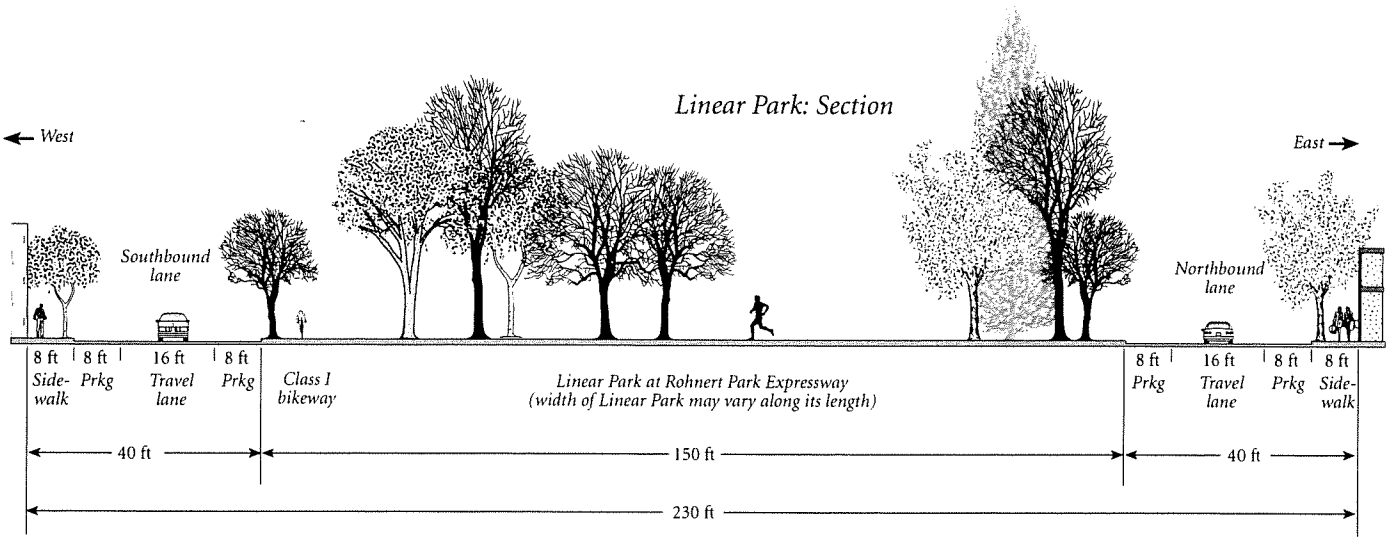
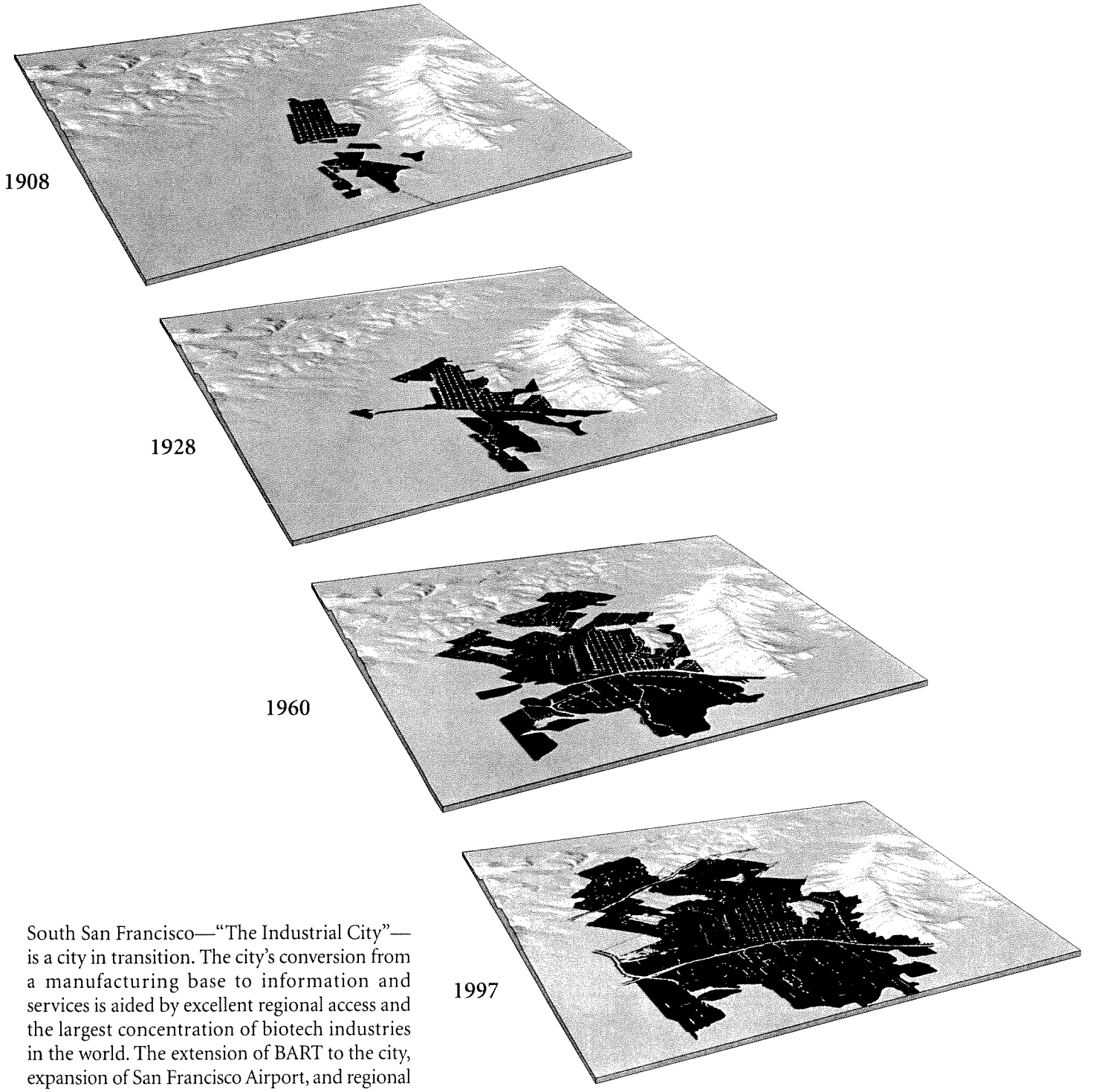


Exhibit E

SOUTH SAN FRANCISCO GENERAL PLAN AND EIR

1997-1999

Winner, California Chapter and Northern California Section, American Planning Association awards for Comprehensive Planning, 1999

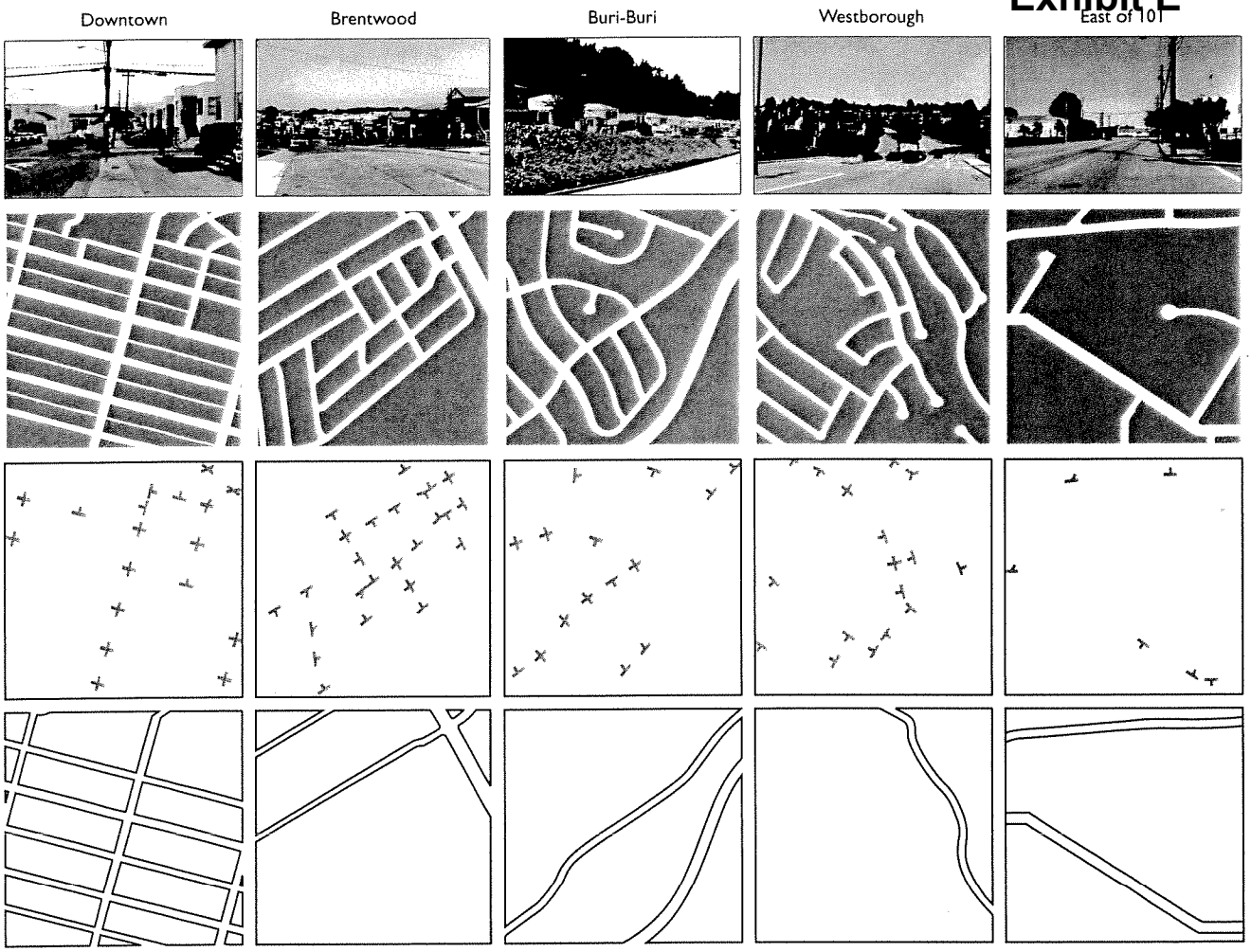


South San Francisco—"The Industrial City"—is a city in transition. The city's conversion from a manufacturing base to information and services is aided by excellent regional access and the largest concentration of biotech industries in the world. The extension of BART to the city, expansion of San Francisco Airport, and regional growth in high technology sectors provided further impetus to redevelopment

Evolution of South San Francisco's Form

Neighborhood Form Analysis

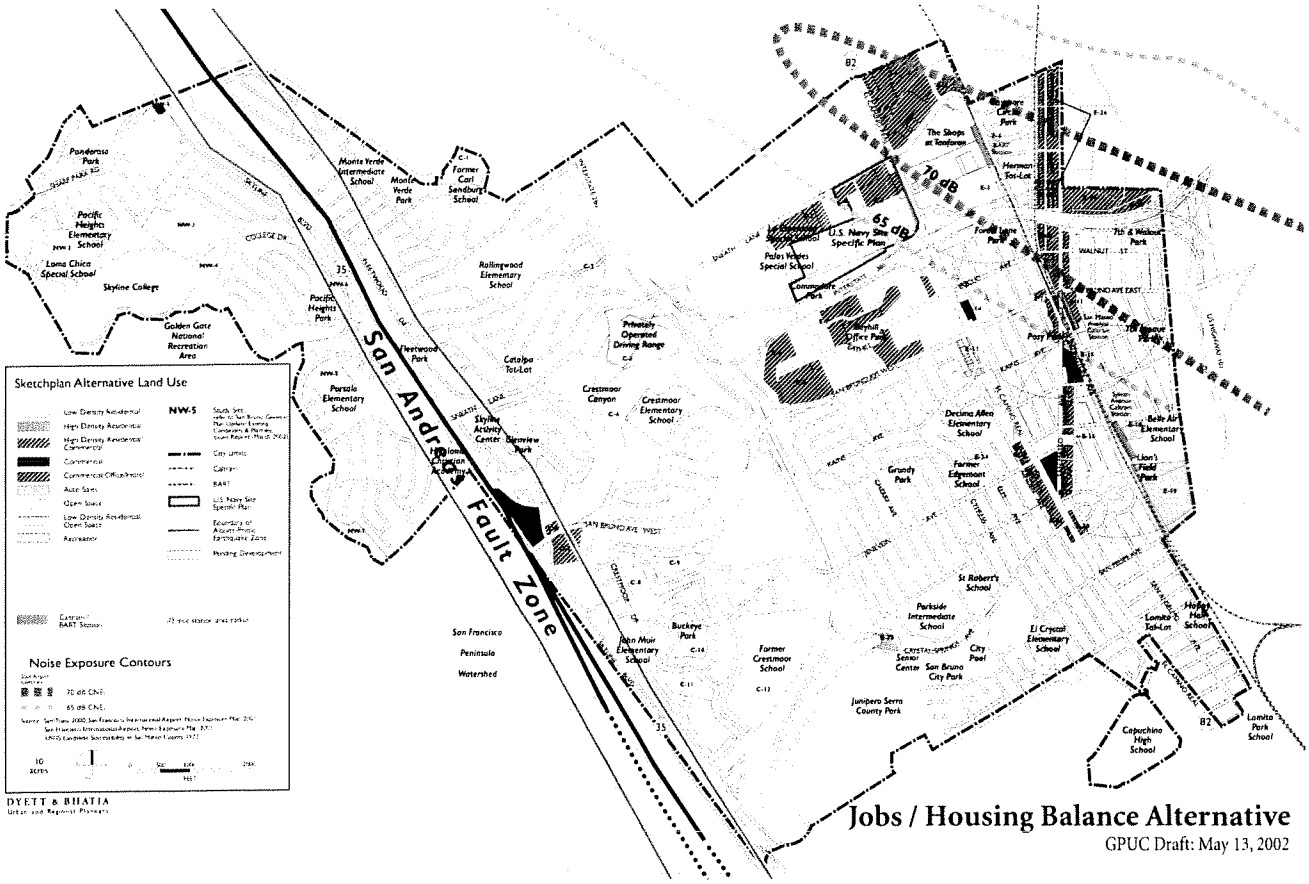
Exhibit E



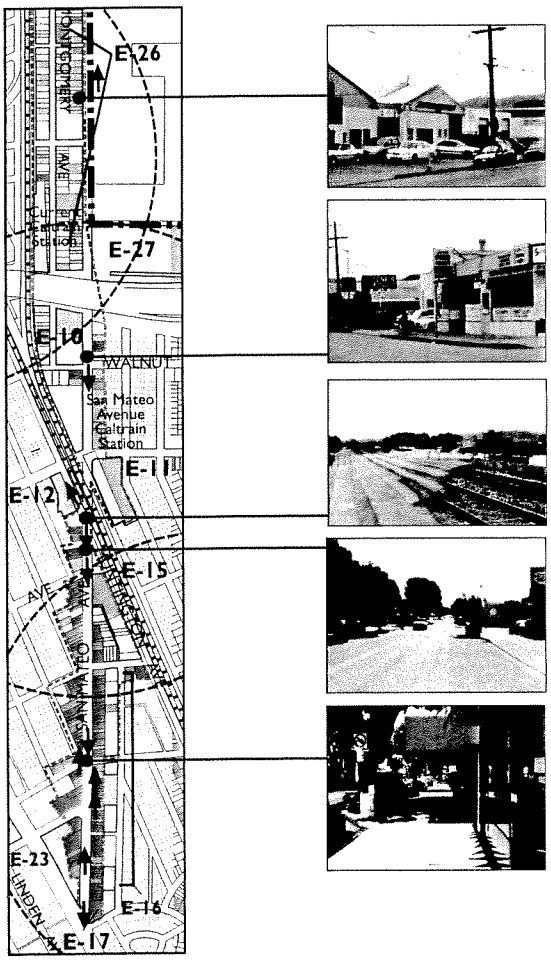
The completed General Plan provides a framework to guide South San Francisco through a period of change. It outlines a cohesive strategy to guide transformation of several thousand acres of industrial land. Land uses, mixes, and development intensities are designed to capitalize on major regional transit improvements underway, and to promote alternative forms of transit. High-intensity, mixed-use districts are proposed near BART stations, and incentives are offered specific transit-oriented amenities.

Policies to transform land being used for manufacturing and storage into vital business centers—with smaller blocks, more through street connections, ancillary facilities such as restaurants, easier connections to transit, sidewalks and bikeways, and higher landscape standards—are outlined. Freeways and major arterials sever the City into four major fragments; considerable efforts was expended to outline roadway improvements and new streets—such as along abandoned railroad rights-of-way—to link different parts of the city.

The General Plan also includes sliding-scale land use intensities, with incentives to encourage mixed-use development and transit. Volumetric, rather than density controls for residential development in downtown are included to provide flexibility and encourage housing.



San Mateo Ave Corridor

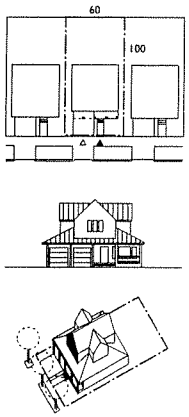
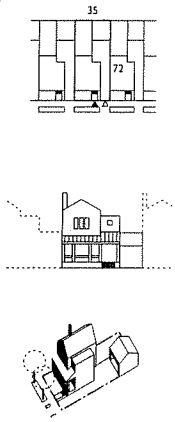
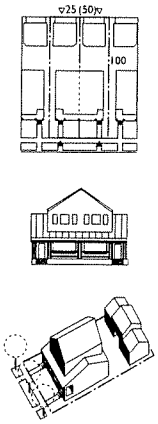
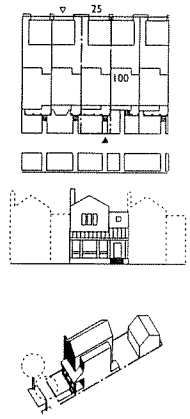
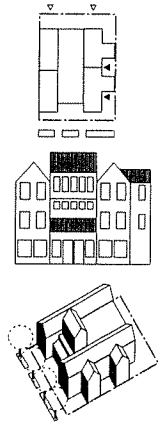


San Bruno, located in northern San Mateo County just west of the San Francisco International Airport (SFO), has been built out since the 1970s. Dyett & Bhatia has been working with City officials, staff, and residents on the first overhaul of the General Plan in nearly 20 years. Construction of a new BART station, improvements to the San Bruno Caltrain Station, and reuse of some aging industrial uses present opportunities to reshape key sites and corridors.

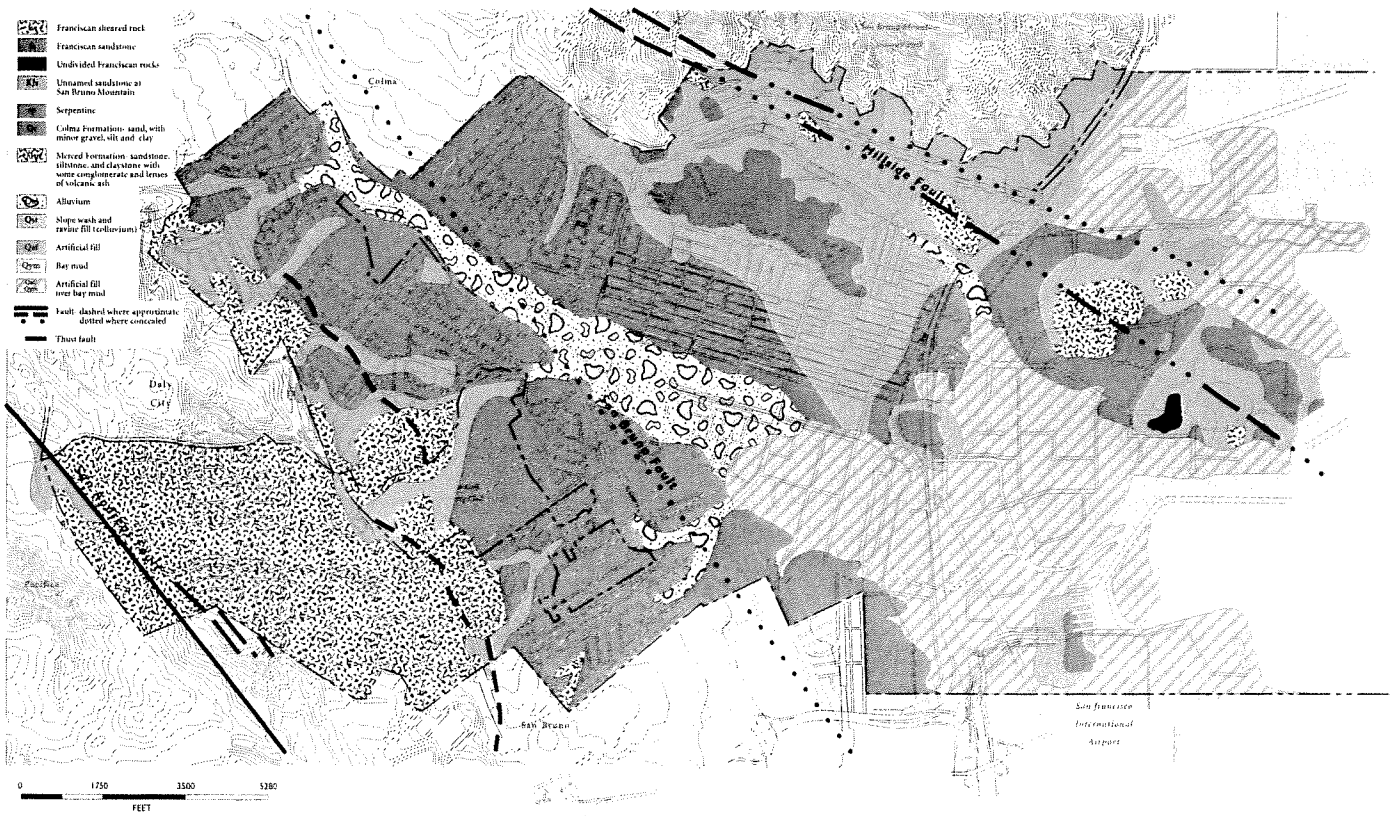
D&B also recently completed a Housing Element certified by the Housing Committee for the City that seeks to facilitate production of new affordable and market-rate infill housing, and improve infrastructure and accessibility for residents of its oldest neighborhoods. The Draft Plan and the EIR are expected to be released for public review in May 2006.

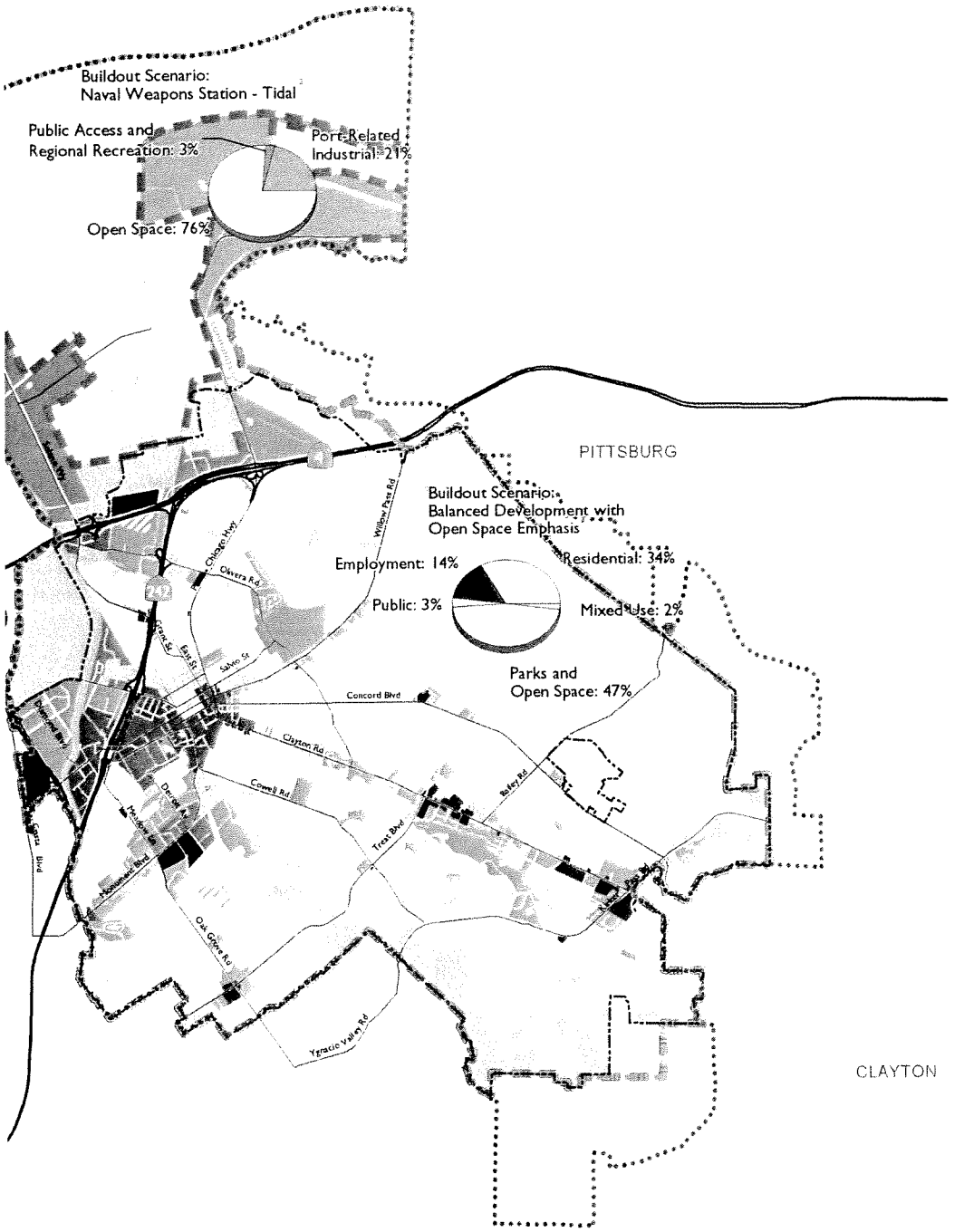
Exhibit E

Illustrative Housing Types

Housing Type	Detached (front loaded)	Detached Zero-Lot Line (front loaded)	Detached (front loaded)	Townhouse (rear loaded)	Townhouse (front loaded)	Residential Over Parking And Commercial Podium
						
Lot Size	6,000 sq. ft.	2,500 sq. ft.	2,500 sq. ft.	2,500 sq. ft.	2,000 sq. ft.	-
Dwelling Size	1,800 sq. ft.	1,200 sq. ft.	1,400 sq. ft.	1,400 sq. ft.	1,200 sq. ft.	1,200 sq. ft.
Number of Floors	2	2	2	2	2.5	2-3 over podium
Density (units/net acre)	7	17	15	15	22	40
Typical Density Range for Housing Type	8	18	16	12-25	15-30	30+
General Plan Land Use Classification	Low Density	Medium Density	Medium Density	Medium Density	Downtown Medium Density	Downtown High Density

Geology and Stratigraphy





Footnotes:

1. du/acre = Dwelling units per gross acre.
2. FAR = Floor area to site area ratio.
3. For illustrative purposes, approximate midpoints

Dyett & Bhatia is currently revising the City of Concord's General Plan and Zoning Ordinance, and preparing a Program EIR. The General Plan is examining infill opportunities, greater linkages between BART and the City, and possibilities for reuse of the Concord Naval Weapons Station, one of the largest single development sites in the Bay Area.

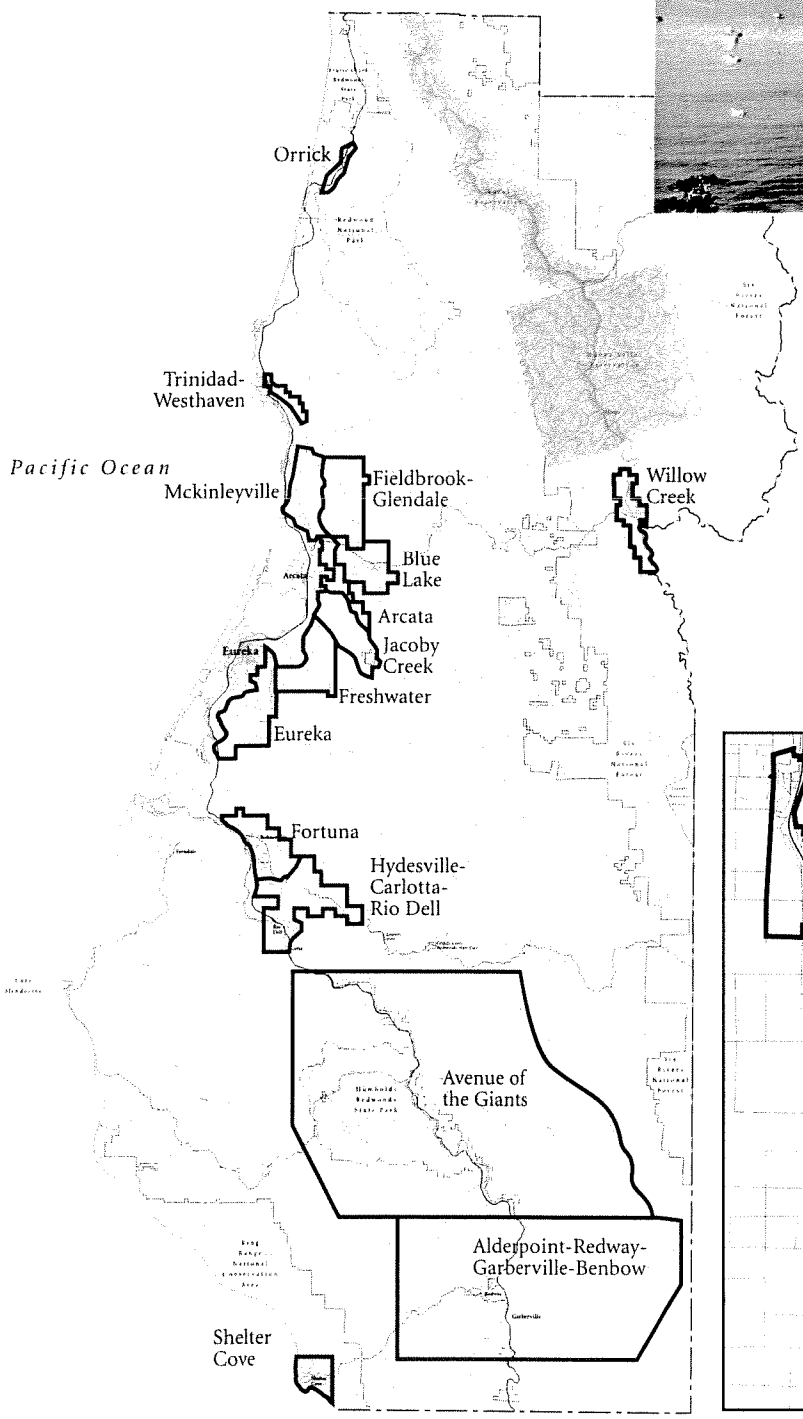
The Zoning Ordinance update will include comprehensive revisions to use regulations, development standards and administrative procedures. Dyett & Bhatia is starting from the ground up with the City to update the Zoning Ordinance in tandem with the General Plan to ensure General Plan adequacy, consistency, and ease of implementation.

Exhibit E

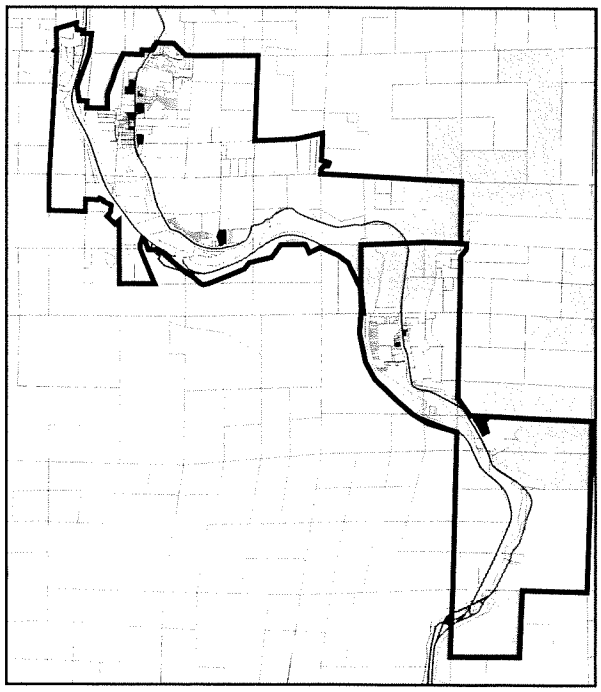
HUMBOLDT COUNTY GENERAL PLAN

California; Underway

Humboldt County Community Planning Areas

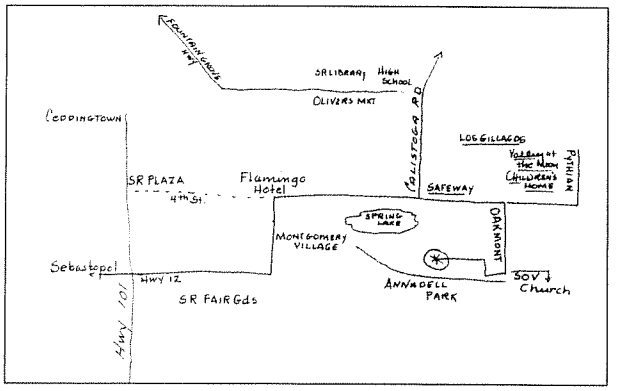


Dyett & Bhatia recently helped define critical choices for the Humboldt County 2020 Vision General Plan and prepared sketch plan concepts and a communitye design toolkit. D&B also completed analysis of environemtnal resources and development prospects, and prepared papers on policy options for Building Communities, Moving Goods and People, Resource Management, and Hazards Management. D&B will also be preparing an EIR on the Draft General Plan and a "smart growth" transportation model for use in Plan evaluation.



DYETT & BHATIA
Urban and Regional Planners

Dyett & Bhatia prepared a new General Plan for the Bay Area's fourth-largest city, located in Sonoma County. The major challenges addressed included preparing a Plan to foster a "livable city" and the amount and character of infill development. The plan was adopted in 2001.



Map drawn by survey respondent

Mapping livability characteristics of individual neighborhoods and understanding residents' perceptions were some of initial steps undertaken

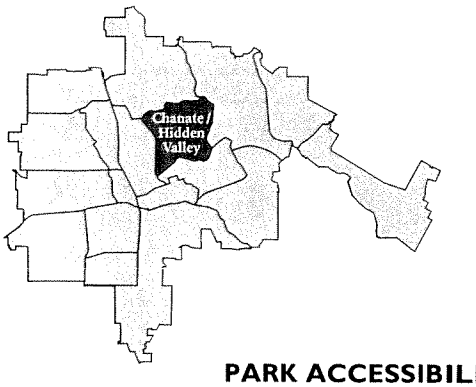
CHANATE / HIDDEN VALLEY

Overall Neighborhood Statistics

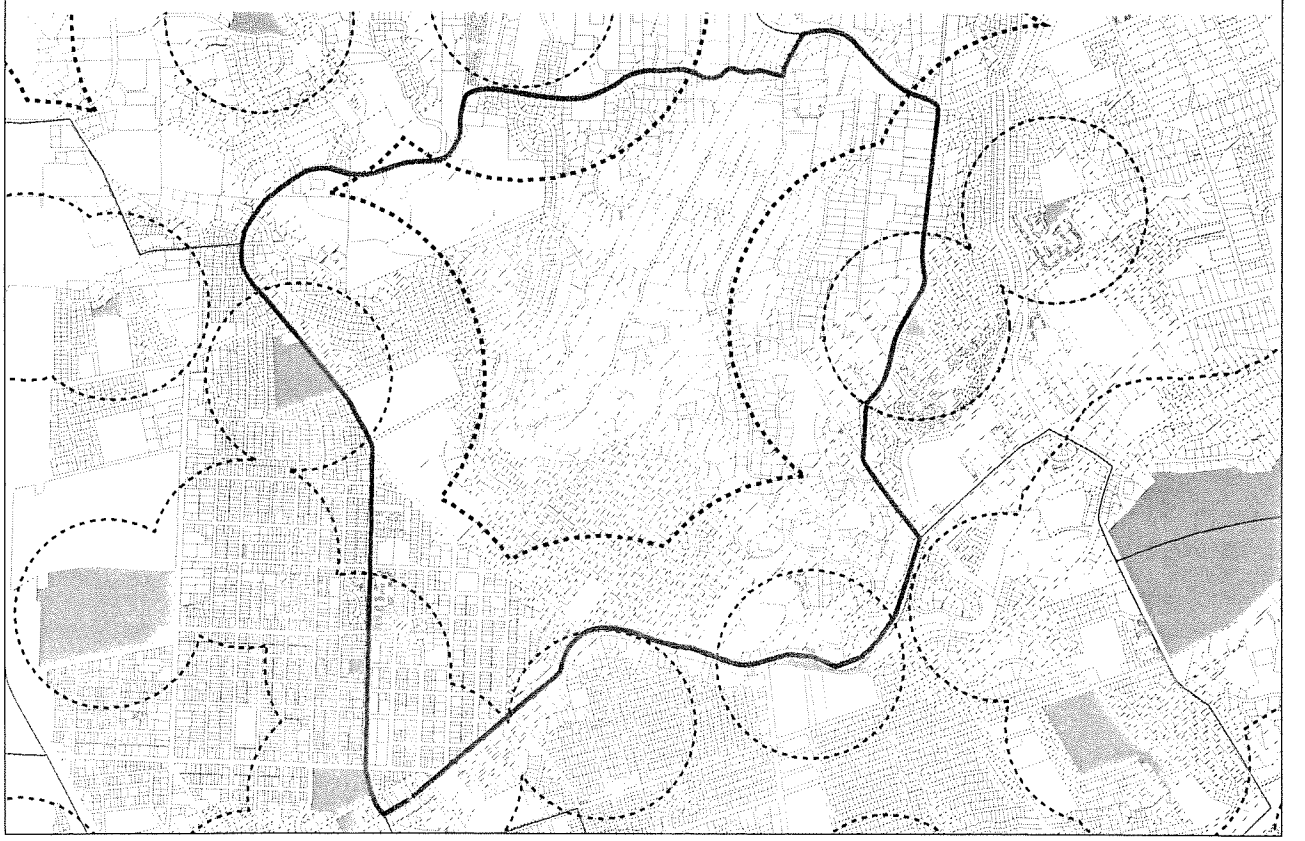
Housing units	3444
Population	8291
Overall housing density	2.0 un/net acre

Neighborhood Accessibility Measures

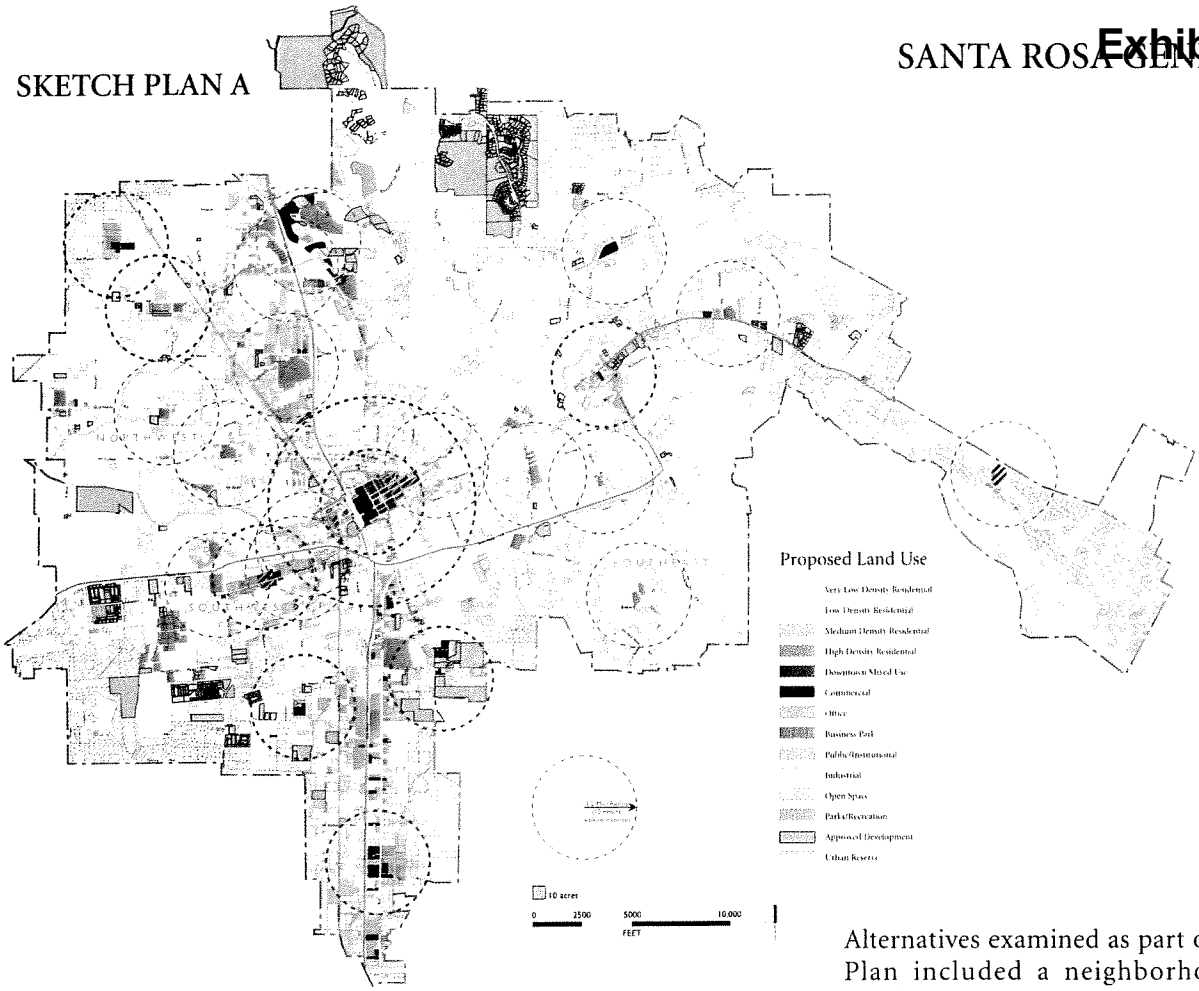
	Within 1/4 mile	Within 1/2 mile
Percentage of housing units near an elementary school	-	51
Percentage of housing units near a park	21	71
Percentage of housing units near a transit line	57	87



PARK ACCESSIBILITY



SKETCH PLAN A



Alternatives examined as part of the General Plan included a neighborhood-oriented development pattern, that would maximize accessibility (above), and a "hub and spoke" form, with development clustered in infill locations along major arterials leading to downtown (below).

SKETCH PLAN B

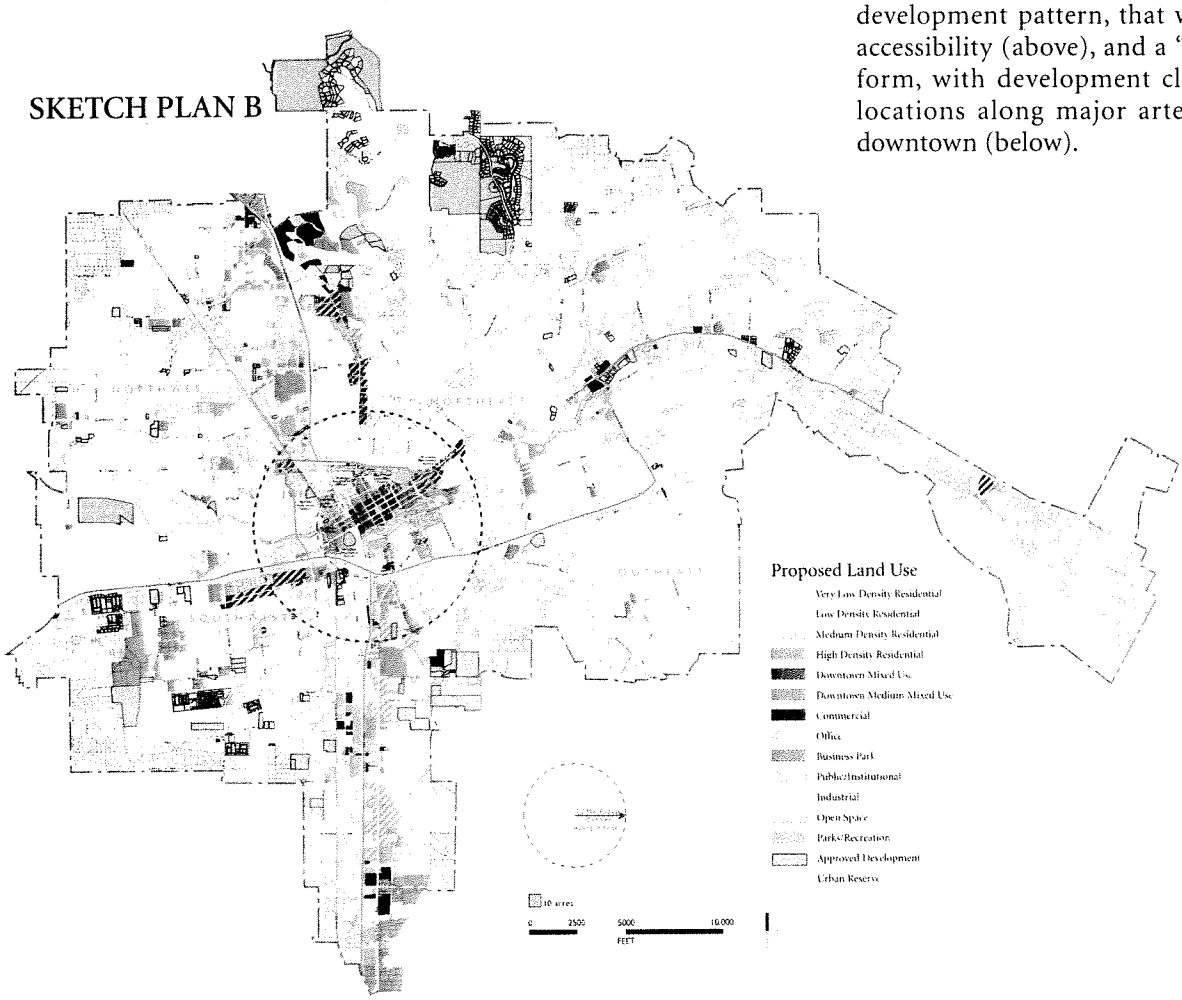
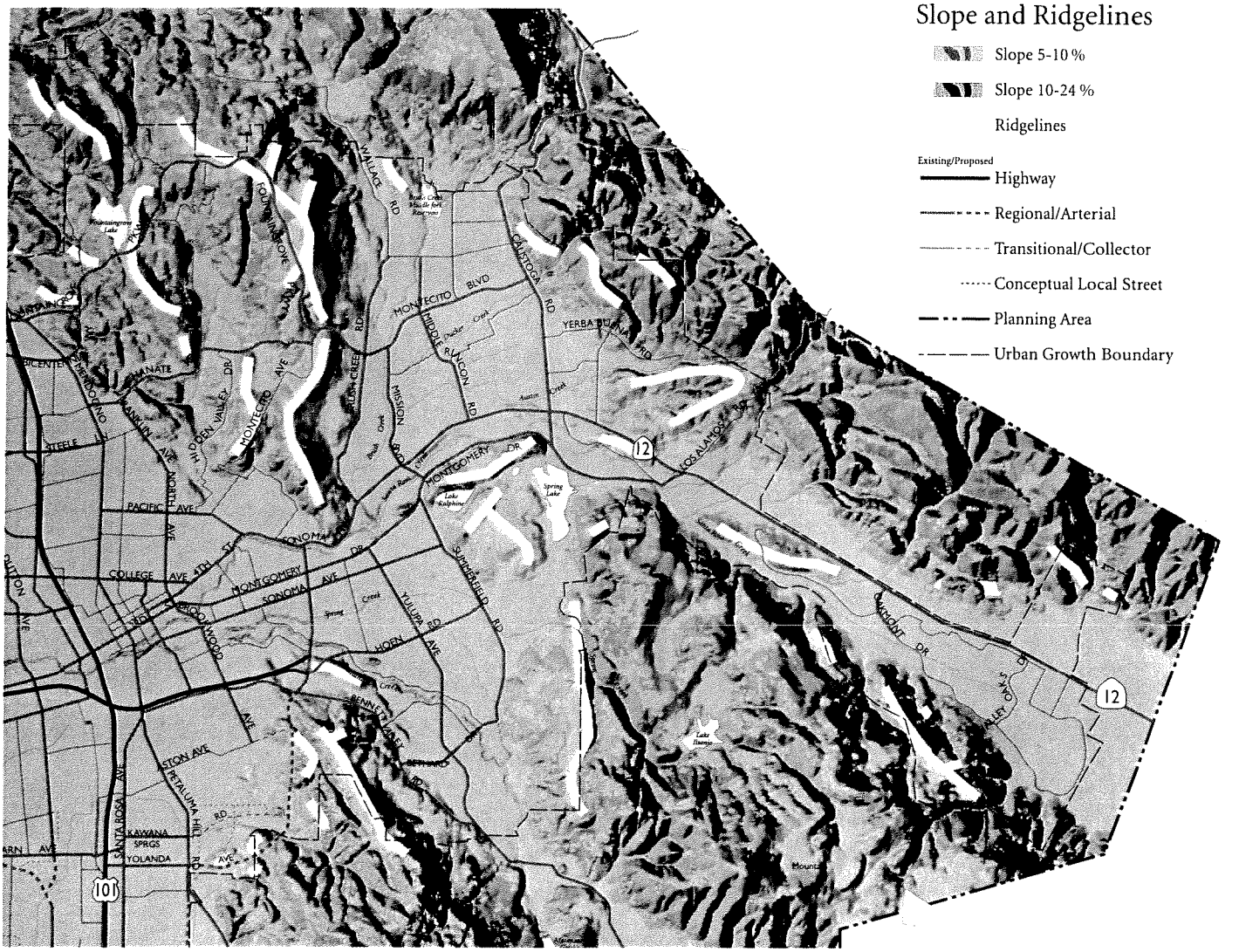
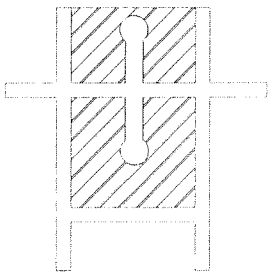
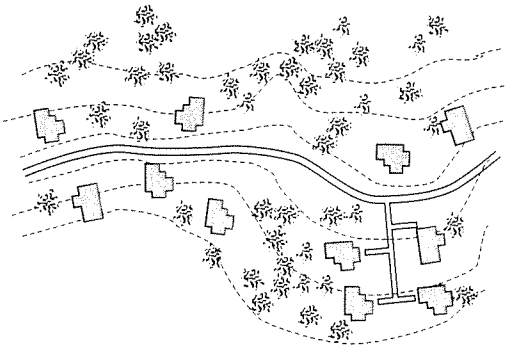


Exhibit E

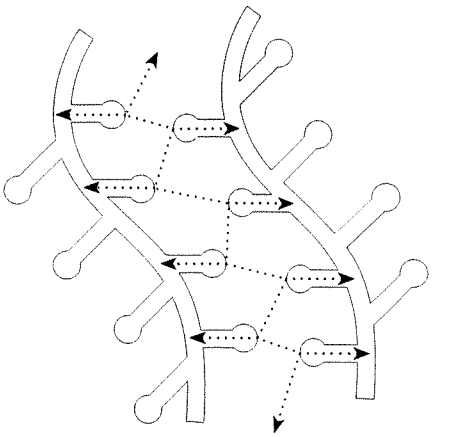




Residential Block Perimeter
Not to Exceed 1,600 Feet



Flag Lots

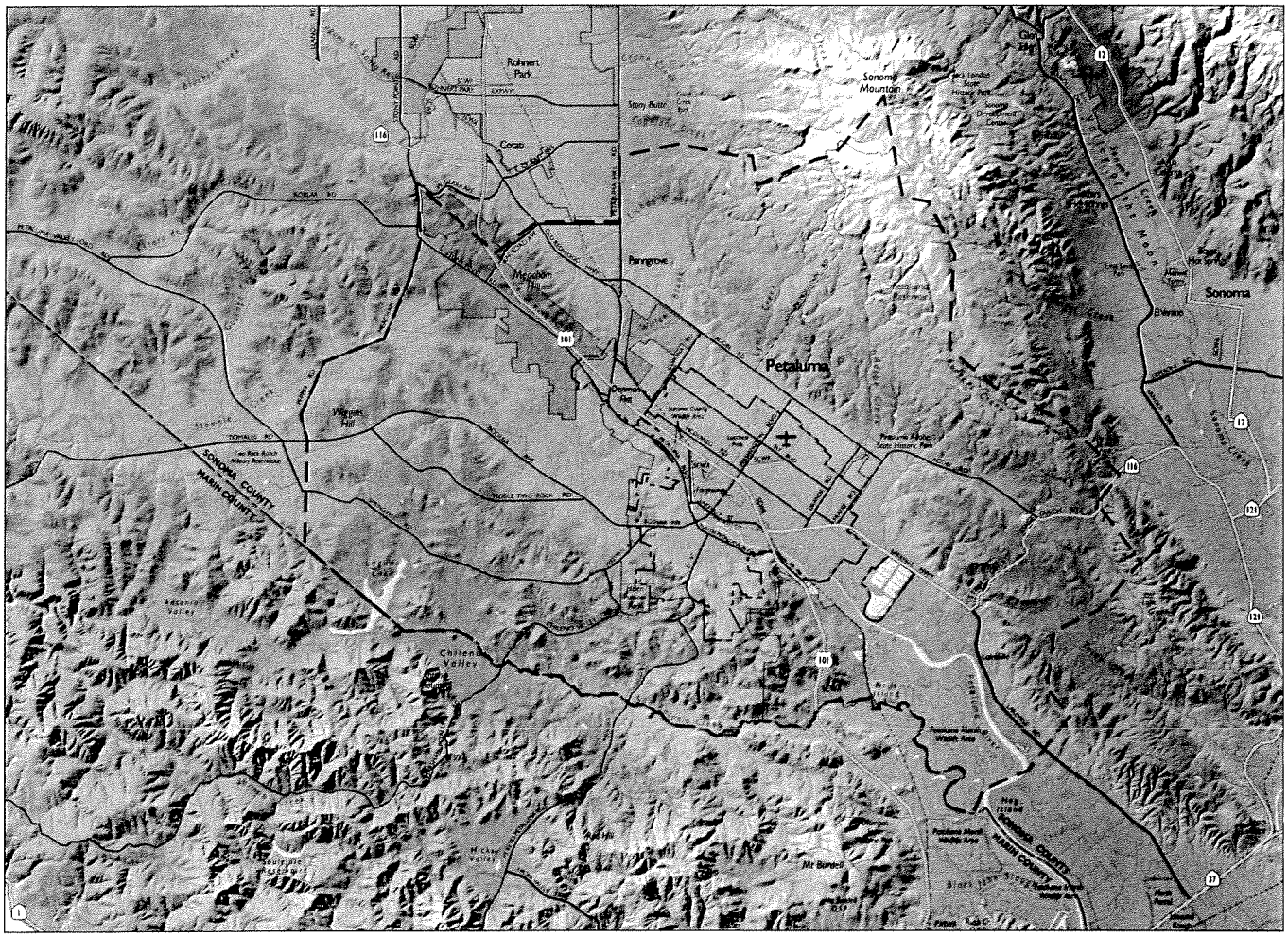


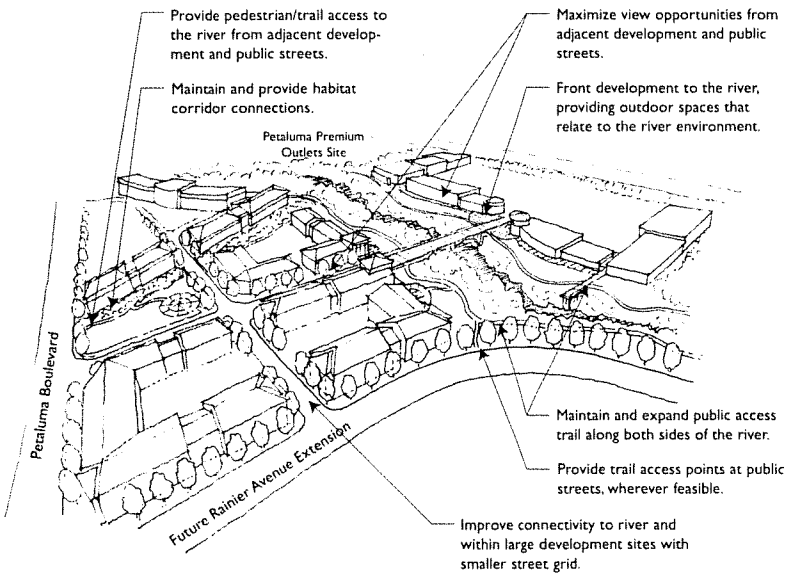
Connected Cul-de-sacs

PETALUMA GENERAL PLAN AND EIR

Exhibit 5

2002-present





Dyett & Bhatia is working on a new General Plan and EIR for this Sonoma County city, which has long been a leader in planning-thinking. Dyett & Bhatia has been charged with preparing a General Plan that will break new ground in linking planning and sustainability, address challenges relating to downtown flooding and environmental resource management, and explore creative methods of fostering alternative transportation modes.

The Draft General Plan and EIR are being reviewed by staff and are expected to be released shortly.

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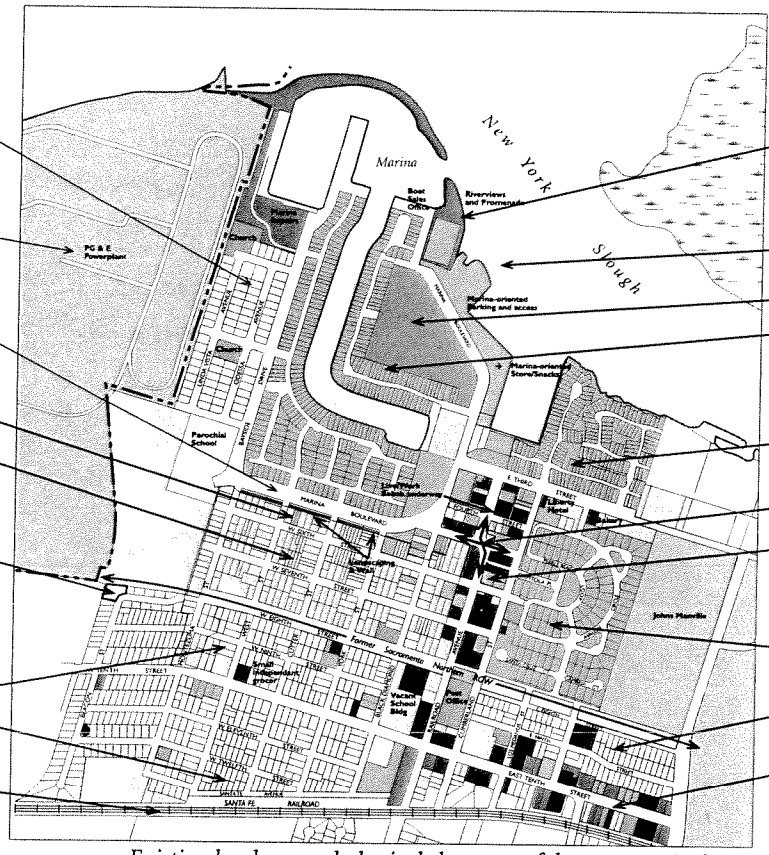
Exhibit E

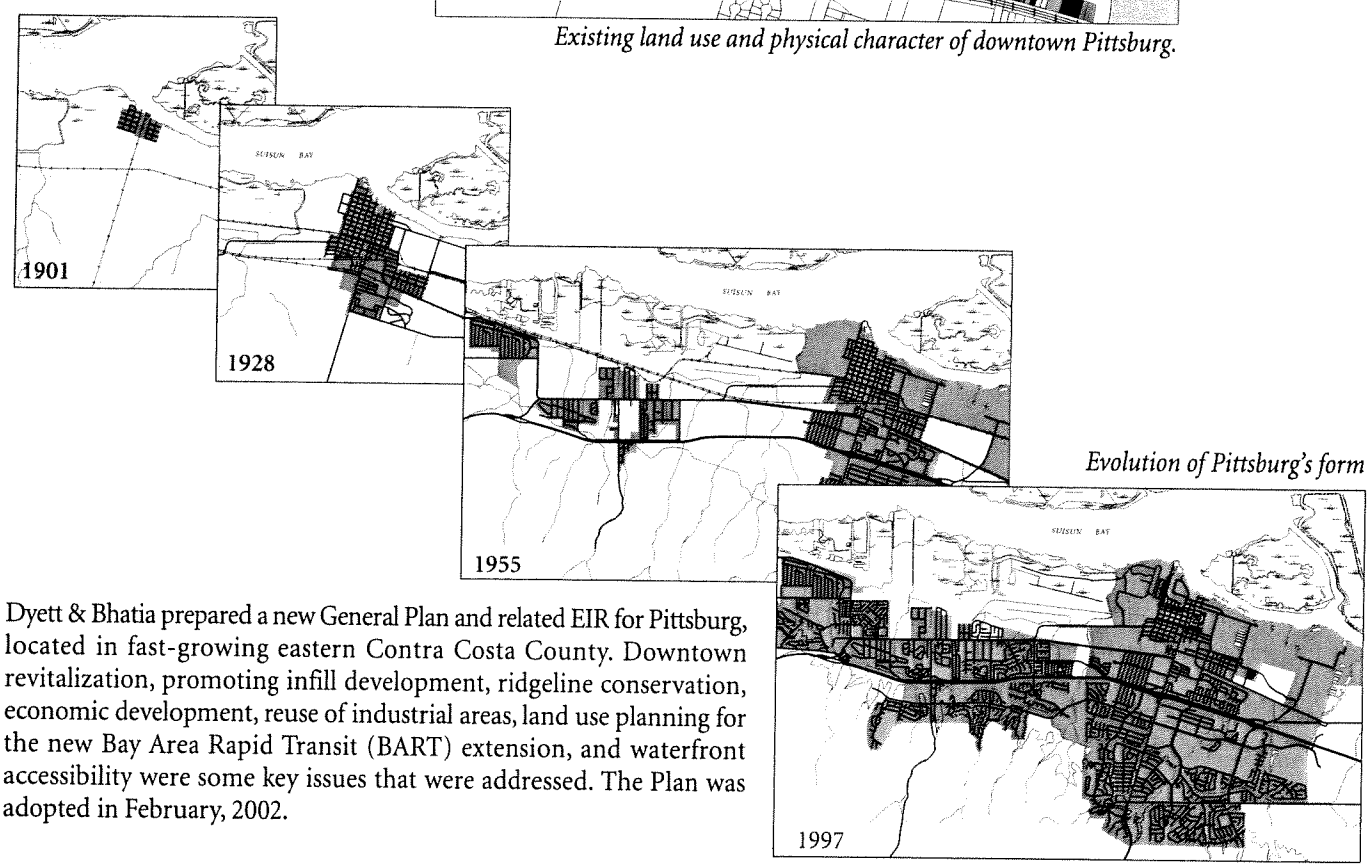
PITTSBURG GENERAL PLAN AND EIR

1998-2002

Winner, American Planning Association Award for Comprehensive Planning, Northern California Section, 2002



Existing land use and physical character of downtown Pittsburg.

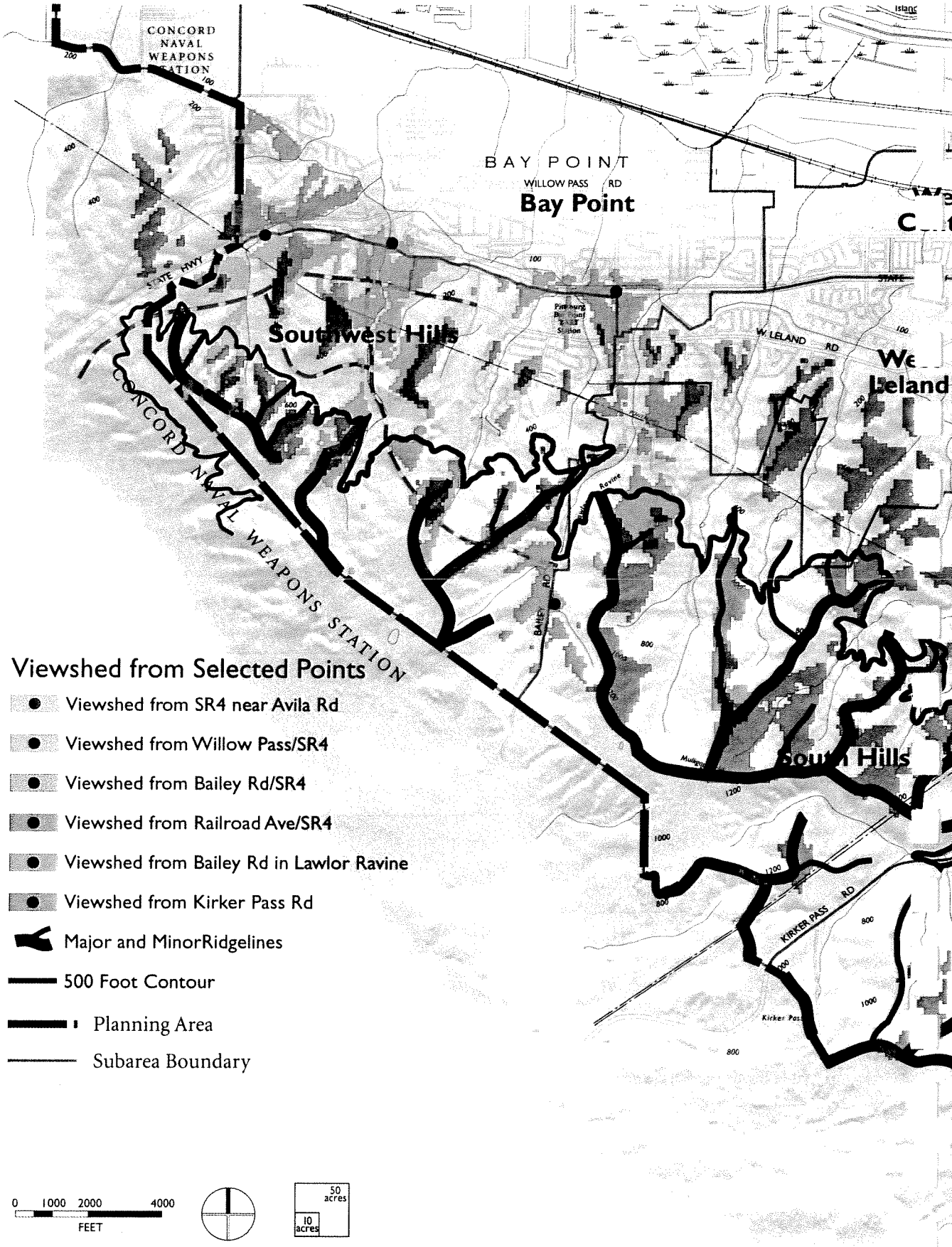


Evolution of Pittsburg's form

Dyett & Bhatia prepared a new General Plan and related EIR for Pittsburg, located in fast-growing eastern Contra Costa County. Downtown revitalization, promoting infill development, ridgeline conservation, economic development, reuse of industrial areas, land use planning for the new Bay Area Rapid Transit (BART) extension, and waterfront accessibility were some key issues that were addressed. The Plan was adopted in February, 2002.

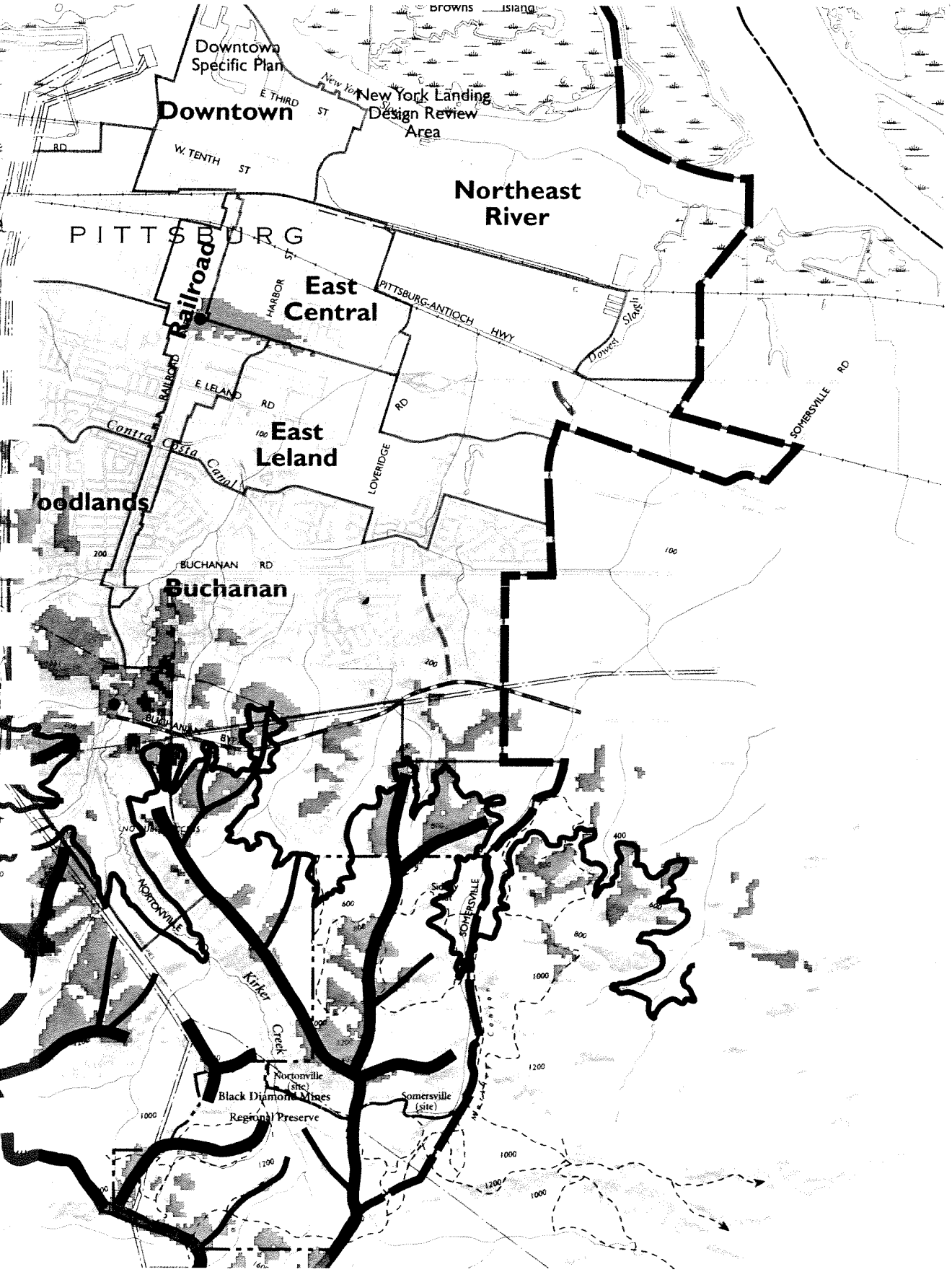
DYETT & BHATIA
Urban and Regional Planners

Exhibit E



GIS-based viewshed analysis was conducted from various points throughout the City. Results were used to delineate hillsides and ri

Exhibit E



lines for open space preservation, adopted as part of the General Plan in 2002.

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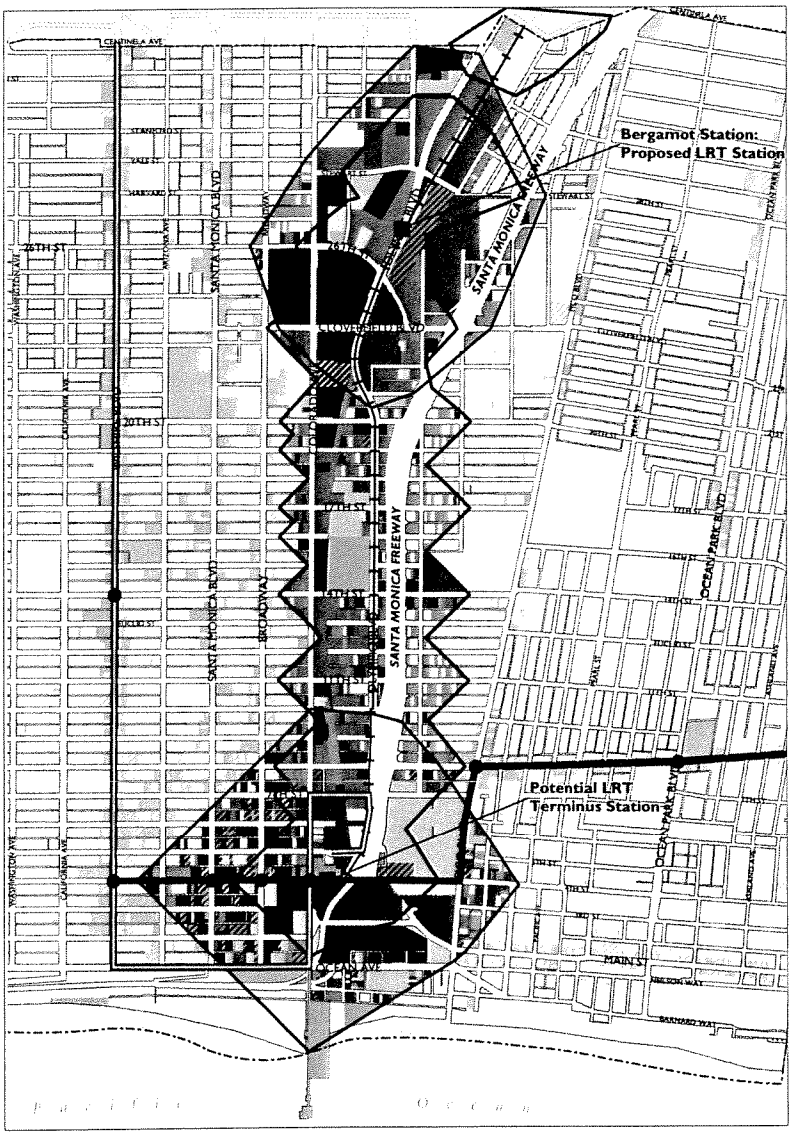
SANTA MONICA LAND USE/CIRCULATION ELEMENTS, ZONING ORDINANCE, AND EIR

Exhibit E

2005- Present



Possibilities along the Exposition Light Rail Corridor

Santa Monica is a community with a strong sense of place, distinction, and character. Since completion of the City's last comprehensive Land Use/Circulation Element update in 1984, Santa Monica has been a leader in the development of new planning approaches that combine a concern for providing housing, transportation and other opportunities for a diverse population, while fostering pedestrian-scaled environments, sustainability, and preservation of the City's character and heritage.

Dyett & Bhatia has been working since January 2005 to prepare a comprehen-sive update of the Land Use Element and Zoning Ordinance and will also document the City-prepared Circulation Element, as well as prepare an Environmental Impact Report.

This is a major assignment that will frame the city's land use and urban design vision for the next 25 years, and articulate objectives and policies to guide the city's future. An integral part of the assignment is an extensive public participation program, the first phase of which was recently completed. To date, approximately 2,500 community members have directly contributed their ideas by attending workshops and forums, participating in the youth program, and providing comments through surveys, and mailing in "Discover Santa Monica Guidebooks" sent to every household in the city.

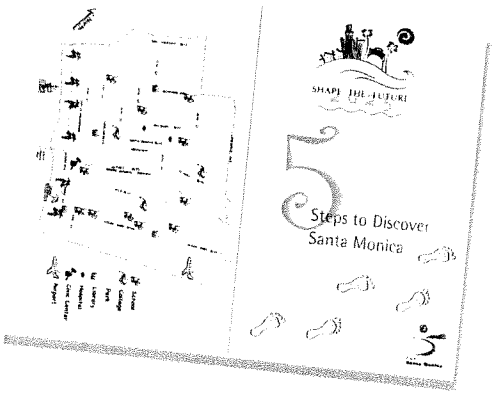


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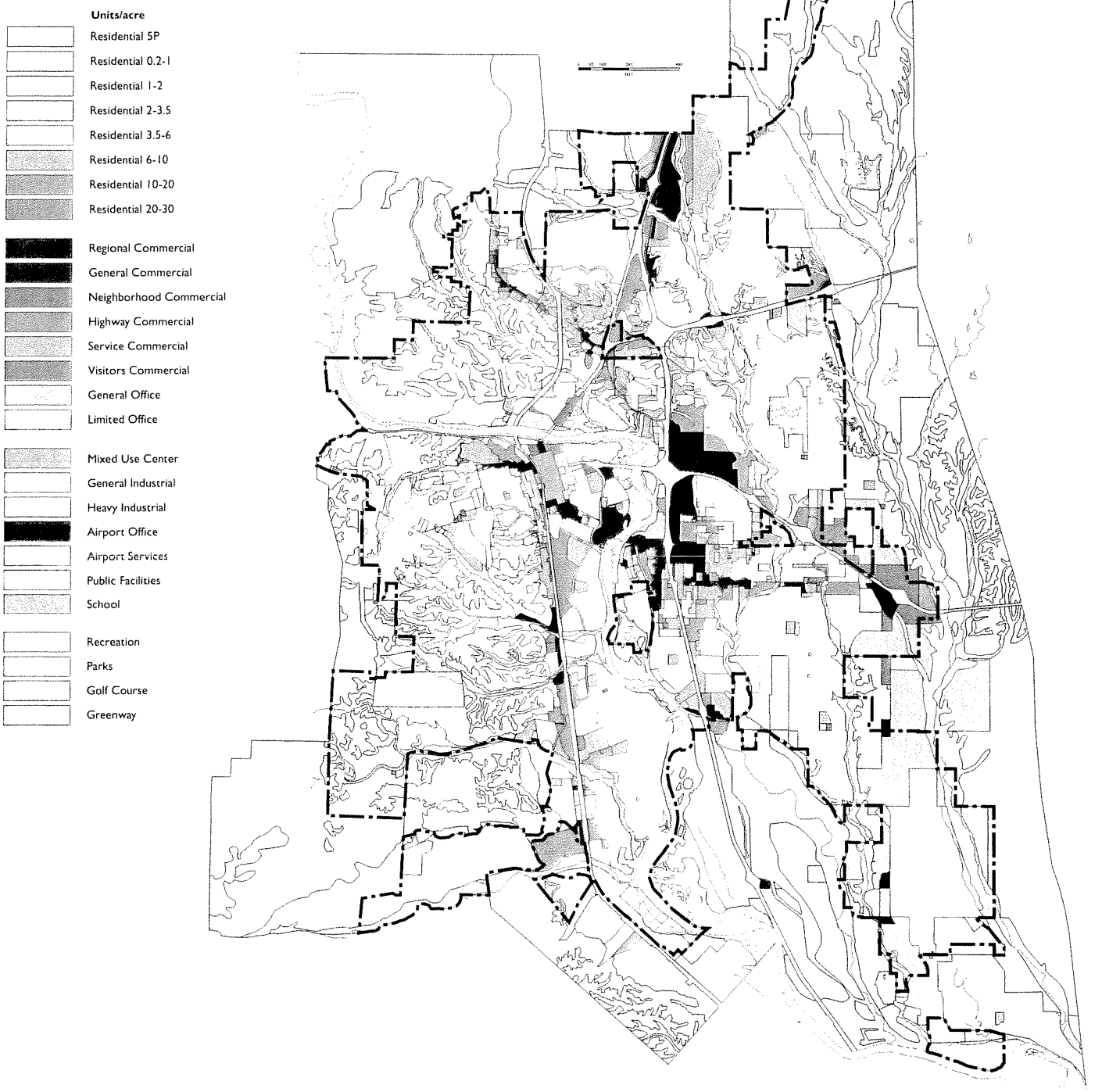
Exhibit E

REDDING GENERAL PLAN REVIEW; ZONING REGULATIONS

Redding California

General Plan Diagram



Dyett & Bhatia was contracted by the City to conduct a review of Administrative Draft General Plan document (prepared by another consultant) and prepare edits (of text and drawings) to enable staff to take the General Plan through to adoption, because of problems with the previous effort. Subsequently, the City hired Dyett & Bhatia to comprehensively update the zoning regulations to implement the new General Plan.

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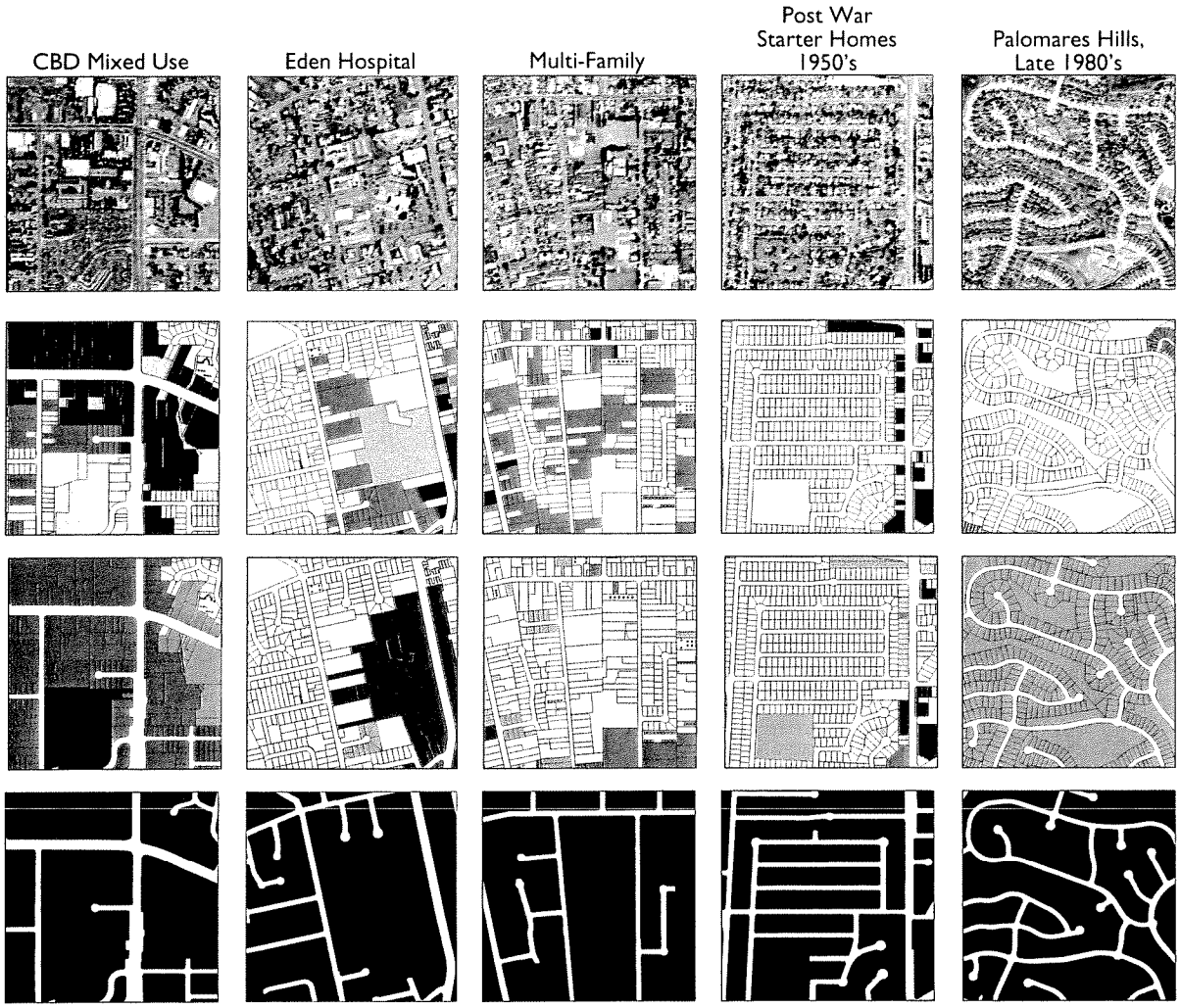
CASTRO VALLEY GENERAL PLAN AND EIR

Exhibit E

2005-Present



Neighborhood Form Analysis

Alameda County's Community Development Agency selected Kahn Mortimer Associates and Dyett & Bhatia to lead the first comprehensive General Plan update since 1985 for the unincorporated Castro Valley Planning Area. The team also was recently selected to lead the EIR. Changing demographics, a new BART station, and the passage of Measure D (which established an Urban Growth Boundary limiting urban development in most of the rural areas of the county, including the canyon lands surrounding Castro Valley), combined with concurrent downtown redevelopment efforts, make this an ideal time to envision the area's future development opportunities while maintaining its prized rural character.

On November 22, 2004, Dyett & Bhatia will conduct the second community workshop in the interactive planning process entitled, "Getting into the Issues." After presenting key findings and preliminary policy topics, the meeting will engage the community in a discussion of how Castro Valley should deal with concerns and opportunities like traffic, new homes and jobs, community character, and the natural environment. The residents' input in this workshop will aid Dyett& Bhatia in completing the Existing Conditions Workbook, both a repository of key factual data and maps, as well as a guide to the issues and implications that will be incorporated into the new General Plan.

Once complete, this milestone document will set forth objectives, goals, and policies that serve as a blueprint for physical and economic development in Castro Valley through 2025. The General Plan will be a culmination of a two year process in which multiple stakeholders—community residents, business owners, public service providers, and county government officials—build consensus to achieve a vision for land use, circulation, residential and commercial development, urban design, and historic and environmental resources.

Exhibit E

POMONA GENERAL PLAN UPDATE, HOUSING ELEMENT, EIR, AND ZONING ORDINANCE REVISION

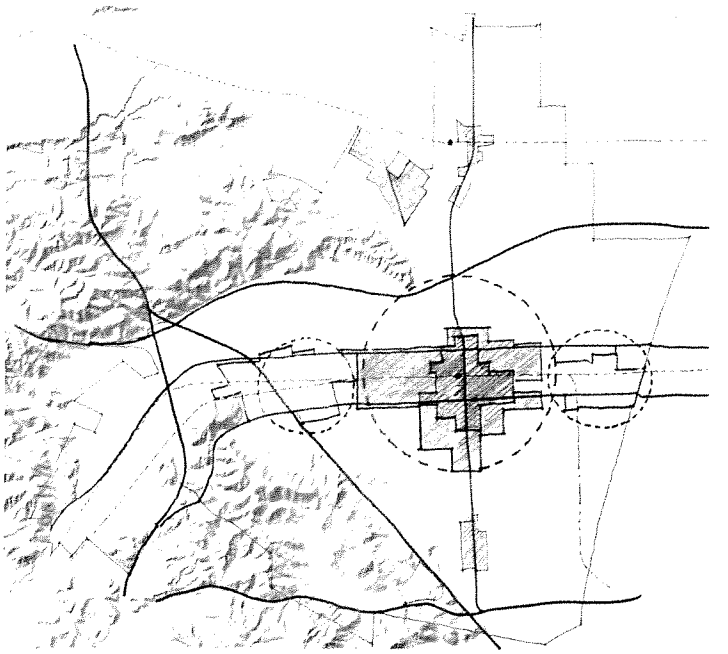
2004- Present

Pomona, a city of 160,000, is located in eastern Los Angeles County. Dyett & Bhatia is leading the first comprehensive General Plan Update for the City since 1976. Changing demographics, under-utilized employment lands and commercial corridors, and a new commuter rail, combined with successful downtown redevelopment efforts, make this largely built-out city prime for reassessment of long-term goals and implementation strategies.

Public participation is at the crux of this project. The consultant team is working closely with staff to obtain input from the wide cross-section of stakeholders and community members. Efforts include a series of district and citywide workshops, meetings with three advisory committees, interviews, the self-guided "Pomona Tourbook", periodic newsletters, and media outreach. Bilingual formats have helped to optimize participation.

The new General Plan will incorporate state-mandated elements and optional additional elements of particular importance to Pomona's '92 citizenry: Economic Development, Urban Design, and Historic Resources. Careful consideration is being given to infill opportunities along aging commercial corridors, continued downtown redevelopment efforts, and public service and infrastructure improvements.

D&B also is revising the draft zoning ordinance. This involves revisions to implement smart growth, livability, mixed use, infill focus, and urban design concepts, and integrate them into the new GeneralPlan.



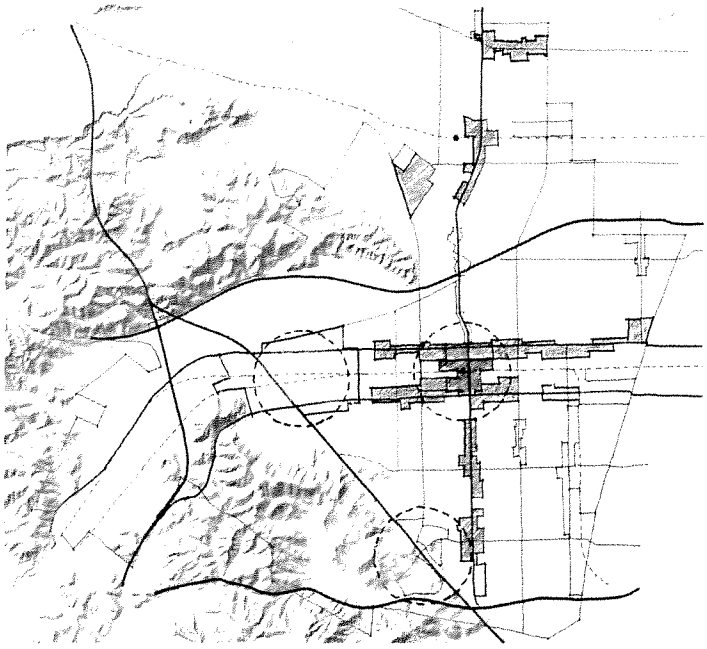
Concept 1: City Center Focus

City Center Focus Concept - photo simulation of downtown development and street improvements (before and after).

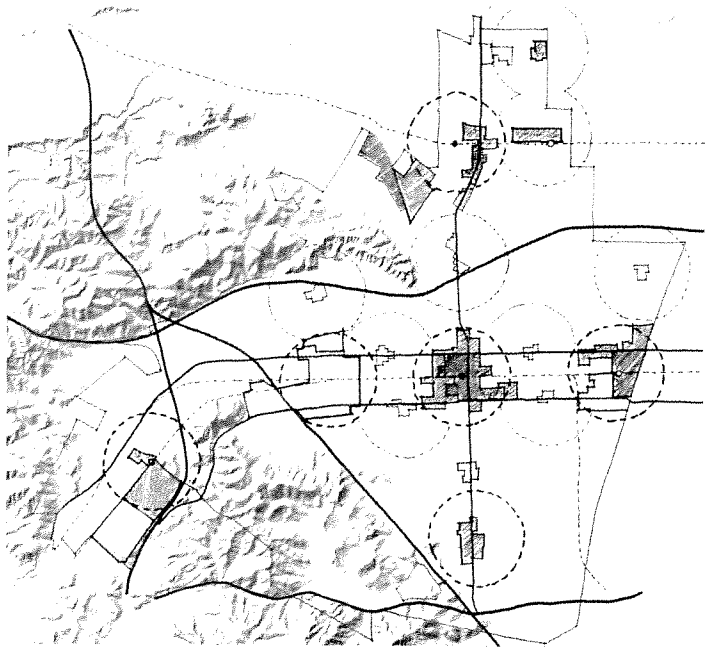
Exhibit E

POMONA GENERAL PLAN UPDATE, HOUSING ELEMENT, EIR, AND ZONING ORDINANCE REVISION

2004- Present

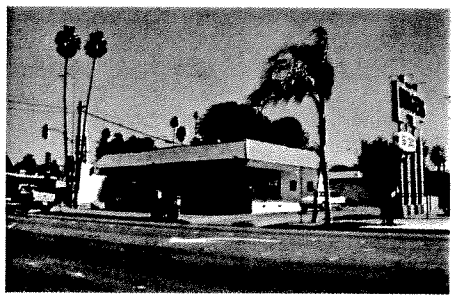


Concept 2: Corridors Focus



Concept 3: Neighborhoods and Regional Centers Focus

Corridors Focus Concept - photo simulation of open space, street landscaping, and residential develop-ment improvements (before and after).

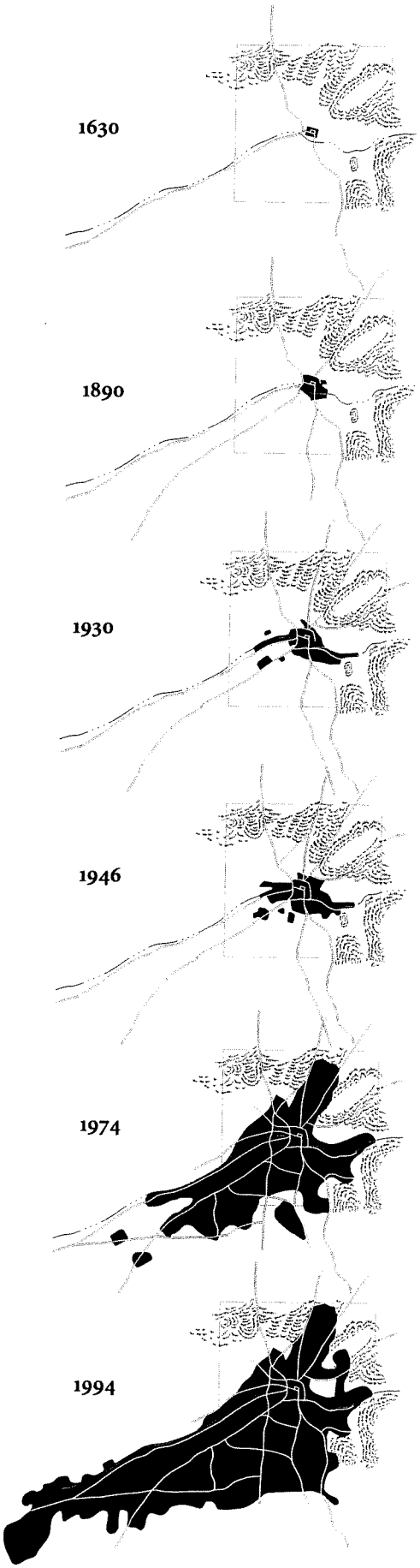


Neighborhoods and Regional Centers Focus Concept - photo simulation of pedestrian-oriented street improvements, and neighborhood center with local retail and residential development (before and after).

Exhibit E

SANTA FE GENERAL PLAN

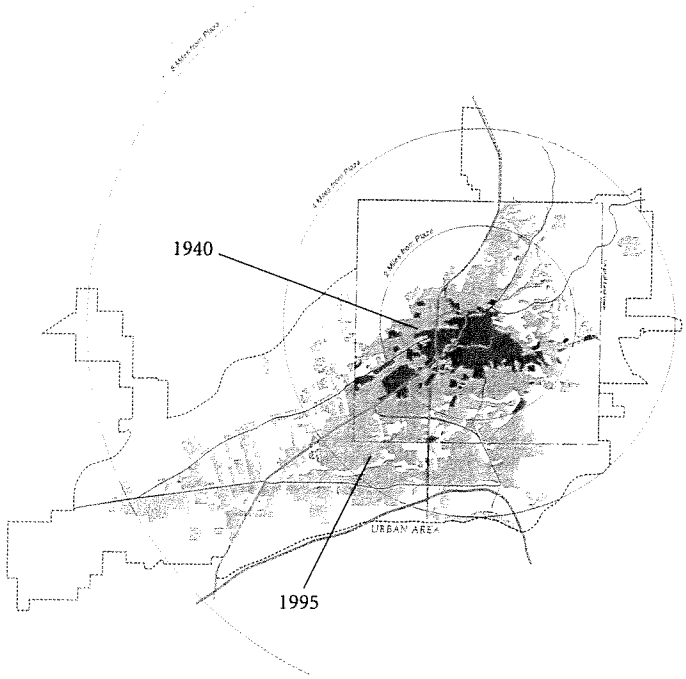
Santa Fe, New Mexico; 1996



Evolution of Santa Fe's Form

Santa Fe, New Mexico's capital, is one of the most distinctive cities in the country and the oldest capitol city in North America. The City is a meeting ground of Native American, Hispanic and Anglo cultures, and a major tourist destination. Rapid recent growth has led to congestion, loss of city character, and escalated land values. Major issues addressed in the General Plan, prepared in 1996 by Dyett & Bhatia, included regional growth management, economic development, preserving Santa Fe's character with growth, balancing the needs of tourists and residents, and coordinating land use planning with metropolitan transportation planning.

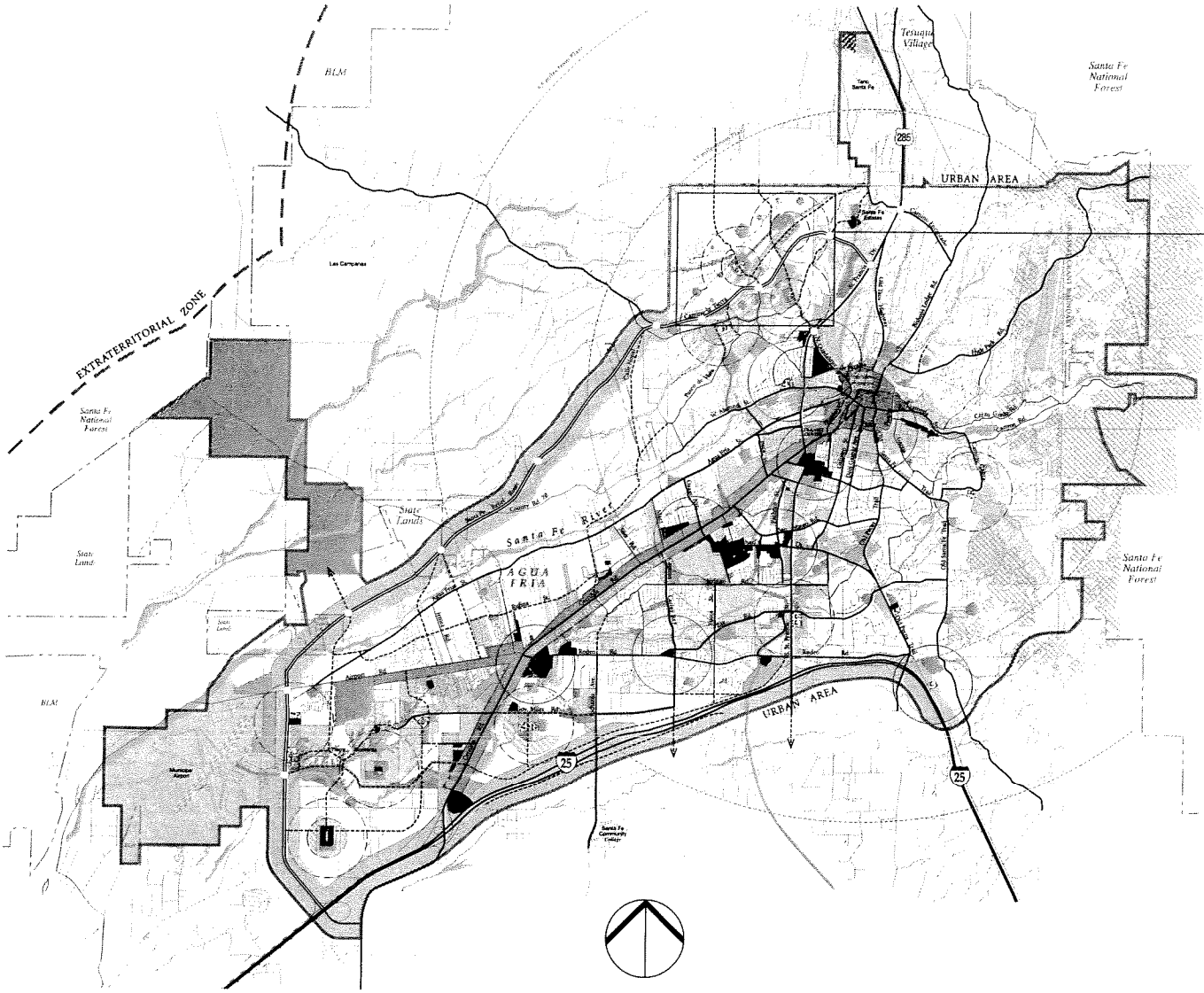
All mapping and analysis was conducted using GIS, and the City for the first time has a computerized database of information on land use and environmental resources. Plan preparation was accompanied by extensive public outreach, including newsletters, workshops and open-houses, cable-TV and radio-talk shows, and mail-in surveys sent to each household in the City.

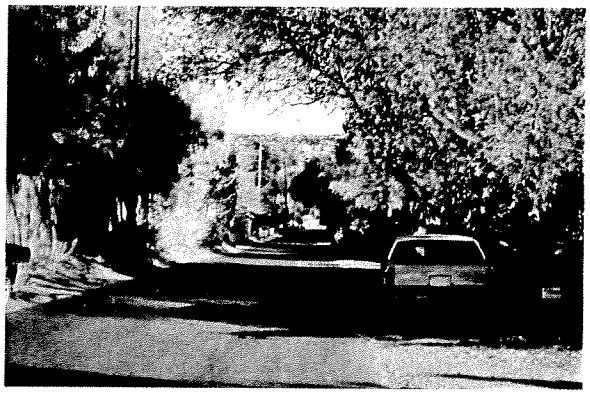


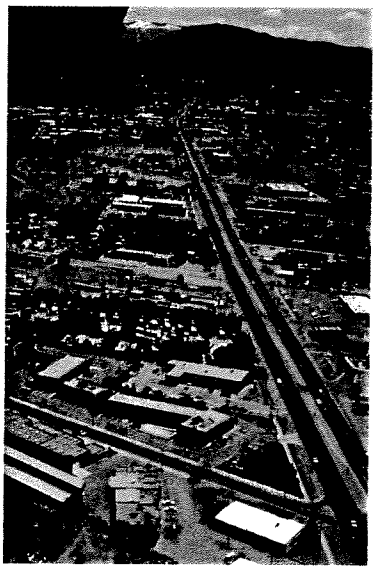
As late as the mid 1940's, when the city's population was about 25,000, urban development was confined to an area of 2,500 acres. About eighty percent of the population lived in an oval area measuring 10,000 ft and 6,000 feet along the axii – within a ten-minute walk of the Plaza. Growth over the last 25 years has been less intense. Development of residential uses in far-flung locations to the south and southwest has placed tremendous pressure on the few streets radiating from downtown that connect to these areas.

Exhibit E

SANTA FE LAND USE DIAGRAM







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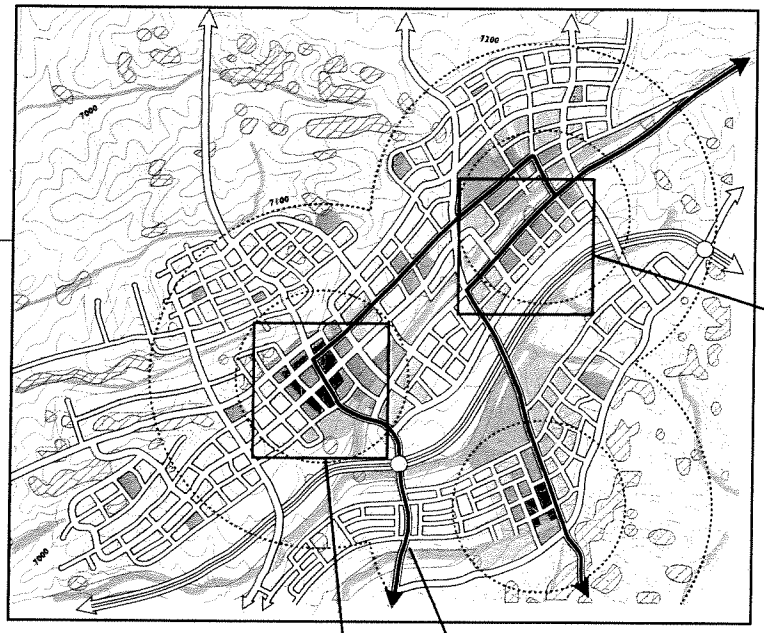
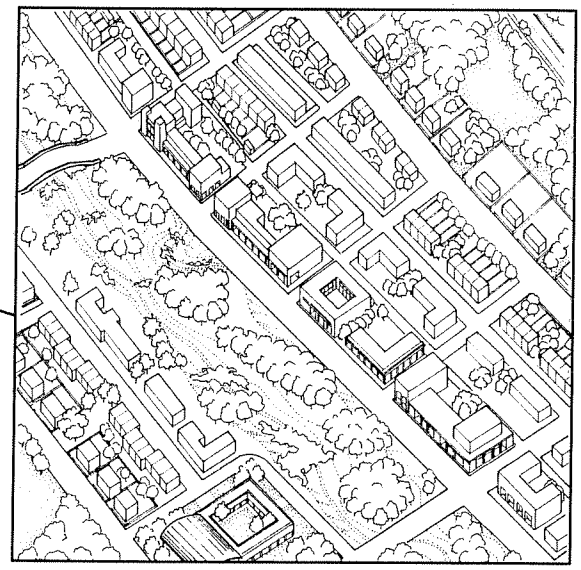
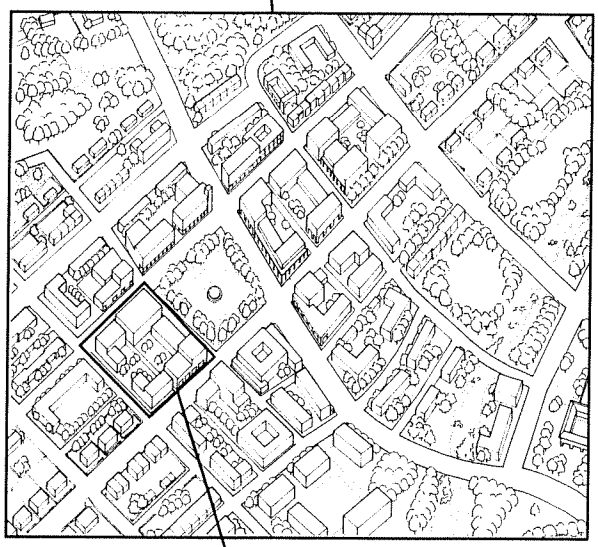
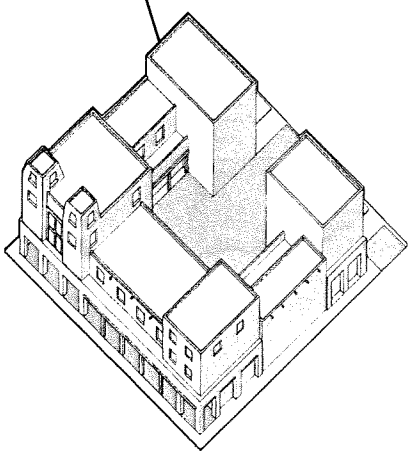




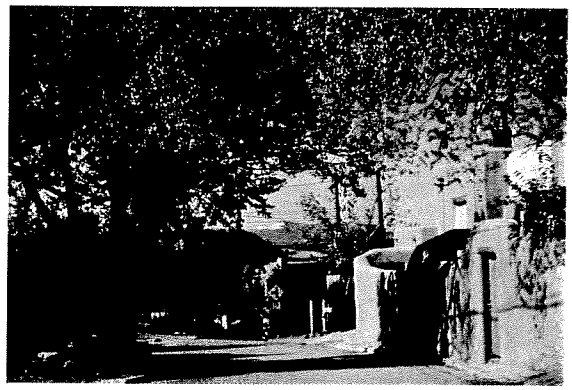
Rapid bus loop to downtown

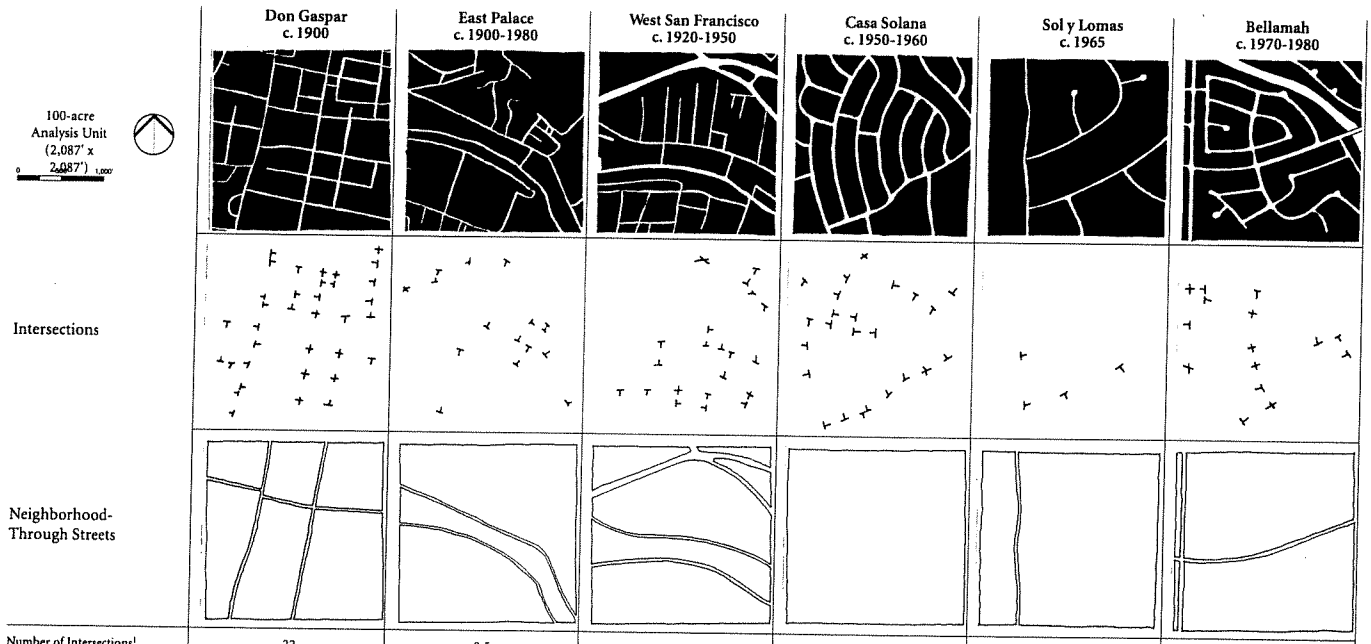




Reversing the growth trend of the last two decades (which has been to the south and southwest), the General Plan places most growth in the rolling hills to the northwest – virtually all of it within 2.5 miles of downtown.

Neighborhoods are along Spanish precepts, with a plaza or public space surrounded by a mix of uses at the heart of each neighborhood. Streets are planned to allow for a rapid bus loop to downtown.

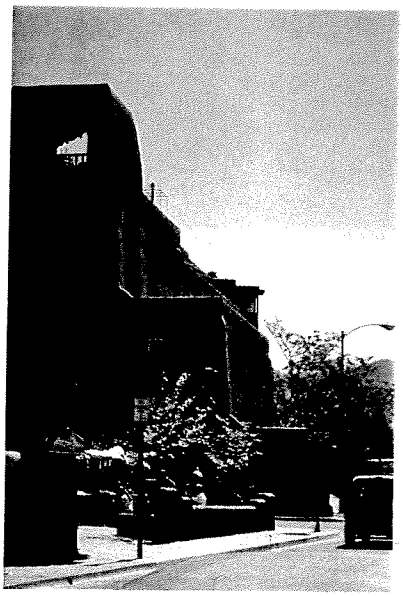




	Don Gaspar c. 1900	East Palace c. 1900-1980	West San Francisco c. 1920-1950	Casa Solana c. 1950-1960	Sol y Lomas c. 1965	Bellamah c. 1970-1980
Number of Intersections[1]	22	8.5	12	13	2	10
Number of Through Streets	3	2	4	0	1	2
Number of Blocks	32	17	18	19	5	14
Number of Access Points[2]	20	16	16	13	6	8
Lineal Feet of Streets	21,350	18,400	20,150	16,850	7,630	17,200
Residential Density[3]	4.2	6.0	5.4	3.9	0.7	2.6

Neighborhood Form Evaluation

Dyett & Bhatia also prepared guidelines and standards for new development. The challenge was to outline an urban vocabulary in keeping with Santa Fe's strong traditional form, provide flexibility in implementation, and meet the needs of a contemporary city. Work included preparation of street, block, and building massing standards and guidelines. As part of the work, new growth areas were located to support a compact citywide form, and mixed-use neighborhoods were designed around centers with access to high frequency transit.



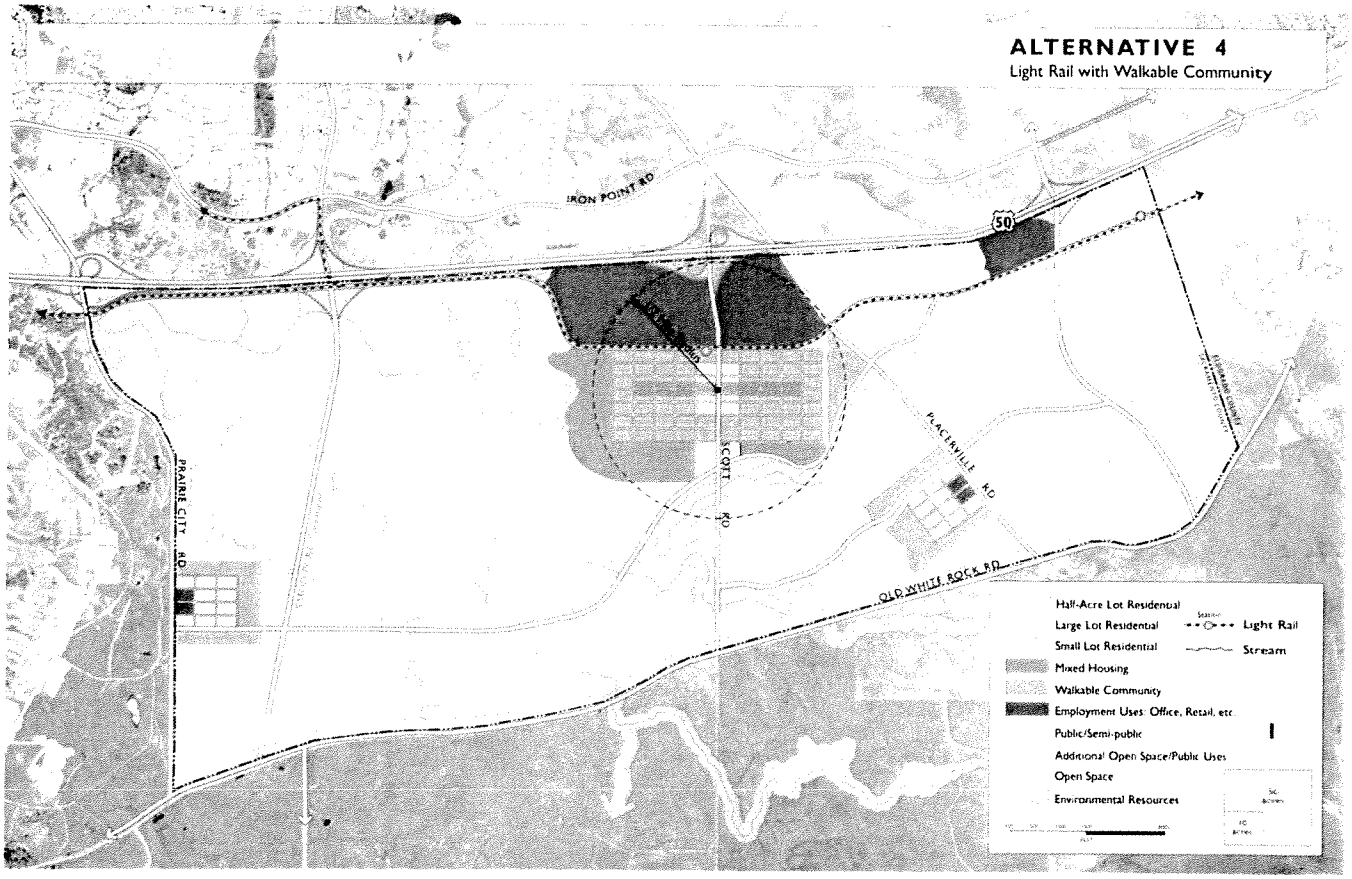
NEIGHBORHOOD MIXED-USE CENTERS: DESIGN STANDARDS AND GUIDELINES

	Standard	Guideline
DESIGN OF STRUCTURES		
Size and Scale	Stores, except one supermarket and one drugstore in each center, smaller than 10,000 square feet	• Buildings should be fine-grained and not appear large and monolithic. Details, signage, materials, individualized store fronts and entrances, display windows, recesses, upper-story setbacks, windows, awnings, color, etc. can all be used to keep the scale at a pedestrian level. • Match or respond to established cornice heights in commercial areas. • Developments, residential or commercial, should not be fenced or walled from public streets and rights-of-way.
Location	Neighborhood centers not to be located within 3/4-mile of an existing center, with a supermarket no closer than 1 mile to a existing supermarket.	
Massing	See development standards in the Zoning Ordinance.	• Project edges should be designed to facilitate integration with the surroundings.
Front Setback	Not more than ten feet. Greater setback permitted for outdoor seating, plazas, and other specified pedestrian activities.	• All structures with non-residential uses should be built to provide a continuous frontage along public rights-of-way. Low adobe walls or fences to separate outdoor seating areas may be used if they are low (generally less than 4 feet in height), and suggest spatial demarcation without physical separation.
	Required on the east and south sides of all retail buildings; encouraged on other sides.	• Where provided, porticos should run the entire length of a block.

FOLSOM SPHERE OF INFLUENCE VISIONING PROCESS

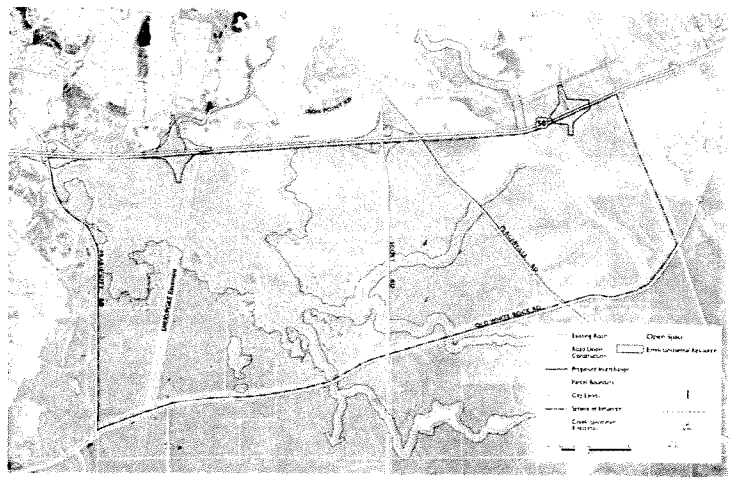
City of Folsom, 2005

Exhibit E



Dyett & Bhatia was retained by this fast-growing city to perform a community-oriented visioning process for a 3,585-acre area located at the City's edge. The process considered land-use, housing, transportation, urban design, feasibility, smart growth, air quality, and scenic preservation.

Dyett & Bhatia worked with the community and property owners to develop a conceptual land area plan. The Plan includes a walkable community with mixed use around a potential transit stop; preservation of the biologically sensitive oak wildlands area, and a variety of housing types to meet regional smart growth goals. The Plan was adopted by City Council as the starting point for the full annexation process. Both community members and property owners applauded the visioning process and endorsed the Concept Plan.



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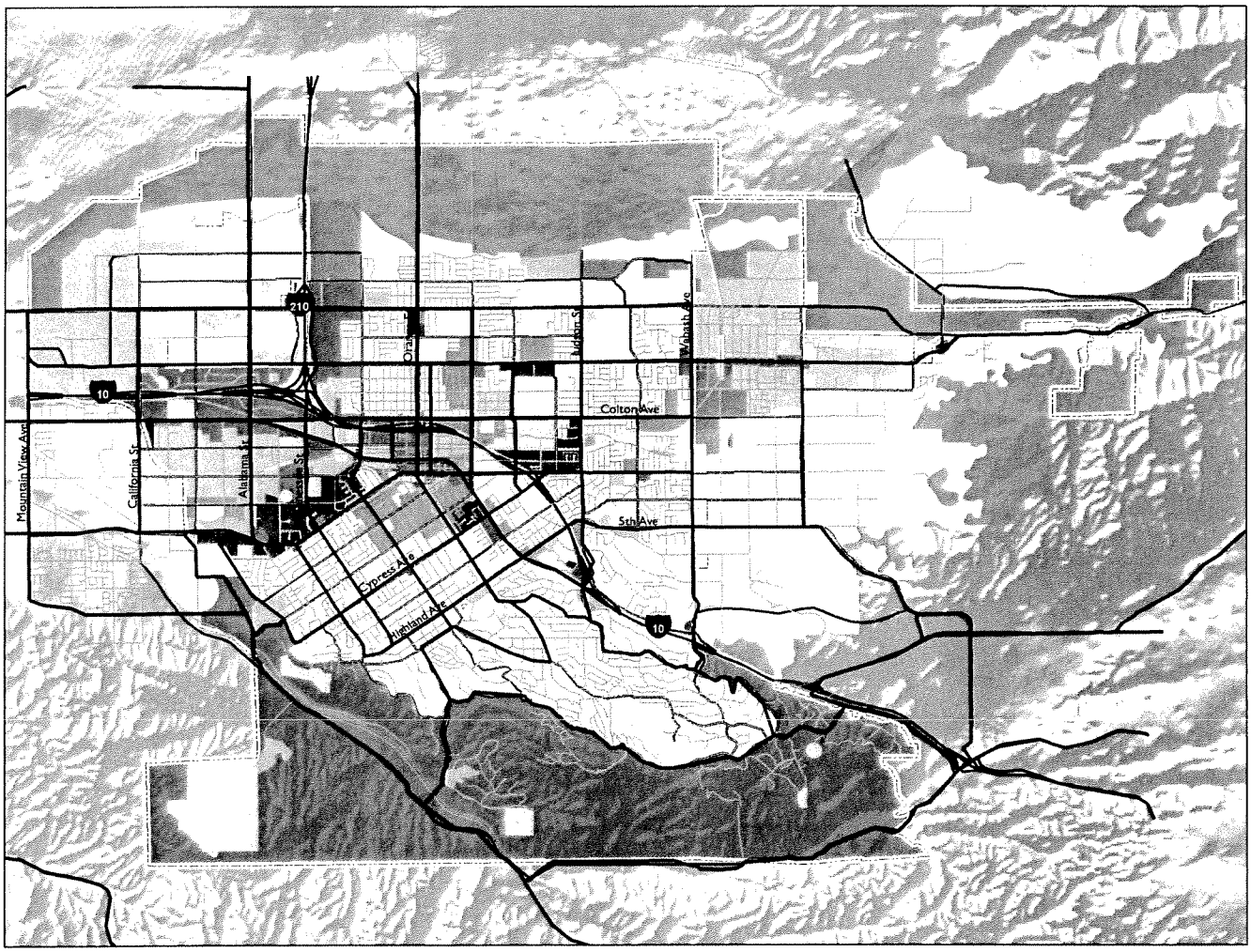
VISIONING AND STRATEGIC PLAN FOR GENERAL PLAN COMPREHENSIVE UPDATE

Exhibit E

City of Redlands, Underway



- Rural Living
- Very Low Density Residential
- Low Density Residential
- Low Medium Density Residential
- Medium Density Residential
- High Density Residential
- Commercial
- Commercial/Industrial
- Light Industrial
- Office
- Public/Institutional
- Flood Control/Construction Aggregates Conservation/Habitat Preservation
- Parks/Golf Courses
- Agriculture
- Resource Conservation
- Resouce Preservation
- Vacant
- City Limits

Redlands is a distinctive city in an increasingly homogenizing Inland Empire region. It has livable neighborhoods, exquisitely crafted historical buildings, defined edges, and distinctive landforms. Redlanders are also passionate about planning, as evidenced by a variety of planning-related measures passed in recent years.

Dyett & Bhatia was selected by the City in November 2005 to conduct community visioning and prepare a Strategic Plan for a comprehensive update of the City's General Plan. D&B will facilitate stakeholder and community meetings, and City Council/Planning Commission workshops, and prepare a citywide mail-in survey. Outreach will be complemented with technical review of the General Plan and evaluation of broader regional trends. The project will culminate in recommendations on key themes and a workscope for the comprehensive General Plan Update.

DYETT & BHATIA
Urban and Regional Planners

Exhibit E

SMART GROWTH STRATEGY/REGIONAL LIVABILITY FOOTPRINT PROJECT

Bay Area; 2001

Winner of a Congress for New Urbanism Award

Dyett & Bhatia was retained by a consortium of five regional agencies—Association of Bay Area Governments, Metropolitan Transportation Commission, Bay Area Air Quality Management District, Bay Conservation and Development Commission, and San Francisco Bay Regional Water Quality Control Board—to outline a strategy to address the region's mounting traffic congestion, housing affordability crisis, and diminishing open space. The goals of the project were to:

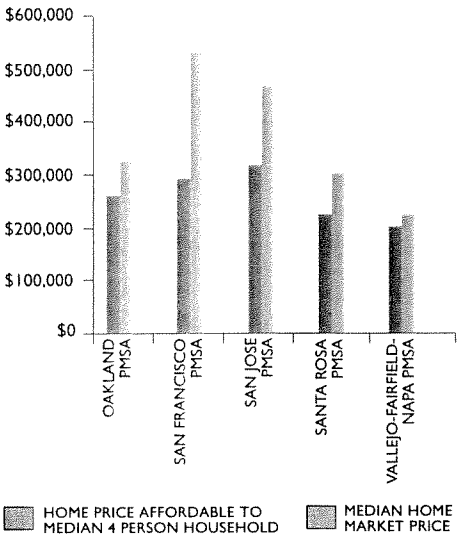
1. Create a "smart growth" land use vision for the Bay Area to provide adequate and affordable housing, improve mobility and accessibility, protect environmental quality, and preserve open space;

2. Identify and obtain the regulatory changes and incentives needed to implement this vision; and

3. Develop 20-year land use and transportation projections based on the vision and the likely impact of the new incentives – projections that will in turn guide the infrastructure investments of the Metropolitan Transportation Commission and other regional partners.

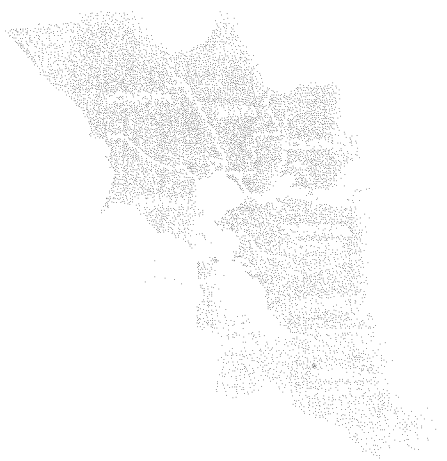
As the lead consultant for Phase 1, Dyett & Bhatia helped conceptualize the study; compiled and created a large GIS database of regional land use and transportation information and resources, which could also be used by a "PLACES" software model developed for the project; and conducted background research and analysis. A Briefing Book and maps and other material for workshops in each of the Bay Area counties were also prepared.

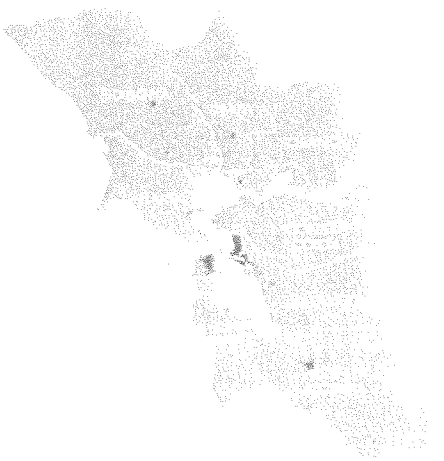
AFFORDABILITY GAP FOR MEDIAN-INCOME HOUSEHOLDS



OAKLAND PMSA: Alameda & Contra Costa Counties
SAN FRANCISCO PMSA: San Francisco, Marin & San Mateo Counties
SAN JOSE PMSA: Santa Clara County
SANTA ROSA PMSA: Sonoma County
VALLEJO-FAIRFIELD-NAPA PMSA: Solano & Napa Counties

Source: Bay Area Economics



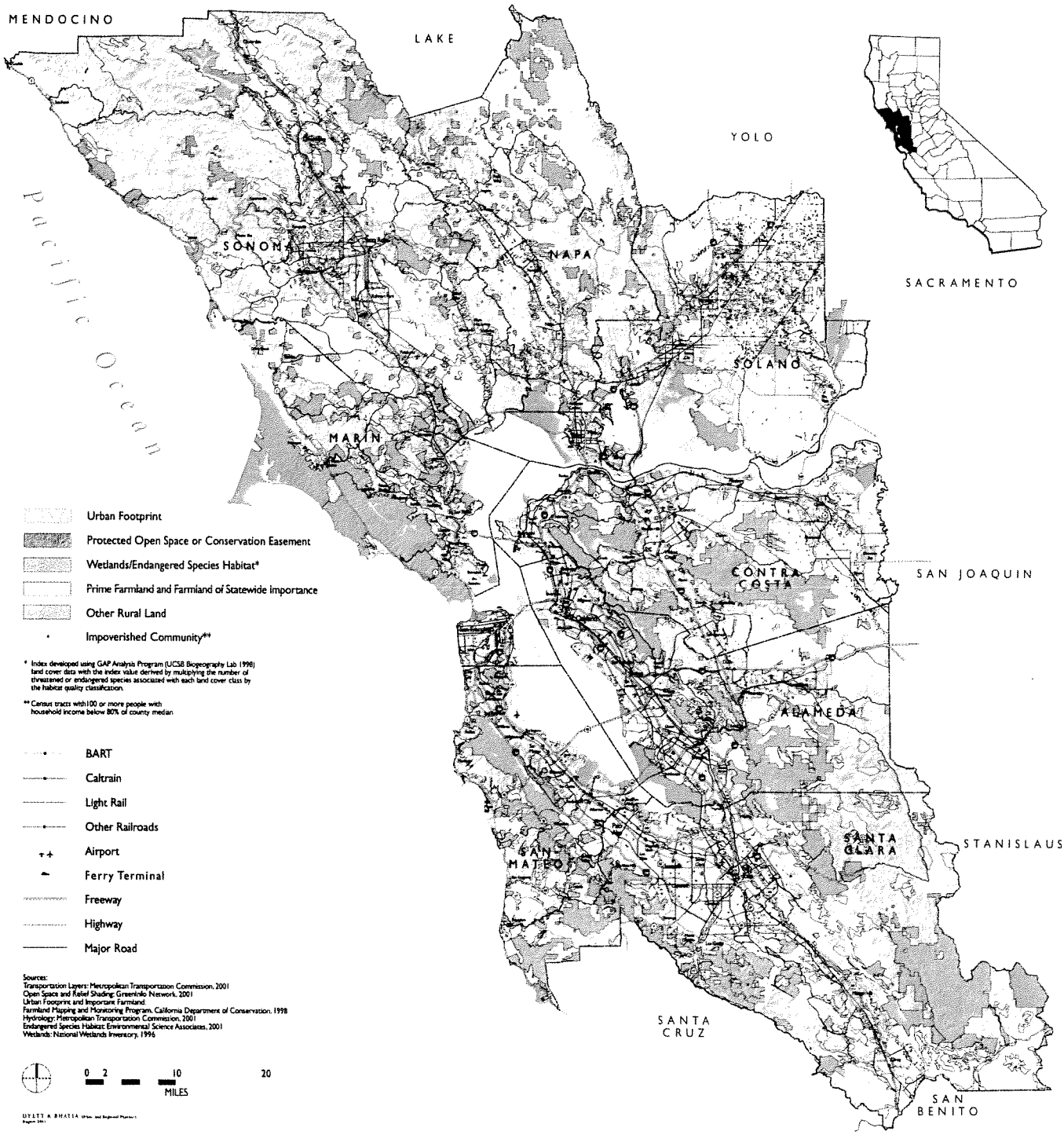


POPULATION: 658,000 1,734,000
PERSONS PER ACRE: 16.9 15.8

Exhibit E

SMART GROWTH STRATEGY/REGIONAL LIVABILITY FOOTPRINT PROJECT

Bay Area; 2001



DYETT & BHATIA
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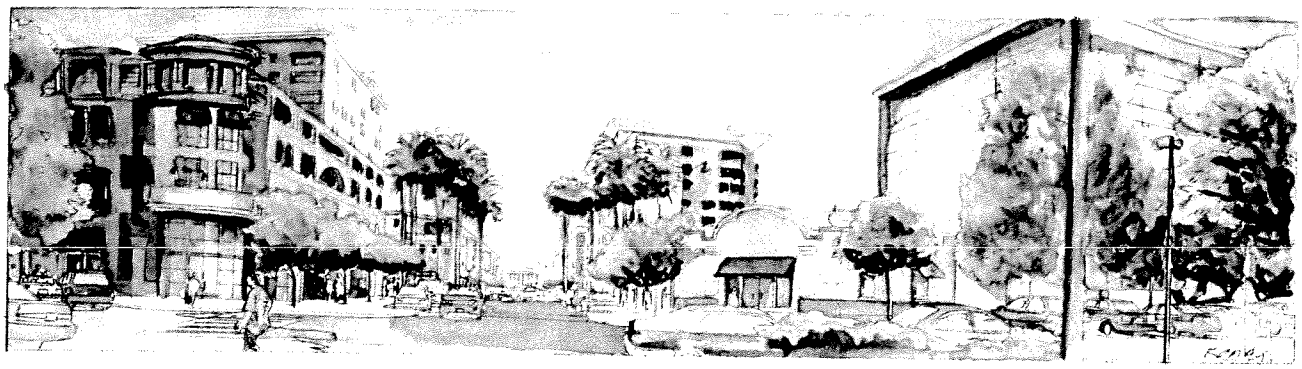
SANTA CLARA DOWNTOWN AREA PLAN

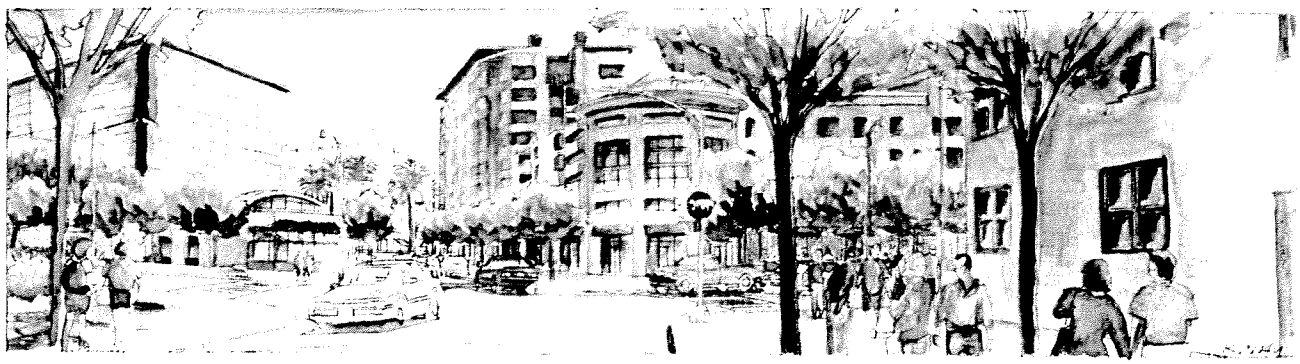
Exhibit E

2004-present

Dyett & Bhatia is working for the City of Santa Clara to create a downtown, which was lost during the 1950-60s era of urban renewal. Working closely with a Downtown Revitalization Committee, Dyett & Bhatia completed a Preferred Option that was unanimously endorsed by City Council in April 2005. Work is underway on detailed feasibility analysis and preparing developer solicitations.



View from Homestead and Washington



View from Franklin and Lafayette

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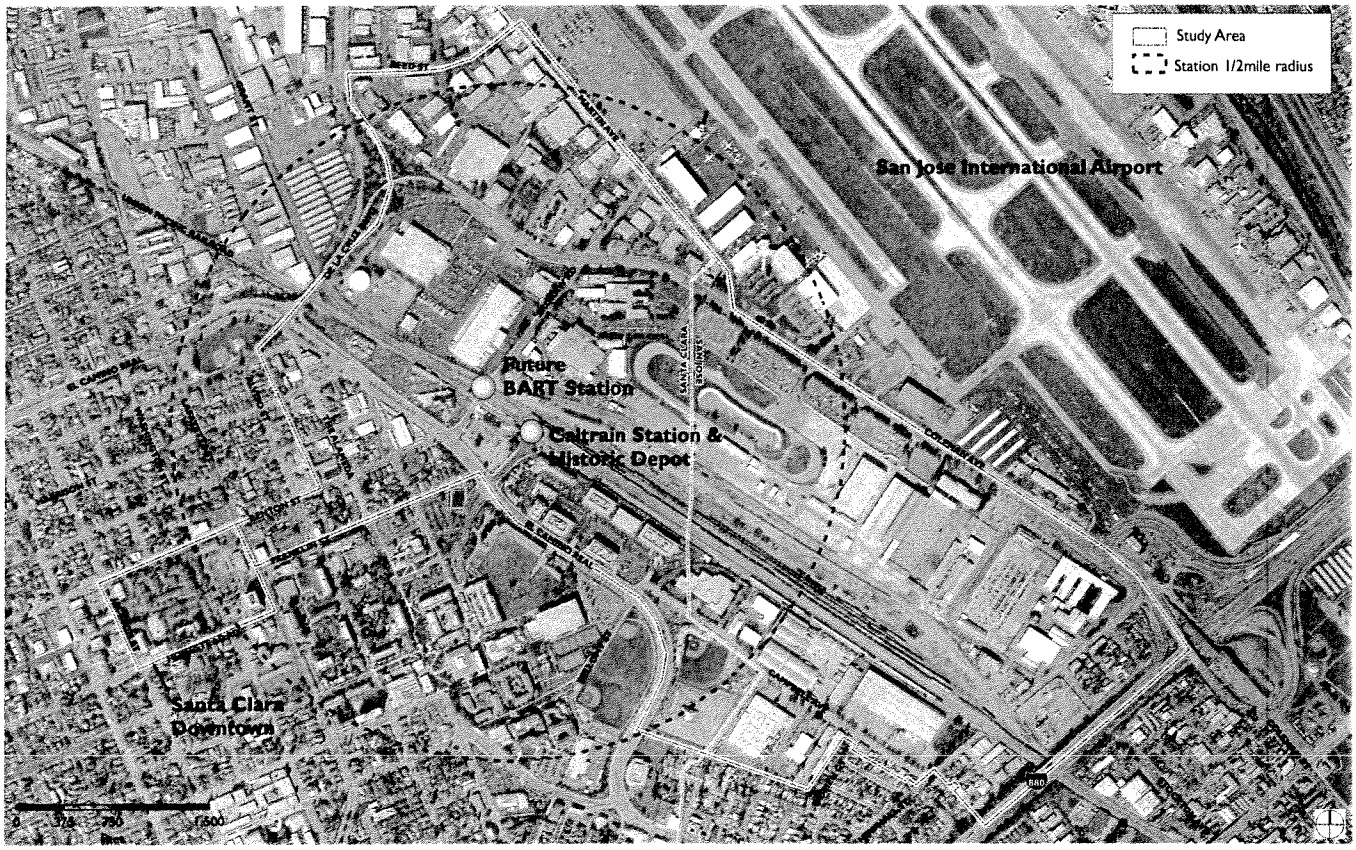
SANTA CLARA TRANSIT AREA PLAN AND EIR

Clients: Santa Clara VTA, City of San Jose, and City of Santa Clara, 2006-Present

Exhibit E

The Station Area

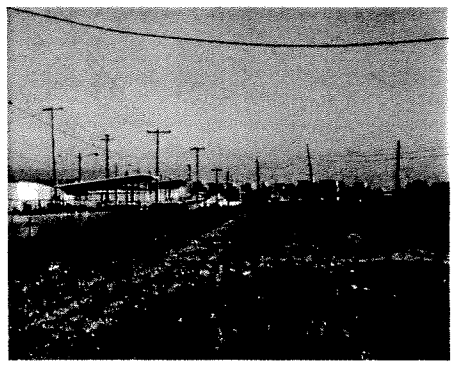


The Santa Clara Transit Center will form the terminus of BART's Silicon Valley extension. The Center is already a transit hub, with its location along Amtrak, ACE, and CalTrain corridors, and proximity to El Camino Real and Santa Clara University. With completion of BART and construction of a people mover from the Center to the adjacent San Jose International Airport, it is projected to become one of the largest transit centers in the Bay Area.

Santa Clara Valley Transit Authority and the cities of Santa Clara and San Jose retained Dyett & Bhatia in 2006 to develop a plan for 460 acres of land surrounding the Center. D&B will also prepare an Environmental Impact Report on the plan. Extensive public participation and close working relationships with decision-makers in the two cities are envisioned.

With emphasis upon market-responsiveness, the plan will seek development of the area as a vibrant and intense destination, with a broad mix of transit-supportive uses. It will also provide direction for reuse of the substantial acreage of vacant and underutilized land surrounding the station, such as the 125-acre former Food Machine Corporation (FMC) site—the largest single infill site in San Jose. Pedestrian, bicycle, and street connections from the adjacent Santa Clara University and residential neighborhoods will also be improved.

Existing CalTrain Station, Historic Depot, and Surrounding Opportunity Sites

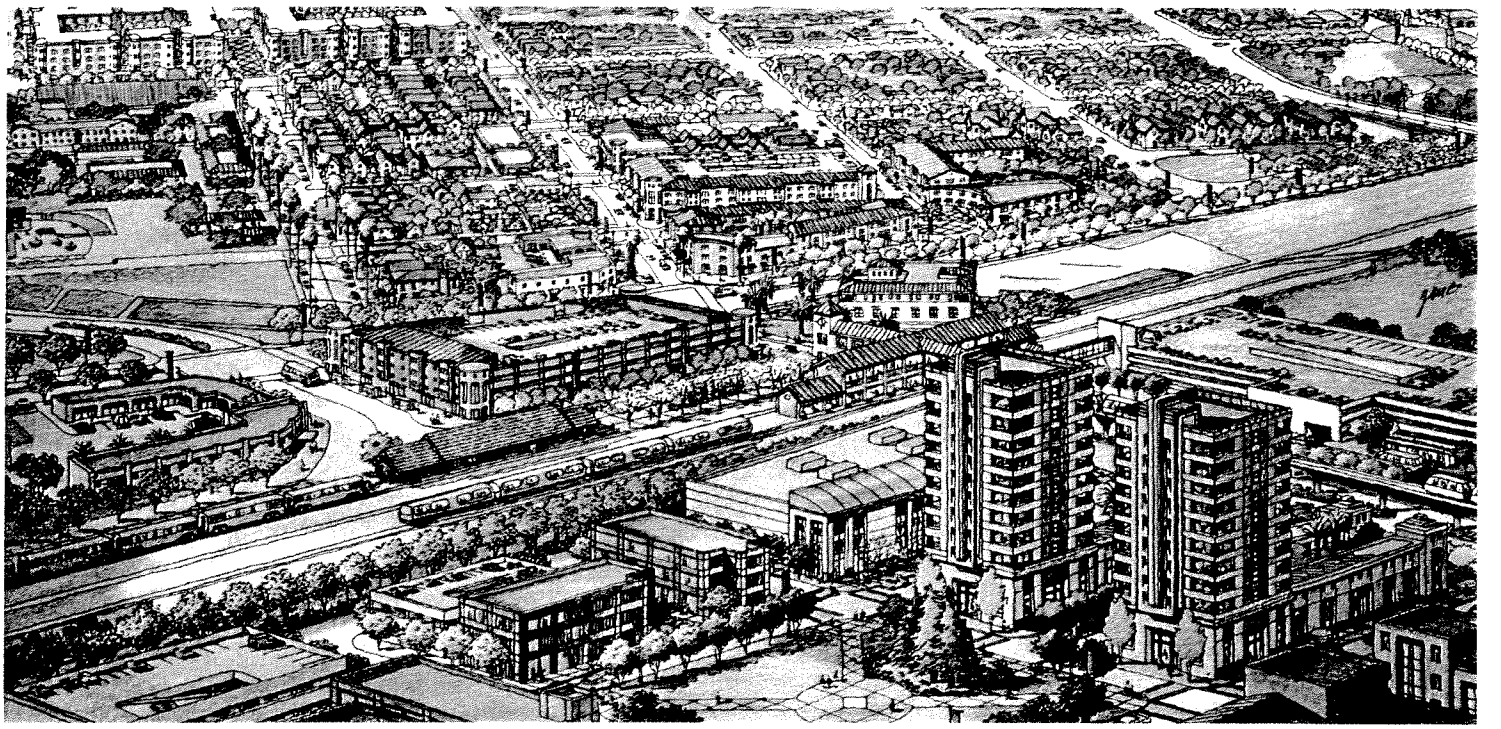


SANTA CLARA TRANSIT AREA CONCEPT PLAN

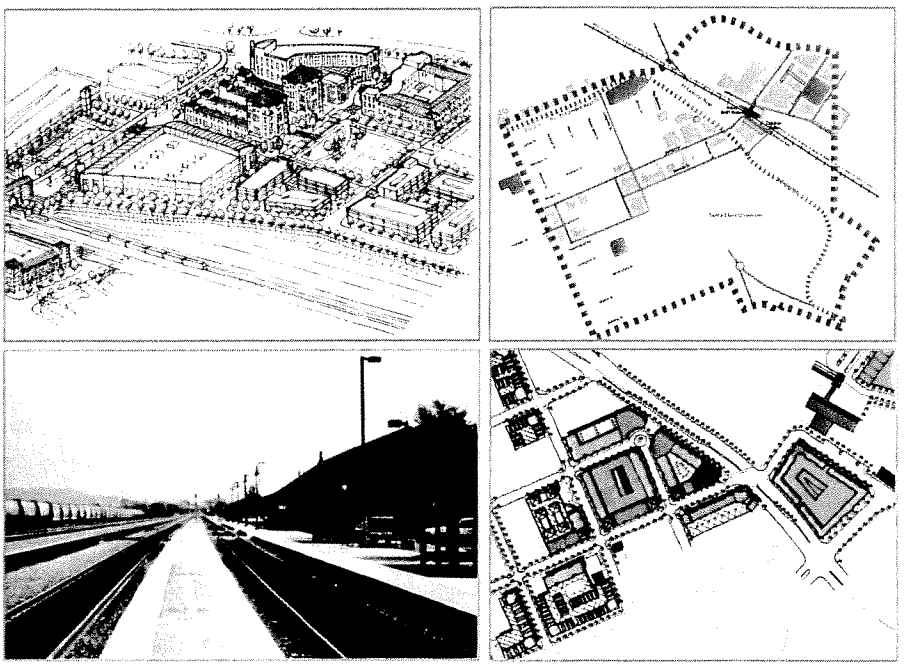
Exhibit E

2001-2002

The Study Area from the East side of tracks



Sketches, diagrams, and images from the Concept Plan.



A major effort is underway of detailed planning for a Bay Area Rapid Transit (BART extension to the South Bay; the terminal station of this line will be located in Santa Clara, adjacent to the historic train depot - the oldest operating railroad depot in California - which is served by CalTrain, ACE, and Capitol rail service. In addition, people-mover system will link the station to the San Jose International Airport. These changes will provide the area with one of the greatest levels of transit accessibility of any place in the Bay Area.

D&B was retained by the City of Santa Clara to create a community vision for a 500-acre area around the station. The Concept Plan, accepted by the City Council in October 2002, recommends the creation of a new downtown for Santa Clara - a special place where people come together to share in leisure, entertainment, and cultural pursuits, as well as preparation of a detailed Transit Area Plan. It shows how the area can support new housing and employment-oriented uses, while celebrating the community's historical assets.

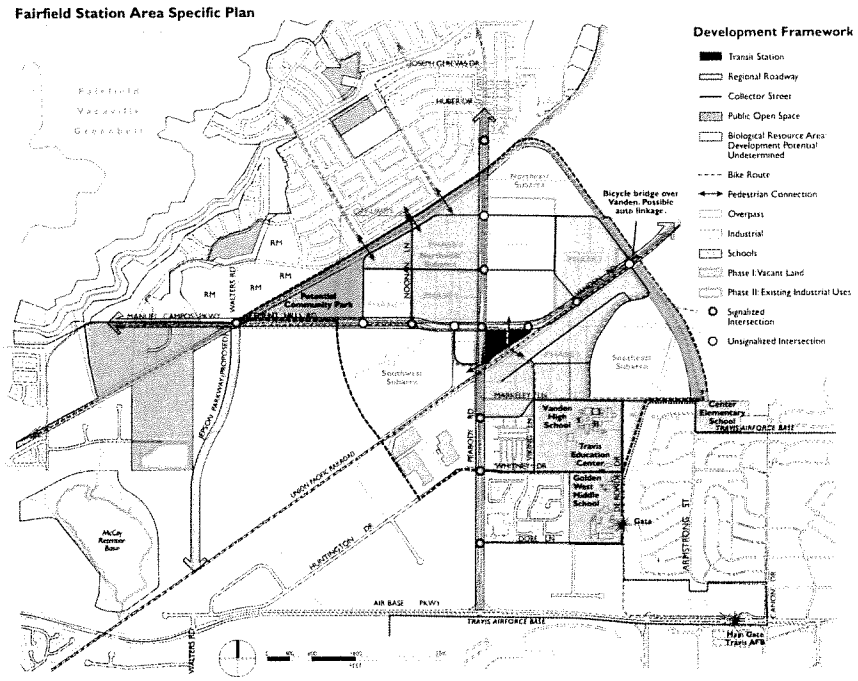
Following successful completion of the Transit Area Plan, D&B has been retained by the City to prepare a plan for a new downtown, and by VTA and the cities of Santa Clara and San Jose to prepare a detailed Transit Area Plan.

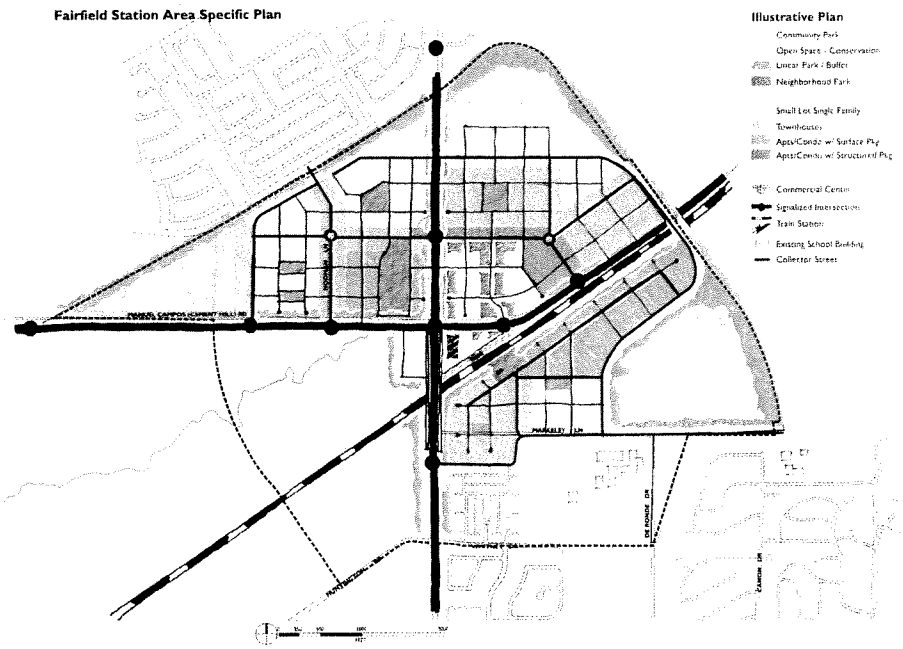
DYETT & BHATIA
Urban and Regional Planners

FAIRFIELD-VACAVILLE MULTI-MODAL RAIL STATION SPECIFIC PLAN AND EIR

Exhibit E

2005-Present





Dyett & Bhatia is preparing a Specific Plan and EIR for the area surrounding a future train station in Fairfield. The City is interested in creating a multi-modal transit station and innovative transit-oriented development that fits into the suburban context of Fairfield. There are many complex issues to resolve. The area is divided by the rail line and major roadways, so pedestrian connections are challenging. The City wants to ensure a range of uses that provide employment, retail shopping, and services, as well as a variety of housing types, while property owners are primarily interested in traditional residential development. There are endangered species and wetlands in the station area.

Dyett & Bhatia will be working with property owners, community leaders, and public agencies to develop a plan that is visionary, and at the same time responds to the interests and requirements of multiple stakeholders. The Specific Plan will include provisions for land use, density, streets, block layout, and open space network. It will also include illustrations for recommended building types, building to street relationships, street sections and streetscape design. A full implementation program will be developed covering phasing, financing, and infrastructure. Dyett & Bhatia will also prepare the new zoning for the area.

Fairfield-Vacaville Future Rail Station Site

Natural and Biological Resources

Existing variety of housing types

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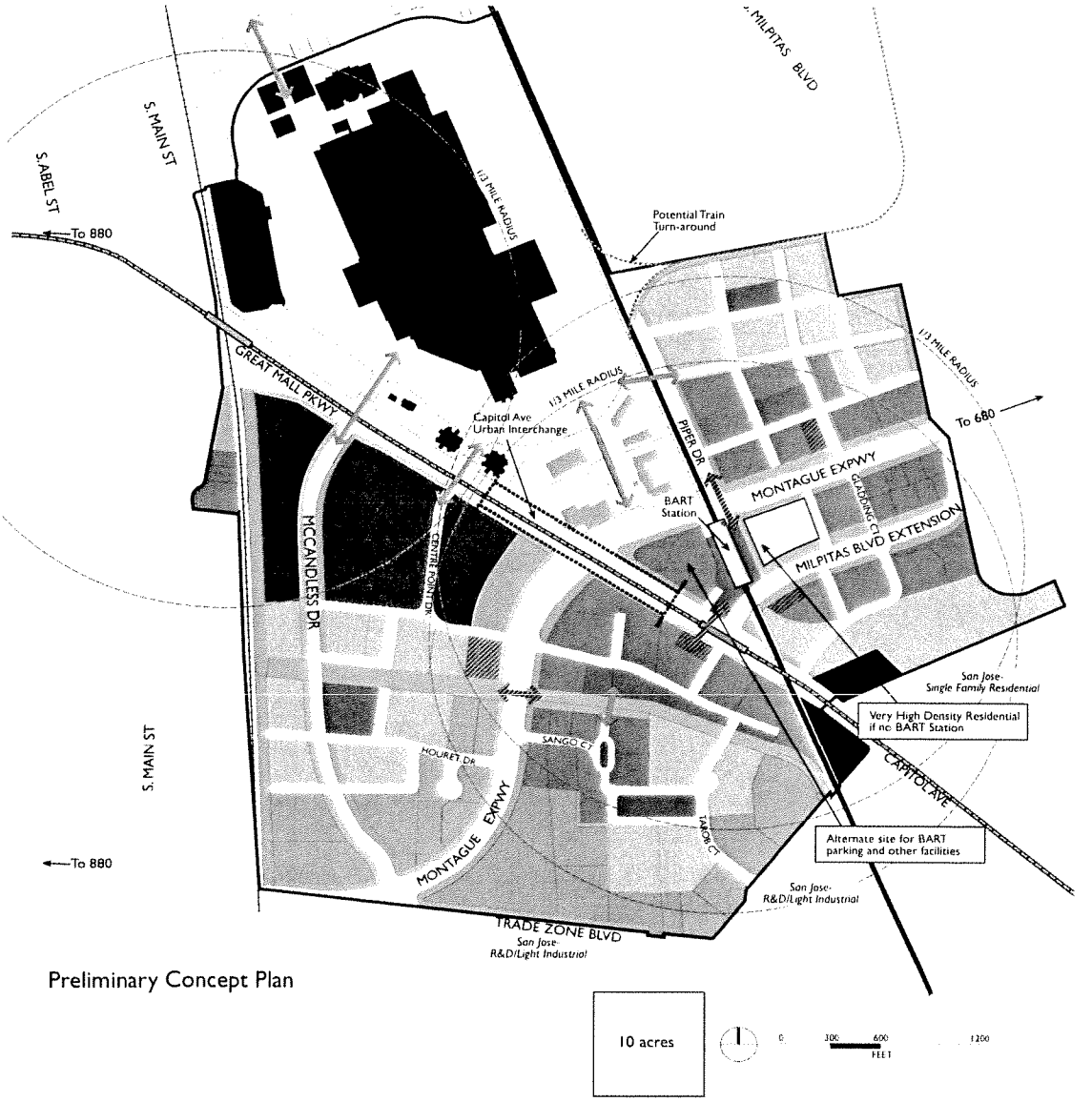
Urban and Regional Planners

Exhibit E

MILPITAS TRANSIT AREA SPECIFIC PLAN AND EIR
Underway

MILPITAS TRANSIT AREA CONCEPT PLAN
2005



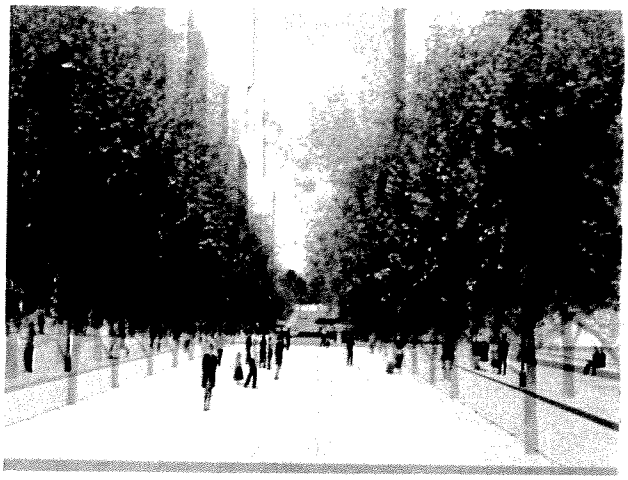
Preliminary Concept Plan

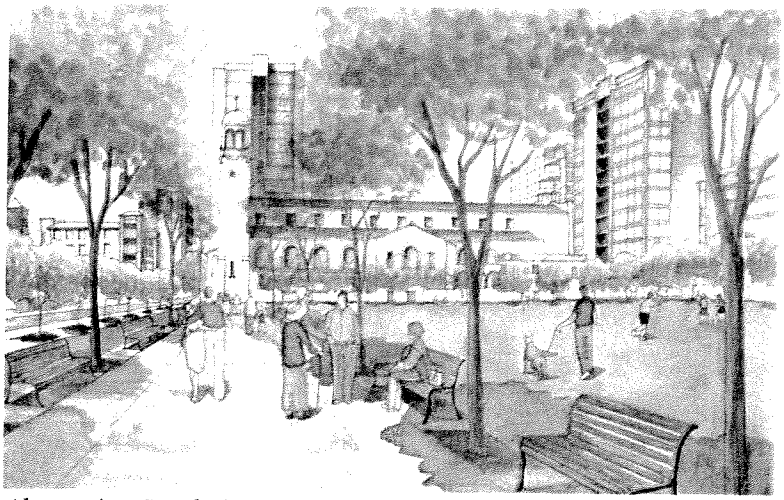
Dyett & Bhatia completed a Concept Plan for the 440 acre area around two new light rail stations and the future BART station in Milpitas. Currently the area includes industrial uses and the Great Mall, a large regional shopping center. The City wants to transform the area with higher intensity transit-oriented development, as well as strengthen the City's retail sector, and facilitate projects that give Milpitas greater regional identity.

Dyett & Bhatia worked extensively with property owners, public agencies, and other stakeholders in the area during an intensive five month process to develop a long term plan that is visionary and yet grounded in market reality. The plan includes new residential neighborhoods, areas for new retail development, and mixed use sites that can accommodate both employment and residential uses over time. The concept plan establishes land uses and densities, as well as the layout of blocks, streets, and open space. It sets forth guidelines and illustrations of the type of development desired for each individual subarea. Development issues such as sewer treatment capacity, impacts of rail lines, and transportation improvements were also identified. Illustrations were developed to show the future potential of existing sites, as shown below. The Milpitas Transit Area Concept Plan was adopted in May 2005, and the City recently retained Dyett & Bhatia to prepare a full Specific Plan, EIR under a separately bid contract.

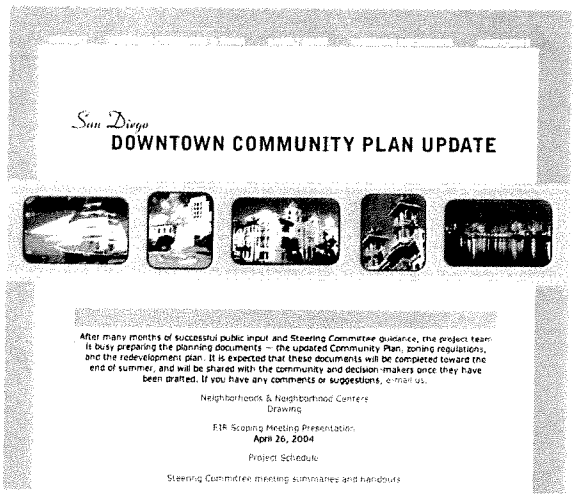
Exhibit E

The 3-D model was used to design building massing and ensure adequate sunlight to parks and neighborhood centers.

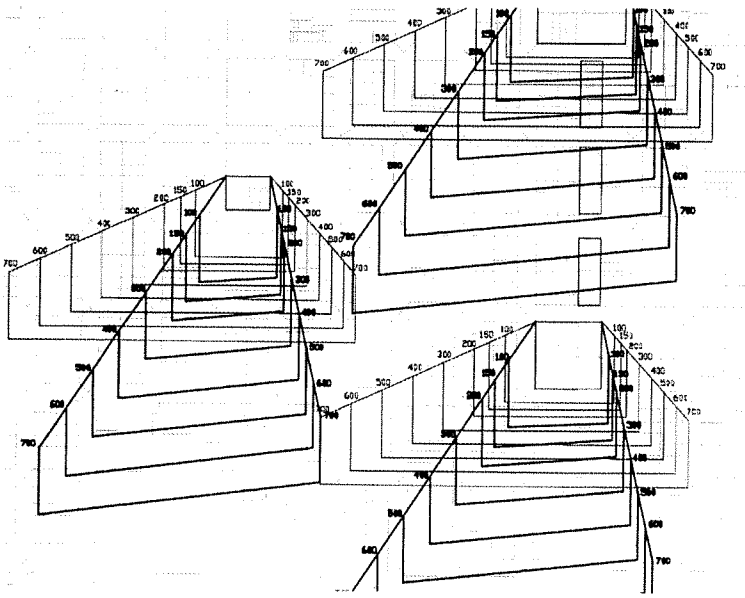




Alternatives Rendering



www.ccdc.com/planupdate



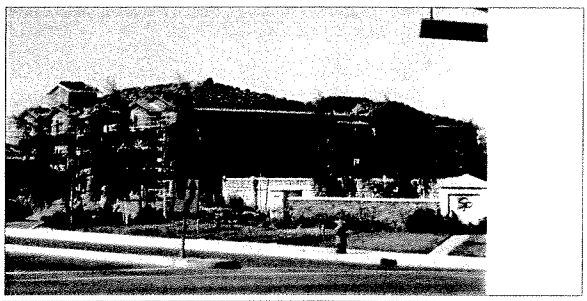
Shadow Studies

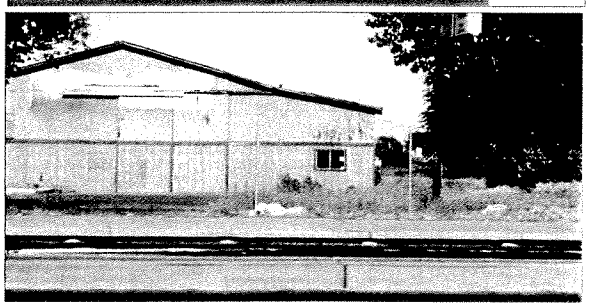
Dyett & Bhatia led a comprehensive public participatioı program, including facilitation for meetings that drew over 150 people.

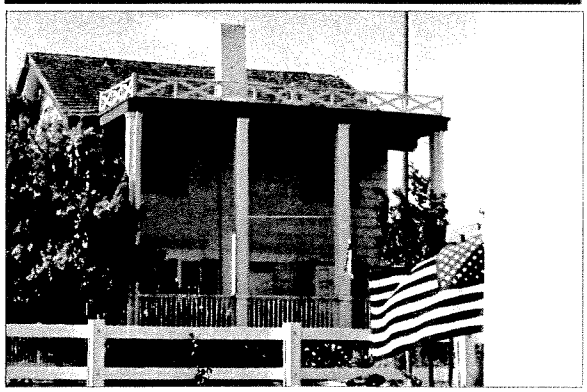
MANTECA ZONING AND LAND DEVELOPMENT REGULATIONS, AND DEVELOPMENT DESIGN STANDARDS

Exhibit A

City of Manteca, underway







Dyett & Bhatia was recently retained to update the City of Manteca's Zoning and Land Development Regulations and bring them into conformance with a recently adopted General Plan, and also to create a new Development Design Standards Handbook.

Unlike many of California's rapidly growing communities, Manteca has a historic downtown around which development previously occurred in relatively compact neighborhoods defined by a traditional street grid. This project presents an opportunity for Dyett & Bhatia to craft regulations and create processes for implementing design policies that will allow Manteca to maintain and enhance the character of existing built-up areas and create new identifiable places as development increasingly occurs outside of the traditional core.

Flow Chart

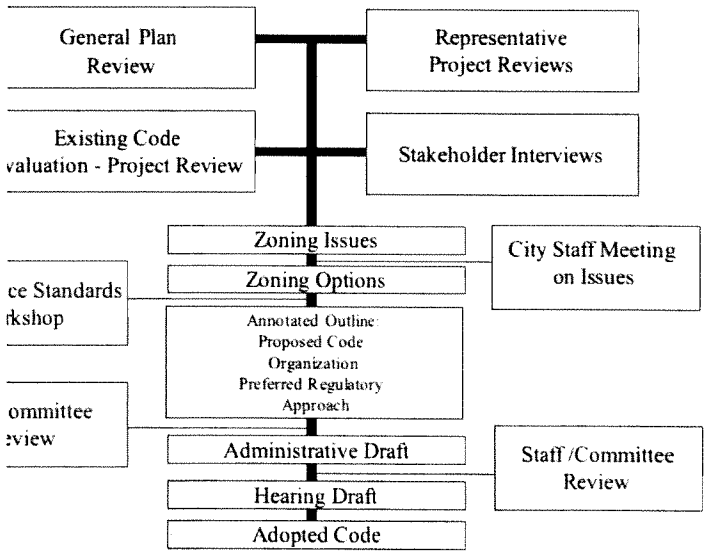


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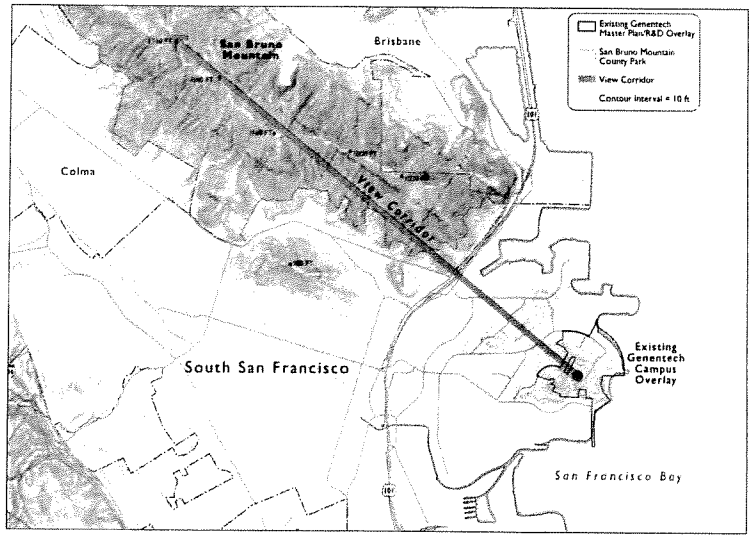
Exhibit E

GENENTECH MASTER PLAN

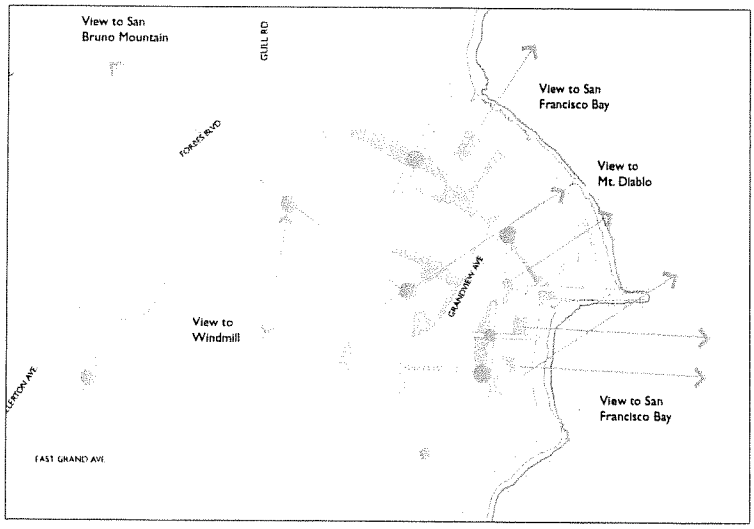
South San Francisco, CA, 2005- Present

Genentech, the world's first biotechnology company and the largest in terms of market capitalization, was founded in 1976 in South San Francisco. Over 6,000 employees are housed in office and research and development buildings on 90 acres of parcels scattered along the San Francisco Bay. Growth of the campus has been incremental, resulting from reuse/ redevelopment of existing warehousing/ industrial buildings.

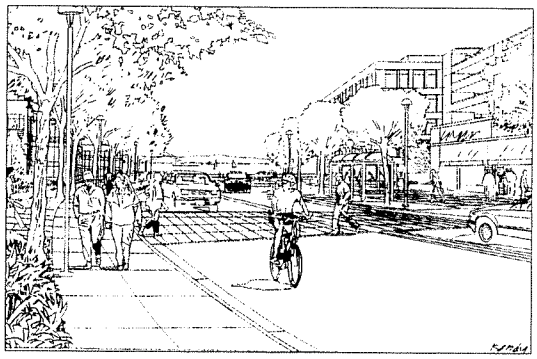
Due to rapid growth, Genentech is seeking to expand the campus to more than 200 acres, with an employee population of 15,000. D&B completed a master plan (currently in hearings) to provide a framework to guide this change. A principal objective of the assignment was to create a cohesive and unified campus with a distinctive sense of place, reflecting the campus' hillside setting and capitalizing on vistas to the San Francisco Bay and the San Bruno Mountain. The new Master Plan addresses a comprehensive range of topics, including land use, urban design, transportation (including demand management, transit, parking, and pedestrian circulation), and infrastructure. Campus design guidelines are also incorporated in the Master Plan.



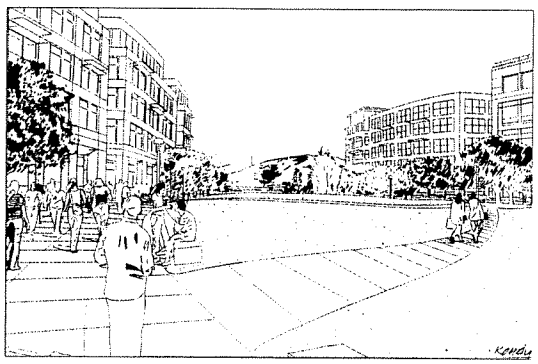
Regional Location and View Corridor



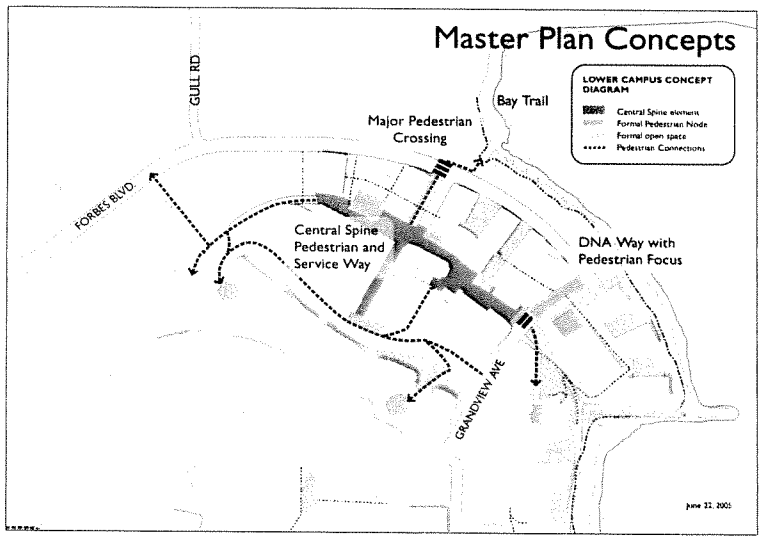
Open Space Concept



Upper Campus



DNA Way



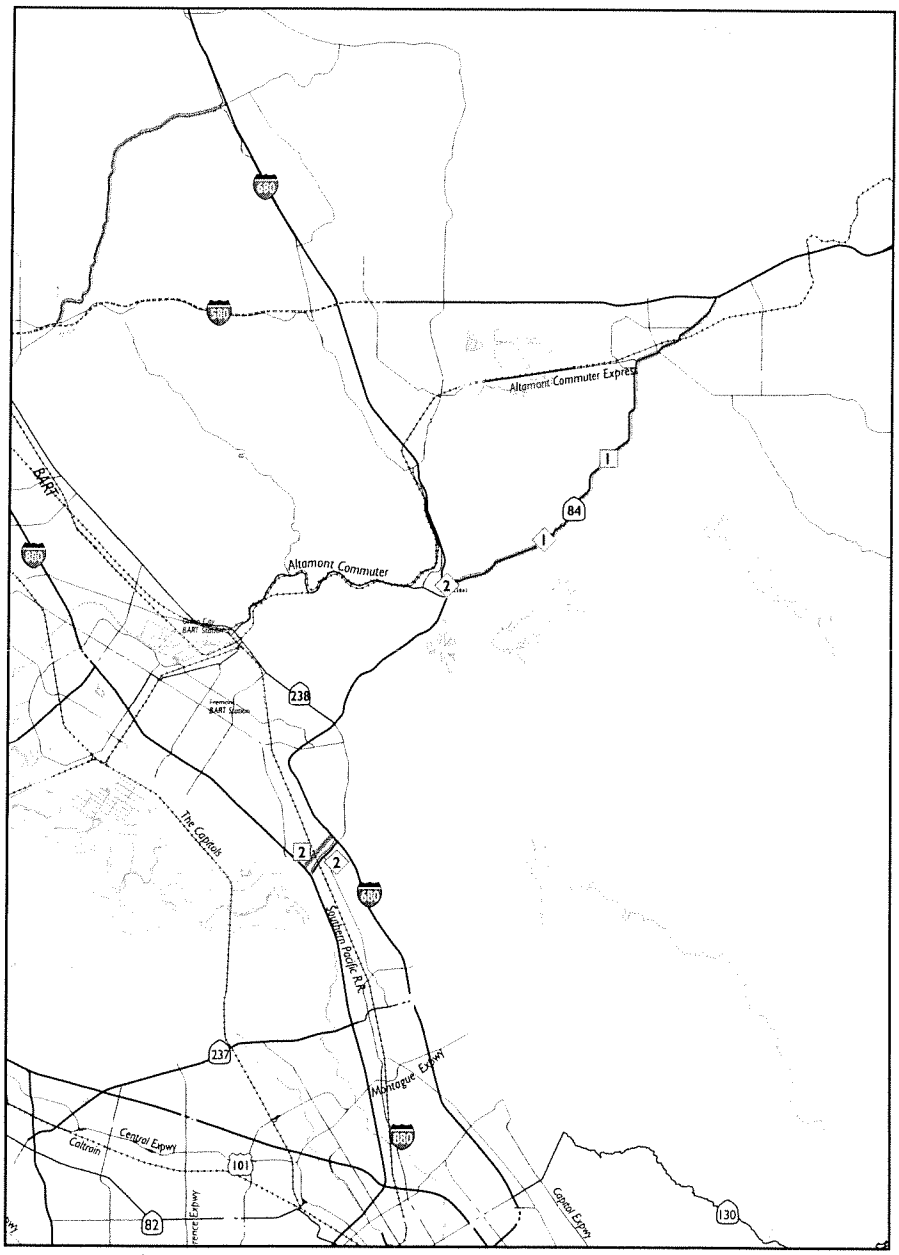
Master Plan Concepts

DYETT & BHATIA
Urban and Regional Planners

Exhibit E

BAY AREA REGIONAL TRANSPORTATION PLAN EIR, 2030
2004

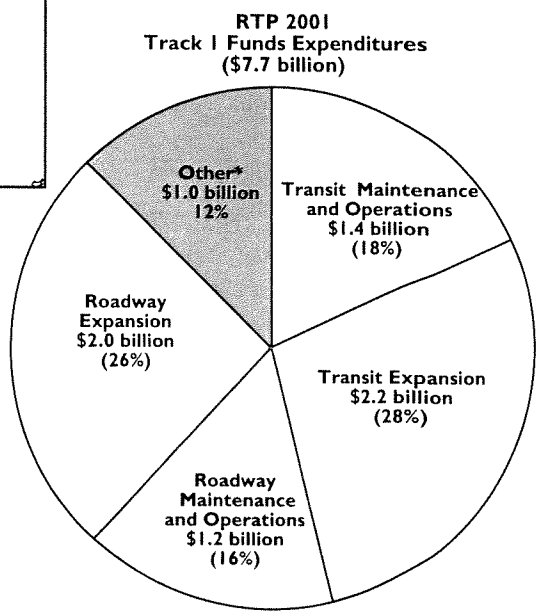
BAY AREA REGIONAL TRANSPORTATION PLAN EIR, 2025
2001



I-680 Corridor

Dyett & Bhatia completed the Environmental Impact Report on the Bay Area's first Regional Transportation Plan for the 21st century in 2001. Due to our reputation and success in 2001, Dyett & Bhatia was chosen again to prepare the EIR for the latest Transportation 2030 Plan. These regional transportation plans represent the transportation policy and action statement of the Metropolitan Transportation Commission on how to approach the region's transportation needs over the next 25 years. In 2001, the plan outlined $81.6 billion in transportation investments. The current Transportation 2030 Plan will assess the dispersement of an additional $9 billion in investments.

As a programmatic document, the EIR presents a region-wide and corridor-by-corridor assessment of potential impacts of the 2001 RTP and alternatives. The intent of the analysis is to inform decision-makers as they consider adoption of the RTP. Areas of evaluation include: transportation; air quality; population and housing; land use; energy; geology and seismicity; noise; and biological, water, visual, and cultural resources.



*Other includes bike and pedestrian improvements, TLC/HIP, system management, etc.

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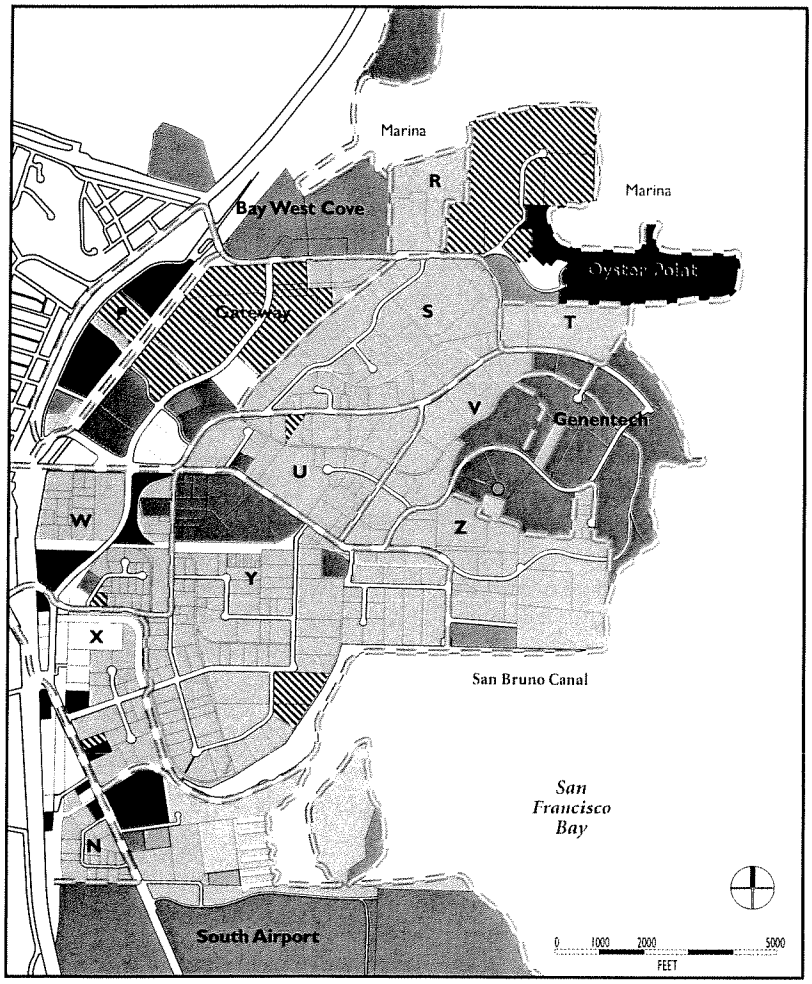
Urban and Regional Planners

Exhibit E

SOUTH SAN FRANCISCO CITYWIDE TDM ORDINANCE AND EAST OF 101 TRANSPORTATION IMPROVEMENTS

South San Francisco, 2001



Employment in the East of 101 Area in the City of South San Francisco, which includes the largest concentration of biotechnology firms in the world, is increasing rapidly, creating traffic congestion and increasing commute times. Current projections indicate that this area could add as many as 25,000 employees over the next 20 years. Because virtually all of this land is under the San Francisco International Airport flight paths, residential uses are not permitted under the Airport Land Use Plan regulations. Congestion along Highway 101 and I-280 threatens growth of this industry that is vital to the Bay Area's and the City's economic future. The City retained Dyett & Bhatia to prepare a citywide Transportation Demand Management (TDM) Ordinance that includes tools such as performance-based floor area ratio incentives linked to alternative mode use requirements. The Ordinance also seeks development of an extensive shuttle system connecting employment areas to the two new BART stations that will be operational in 2002, and the adjacent CalTrain station, which is undergoing improvements. In addition, a Transportation Plan for the area identifies several street improvements to relieve bottlenecks, and foster linkages between different parts of the East of 101 Area and the new transit stations. D&B also prepared an EIR on the Ordinance and the Transportation Plan.

The TDM Ordinance and the Transportation Plan were adopted by the City in October 2001.

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Urban and Regional Planners

COUNTYWIDE COMPREHENSIVE TRANSPORTATION PLAN (CCTP)

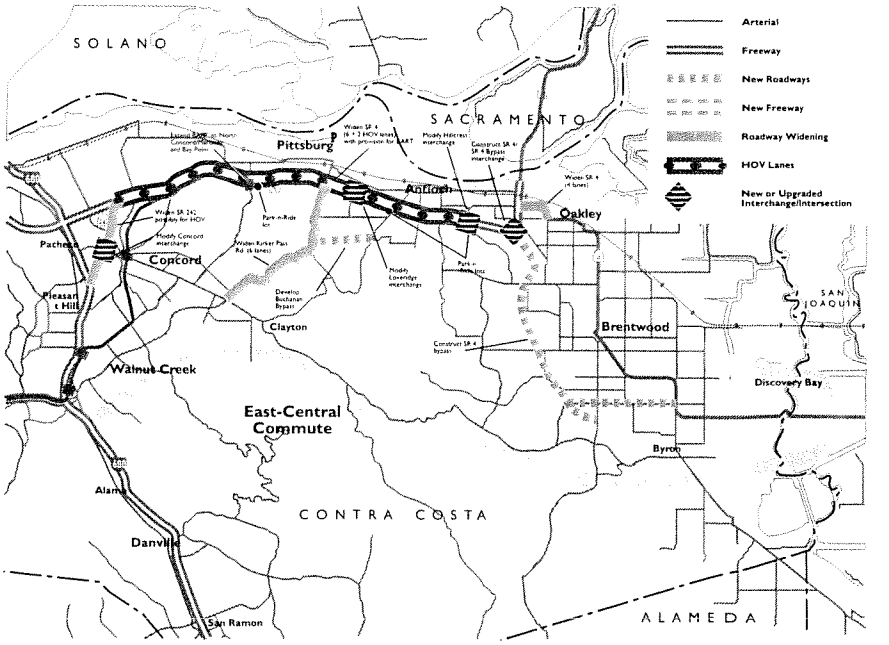
Contra Costa County, CA, 1995, 2004

CCTP EIR

Contra Costa County, CA; 1995, 2000, 2004

Countywide Comprehensive Transportation Plan

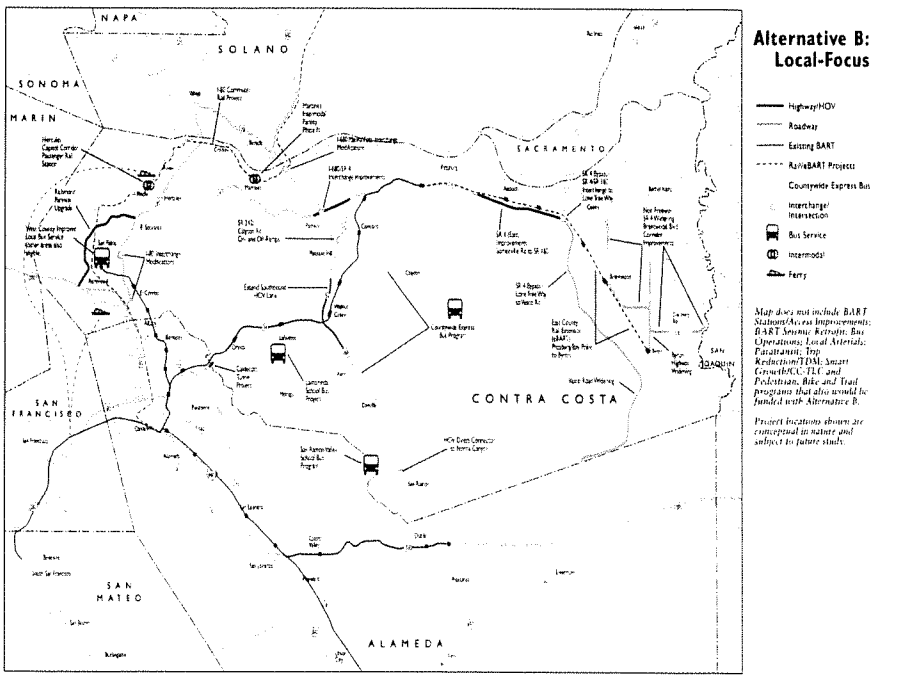
In November 2004, 71% of Contra Costa voters approved the continuation of the county's half-cent transportation sales tax for 25 more years, providing $2 billion in new funding for key projects such as the Caldecott Tunnel, Route 4 East, and E-BART extension. Dyett & Bhatia worked as the lead consultant to the Contra Costa Transportation Authority (CCTA), preparing the Countywide Transportation Plan (incorporating the Expenditure Plan and the Growth Management Plan, also prepared by D&B) that the voters approved (http://www.ccta.net/2004_update.htm). The projects and programs in the Transportation Plan are intended to alleviate congestion, manage the impacts of growth in a sustainable manner, expand travel choices beyo nd the single-occupant vehicle, and maintain the overall transportation system. D&B also helped CCTA staff on public outreach, designing display boards, PowerPoint presentations, and preparing summary information on the 2004 updates. D&B also helped prepare the very first transportation plan for CCTA in 1995.



Proposed Projects East-Central Commute

Transportation Plan and Expenditure Plan Extension EIR

In order to prepare an effective Expenditure Plan with over $6 billion in spending (including sales taxes and other sources), the Contra Costa Transportation Authority asked D&B to analyze three alternatives—project/capital focus, local focus, and program focus—and prepare a comprehensive EIR analyzing all scenarios on an equal footing; this analysis then informed preparation of a Preferred Expenditure Plan that was approved by the voters (http://www.ccta.net/GM/2004_update/DEIR.htm).



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Measure C Extension Expenditure Plan Alternatives

GIS

The Authority also commissioned D&B to study how a GIS could effectively enhance its operations. D&B helped CCTA deploy a GIS database containing key spatial layers, such as streets and traffic analysis zones, and link them to key tabular information, such as population counts and traffic model outputs. In this way, the GIS will serve to integrate and make more accessible information that is currently stored in different locations.

Exhibit E

TRANSIT-ORIENTED DEVELOPMENT: NORTH AMERICAN CASE STUDIES

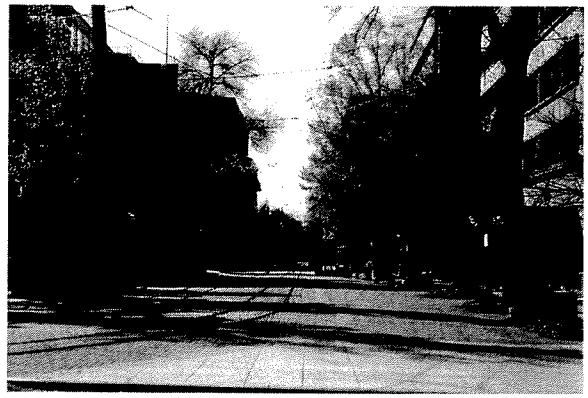
1998

The BART system, built in the San Francisco Bay Area in the 1960s, was the first regional rail system to be built in the U.S. in more than 50 years. Since then, urban rail systems have been completed in ten cities on the West Coast and in Vancouver, Canada. These cities have had varying levels of success in attracting transit-oriented development (TOD). As part of Dyett & Bhatia's work on Seattle Station Area Planning, D&B prepared case studies of transit-oriented development for twelve North American cities.

This analysis of TOD case studies looks at a variety of transit operators, cities, and station types throughout North America:

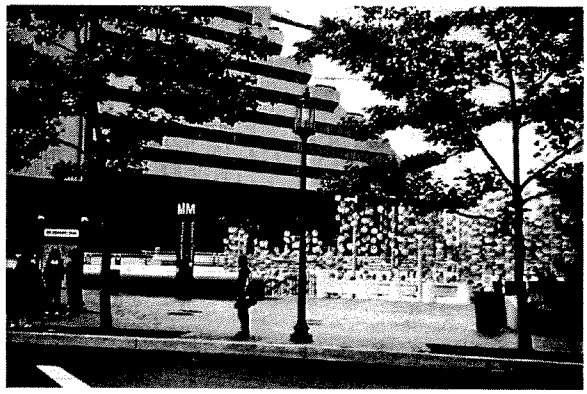
- Atlanta MARTA
- Denver RTD
- Los Angeles Metro
- Portland MAX
- Sacramento Light Rail
- San Diego Trolley
- San Francisco BART
- San Francisco MUNI
- San Jose Light Rail
- Vancouver BC Sky Train
- Washington D.C. Metro

Findings relating to comprehensive planning; provision of pedestrian amenities and linkages; parking "lids" and management; zoning; incentives; development processing and review; joint development and demonstration projects; local transit service; and public assistance were provided. Finally, specific recommendations that should be considered in Seattle's station area planning were provided.

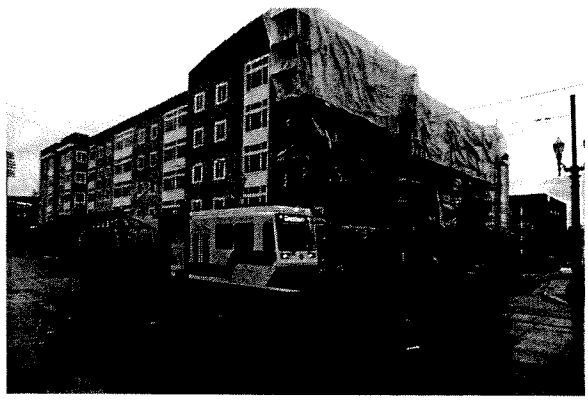


Sacramento, CA

Vancouver, BC



Bethesda, MD



Portland, OR

Subconsultant
Qualifications

Exhibit E

7 Subconsultant Qualifications

We have expanded our sub-consultant team from the time we submitted the qualifications material; to ensure that the City has a complete integrated packet, we are including qualifications for our entire team. Fehr and Peers qualifications are not being resubmitted, as they have already been selected by the City.

Qualifications on the following pages are presented in the following sequence:

- Environmental Science Associates
- Mundie & Associates
- Michael Southworth
- Godbe Research and Analysis
- Mountain West Research Center

BACKGROUND

Company Overview

ESA has helped clients solve environmental management problems for 35 years.

We have offices in Sacramento, San Francisco, Oakland, Petaluma, and Los Angeles, California; as well as Seattle, Washington; and Tampa and Orlando, Florida.

Environmental Science Associates (ESA) is a multidisciplinary firm of environmental professionals that assists its clients in developing environmentally sensitive plans and projects and in satisfying environmental permitting and regulatory requirements.

Since its inception in 1969, ESA has prepared more than 5,000 environmental documents in compliance with the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act, state and federal endangered species acts, and other local, state, and federal environmental requirements. Our thorough knowledge of federal and state environmental statutes, regulations, and case law and our ongoing efforts to remain aware of changes in local environmental policy provide us with a comprehensive understanding of compliance and reporting processes. This understanding yields legally defensible analyses and documentation that, in turn, benefit project planning and guide the development of effective environmental management programs.

Our services include preparation of environmental impact reports (EIRs) and related documents required by CEQA, environmental impact statements (EISs) and related documents required by NEPA, and feasibility and site selection studies. We also provide land use planning, impact assessment, licensing, permitting, monitoring, restoration, public involvement, and project management services. ESA has extensive experience working with public agencies, private developers, nonprofit organizations, lawyers, architects, and other planning and engineering consultants.

With a staff of more than 160 professionals, ESA offers expertise in all disciplines relevant to environmental planning, analysis, assessment, and regulation. Over the years, we have developed relationships with a wide network of accomplished specialty subconsultants to ensure we can assemble just the right project team for virtually any assignment in the environmental consulting field.

Our Clients

The Community Development group has both public and private clients. Our public clients include many cities and counties, often represented by their planning or community development departments, as well as many other public agencies, institutions, and special districts. Among these other clients are several educational districts, ports, and municipal redevelopment agencies, public works departments, local agency formation commissions (LAFCOs), parks and recreation departments, and transportation agencies. Our private clients include developers, lawyers, architects, other engineering and planning consultants, nonprofit environmental and educational entities, and a wide variety of businesses that develop facilities for their own use.

What We Do for Our Clients

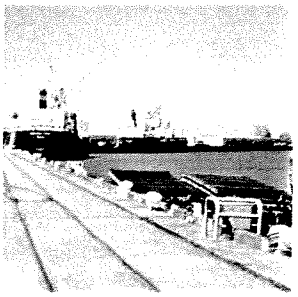
The Community Development group's services are primarily related to helping our clients comply with CEQA, although we also conduct and manage a wide variety of other planning and technical activities and studies. In addition, Community Development staff has extensive experience preparing joint CEQA/NEPA documents in compliance with various federal, state, and local regulatory agencies.

We pride ourselves in preparing clear, accurate, objective, user-friendly, and legally adequate environmental documentation for plans and projects of all types, sizes, and degrees of complexity and controversy. We routinely develop information products that require capability in GIS, CADD, and other electronic data management platforms. Our information technology professionals are experts at data reduction and the effective presentation of complex information in graphically attractive, easy to understand formats. In addition, ESA develops websites, maps, photosimulations, and other graphical representations for corporate and public presentations.

The project experience presented in the following section provides a representative cross-section of projects recently or currently managed by the Community Development group and its closely affiliated colleagues at ESA.

PROJECT EXPERIENCE

General Plans, Specific Plans, and Redevelopment Plans

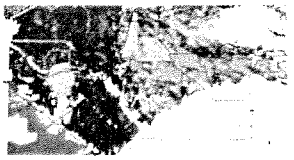


Location: *Stockton, California*
Client: *City of Stockton, Community Development Department*

City of Stockton General Plan Update and EIR

The City of Stockton is updating its General Plan, which is over 15 years old; ESA is providing environmental compliance and planning support. In a background report and policy document prepared for the City, ESA specifically addressed farmland conversion, open space, geology and seismicity, cultural and historic resources, biological resources, noise, and air quality issues. ESA facilitated several public scoping meetings as part of CEQA compliance for the General Plan update.

Reference: Dave Stagnaro, AICP, Senior Planner
City of Stockton
(209) 937-8598

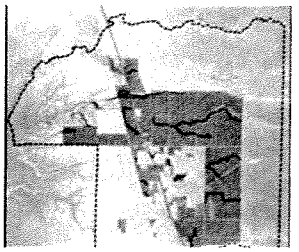


Location: *Tracy, California*
Client: *Cities of Manteca, Tracy, and Lathrop*

Farmland Conversion Fee Study

ESA prepared a nexus study (also known as an AB 1600 study) for the implementation of a Farmland Conversion Fee by the Cities of Manteca, Tracy and Lathrop. Each city will adopt the fee individually by ordinance. This study provides the necessary basis for each city to establish and impose the fee, as required by the Mitigation Fee Act. The study describes the purpose of the fee, the uses to which the collected fees shall be put, the nexus between the fee and the type of development subject to the fee, and how the amount of the fee is reasonably related to its purpose. As part of the study, ESA has analyzed the policy justifications behind farmland conservation, including local General Plan policies, and the estimated value of agricultural conservation easements in southern San Joaquin County. ESA is currently preparing a similar nexus study for the implementation of a farmland conversion fee for the City of Stockton.

Reference: Stephen Kostka, Attorney
Bingham McCutchen LLP
(925) 975-5388

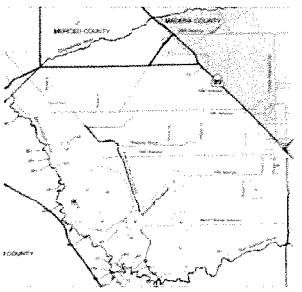


Location: *Galt, California*
Client: *City of Galt, Planning Department*

City of Galt General Plan Update and EIR

Located approximately 20 miles south of the greater Sacramento Metropolitan Area, the City of Galt is anticipating continued rapid growth similar to many Sacramento County communities. In support of the City's General Plan update, ESA completed a background report and is taking the lead in preparing a program EIR for the update. Specific topics addressed by ESA include agriculture/soils, open space resources, cultural resources, biological resources, noise, and air quality.

Reference: Sandra Kiriu, AICP, Principal Planner
City of Galt
(209) 366-7230



Location: *Madera, California*
Client: *Madera County Planning Department*

Madera County Dairy Element and Program EIR

As part of this project, ESA is working with Madera County to develop a unique land use planning approach to evaluate new or expanding dairies within Madera County. ESA is evaluating and designing the technical dairy standards, permit application process, and creation of a specific dairy ordinance. In developing the appropriate technical standards and permit application process, ESA is working with an advisory committee composed of various private agricultural interests, industry representatives, and agency personnel. Meetings have been conducted to help keep the committee apprised of the technical work and to provide a forum for public input on the proposed dairy application process. The County's final approach will be evaluated in a Program or Master EIR.

Reference: Rayburn Beach, Planning Director
County of Madera
(559) 675-7821

Exhibit E

ABOUT MUNDIE & ASSOCIATES

OUR PRACTICE

Mundie & Associates was established in 1981, with a practice emphasizing economic and social aspects of planning and land use. In its 23 years, the firm's professional work has focused on:

Economic and Fiscal Analysis for general, specific, and redevelopment plans; for annexations, major development proposals, and large-scale resource development projects; and for public-sector transportation and infrastructure projects.

Fiscal and Financial Analysis of private-sector projects to assure that they "pencil out" for both their private sector sponsors and the jurisdictions in which they are located.

Land Use-related Analysis for public-sector clients facing important planning decisions, such as transportation facility scale and design, land use mix at key sites, and regulatory strategies to guide private development/redevelopment in areas of public importance.

Market Research and Reporting for private sector clients with land or other assets, and for public agencies acting as developers (such as in redevelopment, joint development and development credits transfer); assistance to public and private clients in market feasibility and strategic planning.

Environmental Review, including lead CEQA role in analysis of projects and plans with significant land use and economic impacts.

Litigation-related Research relating to land use, development entitlements, and CEQA.

OUR FIRM

Mundie & Associates' staff is anchored by practitioners in urban planning, land use, and economic analysis. Principal staff are Roberta Mundie, President, and Suzanne Lampert, Vice President, who have worked together nearly continuously since their joint tenure (beginning 1976) with another of San Francisco's leading urban economics consulting firms. They have in common their current association with M&A (since 1987), a professional education in planning (with graduate degrees respectively from Harvard and Princeton) and a 30 years' experience in urban development analysis on a wide range of issues.

M&A's commitment to a high professional standard in research and land use policy formulation is complemented by an emphasis on well-organized, well-written reports, useful to decisionmakers and the general public. M&A staff strive for public presentations that are interesting, concise, and accessible to listeners. Complex and politically contentious projects are a specialty. Illuminating issues involving public controversy is a professional objective of M&A's work.

Mundie & Associates is a small business with a reputation for professional quality and on-time performance. The firm is certified as a DBE by the City and County of San Francisco.

For further information about Mundie & Associates, log onto the M&A website: www.mundie.com.

Exhibit E

SELECTED RELEVANT EXPERIENCE

Mundie & Associates has contributed economic and fiscal background studies for general plans and specific plans throughout much of northern California. These studies have ranged in scope from the provision of general information for planning (e.g., rates of growth and demand for various land uses) to focused studies of specific issues, several of which are of concern to the City of Lodi.

LOCAL EXPERIENCE

Financing for Downtown Revitalization ➢ formulation of a strategy to pay for the revitalization of downtown Lodi. Mundie & Associates examined the advantages and disadvantages of alternative methods of financing capital projects, and worked with City staff to identify options that appeared to be feasible for the downtown area and for Cherokee Lane (Business Route 99).

Land Use Forecasts for Utility Planning ➢ five- to ten-year forecasts of residential and non-residential land use change for use in Pacific Gas & Electric Company's planning for electric distribution and other facilities in northern California. M&A has completed assignments in (among other places) south Placer County, western El Dorado County, Sacramento County, and southern Sacramento County.

FOCUSED STUDIES

Transferable Development Rights for Agricultural Preservation and Enhancement ➢ the County of Alameda, in consultation with the Cities of Livermore and Pleasanton, engaged a team of consultants to prepare a Specific Plan to preserve and encourage vineyards and other agricultural uses in the South Livermore Valley. As economics firm on the team, M&A contributed to the identification of measures to strengthen the local wine grape industry and to formulation of a strategy to support agriculture through a combination of preservation incentives and land use regulation. A critical element of the strategy was a system of transferable development credits, in which landowners would be compensated for ceding to other properties the residential development that could otherwise be located on their properties. The recommended TDC system, formulated based on an economic analysis of land values and production returns, was adapted by the County, Livermore, and Pleasanton as a linchpin of the South Livermore Valley Area Plan.

Preserving Agricultural Use: Background Study for a General Plan Update ➢ a review of the planning, economic and resource conditions and issues affecting an agricultural area of Sacramento, a portion of which had been proposed for rezoning for industrial development. The study addressed the character of the area's agricultural resources, yields and other indicators of productivity, and viability in terms of returns on the agricultural investment. Other issues discussed in the analysis included the limited availability of substitutable land, consumer price effects of conversion, and the premature withdrawal of agricultural lands from Williamson Act contracts in anticipation of development.

Appropriate Locations for Development: Downtown vs. Greenfields ➢ revitalization strategy for downtown and planning for the development of a large "greenfield" site on the outskirts of the City of Lacey, Washington. Mundie & Associates led a series of workshops to identify goals for downtown and the greenfield site and elicit visions for future change and concerns about existing conditions. After projecting the magnitude of market support for various land uses, M&A conducted a Planning

Commission workshop to present findings, identify types of uses that would support the City's goals in each area, and outline a strategy for future development decisionmaking to achieve those goals.

Land Use Conflicts at the Urban Limit Line ➢ analysis of the potential conflicts between a residential subdivision and agriculture at the edge of the City of Napa urban area. Issues included traffic, drainage, pesticide drift from farmland to populated areas, noise and other nuisances of farm activities from the perspective of nearby residents, and intrusion by residents onto adjacent farmlands.

Housing Requirements for General Plan ➢ to achieve production of affordable housing, City of San Luis Obispo considered including "inclusionary" requirements for both residential and nonresidential as part of its General Plan update. The proposed requirements mandated greater proportions of low- and moderate-income units in areas that were annexed to the City than in areas already within City limits, effectively recognizing that annexation would add substantial value to each property. M&A evaluated the degree to which proposed inclusionary housing production requirements would affect the feasibility of market-priced residential construction. Based on that analysis, M&A formulated alternative requirements judged to be more consistent with the city's overall goals. Since the original study was undertaken in 1991, San Luis Obispo has invited M&A to update the firm's work several times, most recently to consider whether increased land and housing values current in 2003 have created an opportunity for increasing affordability requirements.

Economic Effects of Highway Project ➢ State Route 46 east of Paso Robles carries agricultural products from the San Joaquin Valley to processing centers in the Salinas Valley and markets in the Bay Area and Los Angeles region; it carries travelers from the interior to the coast and from the coastal counties to the Sierra: it is a major California interregional route. It is also the eastern gateway to the City of Paso Robles. Some of the most scenic portions of San Luis Obispo County's expanding vineyard areas lie on the rolling hills flanking SR 46, dotted by wineries, tasting rooms, and tourism uses. A Caltrans upgrade for SR 46 to a four-lane configuration with limited (or zero) direct access would reduce cross-state travel times and ameliorate safety hazards of at-grade intersections, but it might also encumber vineyard vistas and impede ready access to wineries, inns, and other uses. The City of Paso Robles engaged Mundie & Associates to analyze the effects of alternative configurations of SR 46 – alignment, cross-section, number and location of access points – on future land use patterns and, as a consequence of land use changes, on Paso Robles' image as a "Wine Country" gateway (a consideration in the value of land). The economic analysis addressed potential changes in city revenues from property, sales, and transient occupancy taxes associated with the major alternatives.

ECONOMICS FOR GENERAL PLANS

Economic Element of a General Plan ➢ an update of Petaluma's award-winning 1987 General Plan. Mundie & Associates is contributing the economic element of that plan, which began with the preparation of the economics chapter of the General Plan report Existing Conditions, Opportunities, and Challenges. M&A's analysis was based in part on a statistical review of Petaluma's employment, retail sales, visitor data, and fiscal trends over the preceding two decades; in part on in-depth interviews with employers in key local economic sectors; and in part on the findings of both a community survey and a series of public workshops.

Economic Element of a City General Plan ➢ for a city in the emerging Tri-Valley area of central Contra Costa/eastern Alameda Counties, preparation of the Economic Element of its General Plan. San Ramon, with office park development anchored by the Bishop Ranch project, has experienced substantial economic growth since its 1983 incorporation. M&A analyzed prospects for continued high-tech growth as well as local-market-oriented development, and recommended measures to support San Ramon's long-term viability through economic diversification, targeted redevelopment, expanded education and housing offerings, and consolidation of community identity/activities through designation and evolution of a town center district.

Other Studies ➢ economic elements of general plans for the counties of Marin and San Luis Obispo and the cities of Porterville and Susanville; background economic analysis (recent and projected employment growth trends, industrial growth potential, commercial development potential and land use demands) for general plans in the cities of Novato, Hollister and Los Altos.

FISCAL IMPACT STUDIES

Fiscal Impact Analysis for General Plans ➢ projections of the changes in city revenues and costs associated with buildout of development permitted by General Plan alternatives and/or preferred plans under consideration in the cities of Petaluma, Santa Rosa, Rohnert Park, Sebastopol, San Ramon, Novato, San Luis Obispo, and Menlo Park.

Exhibit E

MICHAEL SOUTHWORTH

Professor, Department of City and Regional Planning (Chair 1995-1998) and Department of Landscape Architecture, University of California, Berkeley

Ph. D. and M.C.P, MIT
B. Arch. and B.A., University of Minnesota
Fellow, American Institute of Architects
American Institute of Certified Planners

Research and Publications

Professor Southworth's research is focused on livability and walkability, including suburban design, new forms of urban public space, the evolving form of the American metropolis, urban design theory and analysis, environmental interpretation and the design of educative environments, and environmental mapping.

He is the author of numerous articles and books, including: *Streets and the Shaping of Towns and Cities* (with Eran Ben-Joseph), Washington, DC: Island Press, 2003; The Walkable City, (Journal of Urban Planning and Development, Summer 2005); Reconsidering the Cul-de-sac (Access, Spring 2004); Measuring the Livable City (Built Environment, 2003); and Walkable Suburbs? An Evaluation of Neotraditional Communities at the Urban Edge (Journal of the American Planning Association, Winter 1996)

Teaching

Michael Southworth has taught numerous planning and urban design studios at U.C. Berkeley, including those on general plans (most recently, Emeryville General Plan), Central Valley communities, and Napa County, involving balancing urban growth with open space preservation.

Professional Work

Prof. Southworth worked on assessing livability for the Santa Rosa General Plan (with Dyett & Bhatia). Other projects have included planning and design for the Lowell Urban National Cultural Park, the Boston Discovery Network, the Detours children's guide to the Boston Subways, the Oakland Explorers program, and the Smart Maps project for Caltrans.

A more detailed resume is included in Chapter 8: Resumes

Exhibit E

GODBE RESEARCH BACKGROUND

Legal Name & Address of Company
Godbe Corporation -- DBA: Godbe Research

60 Stone Pine Road
Half Moon Bay, CA 94019
p. 650-712-3137
f. 650-712-3131

785 Grand Avenue, Suite 200
Carlsbad, CA 92008
p. 760-730-2941
f. 760-720-4706

Year Founded
Godbe Research was founded in January of 1990. The firm has been in business for over 16 years.

Legal Form of Company
Godbe Research is a corporation and is in good standing with the California Secretary of State. The firm has never filed for bankruptcy or been named as a defendant in any legal matters. Godbe Research is not a subsidiary of a 'parent company'. Godbe Research has also never defaulted on a performance contract, including in the past five years.

Proposal Contact Information
Charles Hester
Business Development Manager
60 Stone Pine Road
Half Moon Bay, CA 94019
p. 650-479-1121
f. 650-479-1122
e. cwhester@godberesearch.com

Project Manager Contact Information
Bryan Murray
Senior Statistical Analyst
p. 650-479-1134
e. bwmurray@godberesearch.com
Bryan Godbe
President
p. 650-479-1127
e. wbgodbe@godberesearch.com

Additional Information
Godbe Research is a California Office of Small Business and DVBE Certification certified Small Business under number 28560, and a certified Woman-Owned Business (WBE) and we are also an equal opportunity employer.

GODBE RESEARCH QUALIFICATIONS

Godbe Research, a California Department of Transportation (Caltrans) certified WBE and state registered small business, was founded in January of 1990. The firm is a full-service public opinion research agency that offers its clients extensive experience in public opinion research for community satisfaction and needs assessments, public education and outreach strategies, strategic and general planning efforts, ballot measure feasibility, and public sector marketing efforts. Our fully-staffed offices in Half Moon Bay (San Francisco) and Carlsbad (San Diego) house a staff of highly trained and experienced researchers (all with advanced social science backgrounds), and a commitment to providing superior quality research and client services.

The firm has been employed by public and private sector clients, throughout the United States and internationally. The combined expertise of the Godbe Research team spans over 50 years in the field of public opinion research. The Godbe Research Team consists of the President (Bryan Godbe), two Research Directors (one in each of our primary office locations), an Associate Research Director, and a staff of Senior Research Managers, Senior Statistical Analysts, Research Analysts, and Research Associates. Each team member has the education and experience commensurate with their position at Godbe Research and the team regularly teaches and speaks in the field of survey research. In short, you will not find a more experienced and educated team in public opinion research.

Since 1990, Godbe Research has conducted over 1,000 resident, voter, employee, and user opinion studies for public agencies throughout the western United States. Godbe Research has conducted or is in the process of conducting research studies aimed at assessing satisfaction with the quality of life in general as well as with specific city/town services for the cities/towns of San Rafael, Norwalk, Emeryville, Novato, Petaluma, El Cerrito, Albany, Brentwood, Clayton, Davis, West Sacramento, South Lake Tahoe, Atascadero, Tiburon, Lake Arrowhead, Long Beach, El Dorado Hills, Fontana, Modesto, Cupertino, Costa Mesa, Redwood City, Malibu, Campbell, Santa Monica, West Sacramento, Vista, Cerritos, San Francisco, Alhambra, Lake Forest, Temecula, Los Gatos, Dublin, Encinitas, Mountain View, Big Bear Lake, Hesperia, Gardena, Glendale, Malibu, Yucaipa, Moreno Valley, Henderson (Nevada), and Portland (Oregon). Godbe Research has conducted recent resident surveys to support strategic and general or strategic planning processes for the Cities of Newport Beach, Emeryville, El Dorado Hills, Dublin, Petaluma, Novato, Moreno Valley, Hesperia, as well as for the Metropolitan Transportation Commission, Santa Clara Valley Transportation Authority, Los Angeles County Department of Parks and Recreation, Portland Parks and Recreation, and the County of Marin.

As an organization, Godbe Research is a small business (less than 20 employees) and we manage our commitments wisely. This means managing our project load so that the President, Directors of Research, or Associate Research Director can be directly involved in each project we conduct. Similarly, we do not take on so many projects that we need to move project managers or remove project managers from current projects. Thus, Godbe Research is committed to allocating the project manager outlined in this proposal for the duration of the project.

Godbe Research has well defined quality assurance and control measures in place, especially for a small business. We use a defined task based approach for our projects, as well as a dedicated project manager to ensure that all tasks are performed without error, on time, and by the appropriate team member. For example, our Associate Research Director does not perform data processing or vendor management duties, just as our Research Analysts are not involved in managing

projects or making recommendations to clients, as this is not their area of expertise. However, our Associate Research Director was once a Research Analyst for Godbe Research, as we promote internally. Thus, she can manage and oversee all tasks completed by other team members given that she is intimately familiar with the Godbe Research processes for each task we perform for a given project.

Exhibit E

Mountain West
RESEARCH CENTER

We have been conducting interviews since 1995 and have learned the trails to successful data collection. We conduct interviews on a wide range of subjects including public affairs, technical, computer, health care, financial, medical, product development, political polling and consumer issues. Extensive training ensures that our business-to-business interviewers are well versed in the challenges of interviewing business professionals in today's busy workplace.

We have extensive experience conducting complex and highly time-sensitive studies. This includes numerous large-scale customer satisfaction measurement-tracking studies. Working in this environment demands careful planning and thoughtful resource allocation – skills we have refined to allow maximum efficiency in handling varying workloads.

We are currently working with Dyett & Bhatia on coding mail-in surveys for the Redlands General Plan Visioning project

Products and Services

- CATI (Computer Aided Telephone Interviewing) Surveys
- Web Surveys
- Real-Time Reporting
- IVR (Interactive Voice Response) Surveys
- Mixed Mode Surveys
- Data Tabulation, Processing and Analysis including Real-time reporting

Specialties

- Political Studies (including benchmarks, brushfires, snapshots and tracking surveys)
- Opinion & Attitude Studies
- Business-to-Business Studies
- Consumer Tracking Studies
- Business-to-Consumer Studies
- CSM/CRM Program Support

Exhibit E

8 Resumes

Detailed resumes for key personnel and technical support staff appear in the following order:

DYETT & BHATIA

Rajeev Bhatia, AICP ASLA, Principal in Charge and Overall Project Manager
Michael V. Dyett, FAICP, Principal, Participating Principal
Leslie Gould, Director of Planning Services, Deputy Project Manager
Vicki Hill, Director of Environmental Planning
Vivian Kahn, FAICP, Associate Principal
Heather Coleman, Senior Planner/ Zoning
Ofelia Rodriguez, Planner/Urban Designer
Doug Kot, LEED™, Planner/Urban Designer
Sarah Nurmela, Planner/Urban Designer
Erin Camarena, Planner
Mark Chambers, Graphics Manager
Rose Abbors, GIS Specialist

ENVIRONMENTAL SCIENCE ASSOCIATES

Laurie Warner Herson, Project Director
Ray Weiss, Senior Project Manager
Niall F. McCarten, Ph.D., Biological Resources Team Leader
Paul Miller, Earth Sciences Team Leader
Dean Martorana, RPA, Cultural Resources Analyst

MUNDIE & ASSOCIATES

Roberta Mundie, Principal
Suzanne Lampert, Project Manager

MICHAEL SOUTHWORTH

Michael Southworth, Ph. D, City Planning Professor, University of California, Berkeley

GODBE RESEARCH AND ANALYSIS

Bryan Godbe
Bryan W. Murray

Exhibit E

RAJEEV BHATIA, AICP ASLA

Principal in Charge and Project Manager

Mr. Bhatia is a planner and urban designer who has led some of the most challenging and successful urban planning assignments throughout the West Coast. The scale of this work has ranged from regions and cities to detailed design and development proposals and regulations.

Mr. Bhatia's work is place-based, centered on rebuilding cities and districts, and fostering communities that are vital and livable. He brings an interdisciplinary approach, drawing upon his professional education in planning, architecture, and landscape architecture.

Mr. Bhatia has extensive experience in working for Central Valley communities, including through three American Planning Association award-winning projects—Chico General Plan, Turlock General Plan, and the Capitol Area Plan in Sacramento (client: State of California).

Mr. Bhatia has served as visiting lecturer and critic for graduate planning and urban design studios at U.C. Berkeley; most recently (Fall 2005), he facilitated a graduate studio on the Emeryville General Plan (a project that he is leading), and served as a critic.

General Plans and General Plan EIRs

Rajeev Bhatia has prepared general plans for perhaps more California cities (20 cities in the last 12 years in a leadership role, and additional involvement as Participating Principal in another five) than perhaps any other currently practicing planner. He is experienced in all facets of general plan preparation, including coordinating public participation and outreach, performing analysis and land use planning, writing policies and programs, and assessing environmental impacts. Recent work includes general plans for:

- *Redlands General Plan Update (2006).* Phase 1 visioning and preparation of a strategic plan for the future general plan update, including community workshops and citywide survey. Project to be completed June 2006.
- *Emeryville (2005-present).* Comprehensive General Plan and Zoning Ordinance Update and EIR, focused on livability. New Design Standards/Guidelines. www.ci.emeryville.ca.us/news/general_plan.html
- *Santa Monica (2004-present).* Land Use/Urban Design and Circulation Elements and Zoning Ordinance Update, and EIR. Wide, comprehensive public outreach program. www.shapethefuture2025.net
- *Castro Valley (2004-present).* General Plan Update with broad public participation effort. (Project being led by Leslie Gould of D&B) www.castrovalleygeneralplan.org.
- *Pomona (2003-present).* General Plan and EIR. All required elements; optional Economic Development, Historic Preservation, and Urban Design elements. (Project being led by Joan Isaacson of D&B) www.ci.pomona.ca.us/general_plan_update
- *Petaluma (2001-2006).* General Plan and EIR. All required elements, including optional Sustainability Element. www.cityofpetaluma.net/genplan
- *Santa Rosa (2000-2002).* General Plan and EIR. All required elements; optional Livability Element.
- *San Bruno (2003-2006).* General Plan and EIR. All required elements. Hearing drafts of both the Plan and the EIR completed.

Exhibit E

- *Rohnert Park (1999-2000). APA Northern California Chapter Award.* General Plan and EIR. All required elements; optional Urban Design Element.
- *South San Francisco (1997-1999). APA California Chapter and Northern California Section awards;* General Plan and EIR. All required elements (except Housing). Optional Economic Development and Planning Sub-Areas elements
- *Yuba City (2001-2002).* General Plan and EIR (Mr. Bhatia was a participating principal for this assignment, which was led by Michael Dyett)
- *Pittsburg (1998-2002) American Planning Association Northern California Section Award.* General Plan and EIR. All required elements; optional Economic Development and Urban Design elements
- *Sunnyvale (1995).* Land Use and Transportation elements only
- *Santa Fe* (New Mexico; *1995-1996*). General Plan; all elements
- *Chico (1993-1995). Ahwahnee, and APA Central Valley Section and State awards.* General Plan and MEA. All elements; optional Urban Design Element
- *Milpitas (1994-1995).* General Plan; all elements
- *Turlock (1991-1993). Central California Section APA award.* General Plan, MEA, and EIR. All required elements; optional Urban Design Element (Mr. Bhatia served as Project Planner/Urban Designer)
- *Redlands (1990-1992).* General Plan, MEA, and EIR; all required elements
- *Oroville (1991-1993).* General Plan and EIR; all required elements (except Housing)
- *Alameda (1990).* General Plan and EIR (Mr. Bhatia was Project Planner/Urban Designer)

Mr. Bhatia has also evaluated general plans for legal adequacy and consistency. Examples include assessment of implications of a growth control initiative on the General Plan for the City of Fairfield, and evaluation of legal adequacy of Richmond and Benicia general plans.

Urban Design

Mr. Bhatia's project has led numerous downtown, transit-oriented development, and community design projects. Recent assignments include:

- *Downtown San Diego Planning (2003-2006).* Mr. Bhatia led all aspects of this major assignment, which was adopted as the very first City Council hearing. The new Plan envisions San Diego as one of the most intense, dynamic, and livable of American places, with a population of 90,000 and 170,000 jobs, in a walkable, transit-oriented setting. Mr. Bhatia also led preparation of zoning regulations, and coordinated EIR, GIS, and computer modeling efforts. www.ccdc.com/planupdate
- *Santa Clara Transit Area Plan and EIR (2006-present) and Concept Plan (2002).* Plan for 450 acres around CalTrain Station/future terminus of BART Silicon Valley extension—one of the largest transit centers in the Bay Area.
- *Santa Clara Downtown Revitalization (2003-present).* Plan to foster creation of a new downtown. Plan has been completed, and developer solicitation is underway.
- *Genentech Campus Master Plan (2005-2006).* Master Plan for the 175-acre corporate headquarters of the rapidly growing South San Francisco-based biotechnology pioneer that will transition the campus from 6,500 employees to 12,000.

Exhibit E

- *Claremont Hotel and Old School Site Specific Plan (2005-2006).* Urban design for mixed-use development of this strategically located site in Claremont. (Mr. Bhatia served as the Design Principal; project was led by Ms. Joan Isaacson of D&B)
- *Fairfield-Vacaville Multi-Modal Rail Station Area Specific Plan (2006-present).* Specific Plan for the creation of a transit-oriented district in northeast Fairfield. (Mr. Bhatia is the Design Principal; project is being led by Ms. Leslie Gould of D&B)
- *Milpitas Transit Area Concept Plan (2004-2005).* Concept planning and urban design of 365-acres surrounding two new light rail stations and a proposed BART station. (Mr. Bhatia was the Design Principal; project led by Ms. Leslie Gould of D&B)
- *South San Francisco BART Station Area Plan and Transit Village Zoning (2001*; sub-consultant to VMWP). Plan and zoning regulations for the area around the BART station.
- *Capitol Area Plan, Sacramento (1996-1997).* APA-award winning project prepared for the State of California. Plan for a 42-block area in downtown Sacramento, involving creation of a vital mixed-use community, which has led to the largest infill development in Sacramento's history and the largest State office project in California's history (more than 600 homes and 3 million s.f. of office space)
- *Oyster Point Marina Master Plan, South San Francisco (1999).* Provision of new ferry terminal, public marketplace, new offices and hotels, and improved shoreline access.
- *West Div Specific Plan, San Bruno (1999).* Assistance to City staff on programming and design for the reuse of the site.
- *CalTrain Station Relocation Study and Station Area Plan, South San Francisco (1997-98).* Study for relocating the CalTrain Station to provide better pedestrian accessibility and linkage to downtown from the station. Project slated to be implemented by Samtrans.

Smart Growth & Land Use/Transportation Integration

Rajeev Bhatia led research for the Santa Clara VTA on impacts of light rail on urban form, led the EIR on the last Bay Area Regional Transportation Plan for MTC, and recently led the EIR on the Contra Costa County Transportation Plan, where he evaluated three alternative investment strategies to increase mobility. Mr. Bhatia also prepared Design Guidelines for the Transit-Supportive Development Regulations project for the City of Tacoma and Pierce Transit, and has also worked on land use planning along virtually all operating urban rail systems on the West Coast. He also led the initial phases of the Bay Area Smart Growth/Livability Footprint project.

Education and Awards

Rajeev Bhatia holds a Master of City Planning and a Master of Landscape Architecture from University of California, Berkeley (1989), where he was a Regents Fellow and winner of Thomas Church Award (first prize), and a Bachelor of Architecture (1984), from the School of Planning and Architecture in New Delhi, India. Mr. Bhatia has been Fellow of the German Academic Exchange Service (DAAD) and the Asian Cultural Council (Rockefeller Foundation, New York). His projects have won six awards in the last six years from the American Planning Association.

DYETT & BHATIA
Urban and Regional Planners

MICHAEL V. DYETT, FAICP
Principal

Michael Dyett specializes in comprehensive planning, zoning, urban design, growth management and implementation systems design. He is also skilled in environmental assessment and transportation policy research, focusing on development patterns and land use-transportation linkages. He has served as a Visiting Professor at the University of California at Berkeley directing a land use/transportation studio, and as an adjunct faculty member for national workshops conducted by the Lincoln Institute and the American Planning Association. Currently, he is teaching professional education short-courses on land use and transportation for the Institute for Transportation Studies (ITS) at the University of California, Berkeley, as a part of their Technology Transfer Program. Michael Dyett has also led panels on comprehensive planning and zoning for the American Planning Association and he was an invited lecturer speaking on neo-traditional zoning at the Institute of Traffic Engineering's mid-career training workshops.

General Plans

Michael Dyett has been the Principal-in-charge or Participating Principal for comprehensive general plans and environmental impact reports for over 20 cities and counties, including:

- Concord (underway)
- Yuba City
- Pleasant Hill
- Pleasanton
- Benicia
- Orinda
- Martinez
- San Ramon
- Vacaville
- Fossil Creek Area Plan (Colorado)
- Humboldt County (underway)
- Salinas
- Chico
- Santa Fe (New Mexico)
- Milpitas
- Santa Barbara County
- Pittsburg
- Santa Rosa
- Larimer County (Colorado)
- Placencia Town Plan (Belize)

Mr. Dyett has been directly responsible for managing EIRs on several of the above projects. He has also served as an expert witness on the legal adequacy of general plans and the environmental documents for the plan.

Zoning Ordinances and Plan Implementation

Michael Dyett has unsurpassed national expertise in the preparation of comprehensive city- and countywide zoning and subdivision ordinances. He also prepared zoning regulations for downtowns of major cities, for pedestrian- and transit-oriented development, and for Traditional Towns, Traditional Neighborhoods, and Traditional Marketplaces for Palm Beach County. Current and past experience includes:

City- and Countywide Regulations

- Carmel
- Concord
- Cincinnati (Ohio)
- Huntington Beach
- Manhattan Beach
- Pasadena

Exhibit E

City- and Countywide Regulations continued

- Oakland
- El Cerrito
- Palm Beach County (Florida)
- Manteca
- Marina
- Monterey
- San Jose
- Half Moon Bay
- Oceanside
- Morro Bay
- Albany
- Orinda
- Redding
- Henderson (Nevada)
- Pleasant Hill
- Santa Cruz
- Gilbert (Arizona)
- Portland (Oregon)
- Houston (Texas)
- Larimer County (Colorado)
- Milwaukee (Wisconsin)
- Memphis (Tennessee)
- Washoe County (Nevada)
- Prince George's County (MD) – Recommendations

Downtown Regulations

- Chicago (Illinois)
- Portland (Oregon)
- Scottsdale (Arizona)
- Kansas City (Missouri)
- San Diego (downtown and East City)
- San Francisco (Chinatown)

Mixed-use, Pedestrian, and Transit-oriented Regulations

- Tri-Met (Portland, OR): Model Regulation for Transit
- Tacoma: Citywide Mixed-use and Transit-oriented Development Standards

Linking Land Use and Transportation

Michael Dyett prepared regulations to promote transit for the City of Tacoma and Pierce Transit and for the Riverview Light Rail Corridor in St. Paul, MN. He has also prepared model regulations for transit-oriented development for Portland's metropolitan transit agency (Tri-Met), and the implementation program for the LUTRAQ (Land Use Transportation and Air Quality) Project in Oregon. He led the firm's research on land use and urban development impacts of beltways for the U.S. Department of Transportation, and directed analysis of land use impacts of BART. The National Research Council, the Institute for Transportation Engineers, *Western City,* and the University of Wisconsin have published his research on transportation/land use linkages.

Education, Awards, and Civic Leadership

Mr. Dyett holds a Master of Regional Planning (1972) and BA (1968), both from Harvard University. He has directed projects that have won over 15 major awards, including National Honor Awards from the American Planning Association and the U.S. Department of Housing and Community Development. He is a member of the College of Fellows of the American Institute of Certified Planners and former member of the California Planning Roundtable. He is past president of the San Francisco Economic Round Table and former member of the Advisory Council of the San Francisco Bay Area Air Quality Management District (Community Planning Representative).

Exhibit E

LESLIE GOULD
Director of Planning Services

Director of Planning Services, Dyett & Bhatia **2004-present**

Leslie Gould has 25 years experience in community development, including comprehensive planning, redevelopment and economic development, affordable housing, open space planning, urban design, zoning and development administration. She is very well-regarded for her interpersonal and verbal communication skills and consensus building expertise. She joined D&B in January 2004, after five years as Planning Director for the City of Oakland. Her experience since joining Dyett & Bhatia includes:

- *Milpitas Transit Area Plan.* Ms. Gould is Project Manager for this planning effort to transform an industrial area into a transit-oriented development area around two new light rail stations and the future BART station.
- *Fairfield Multi-Modal Rail Station Specific Plan.* As Project Manager, Ms. Gould will be managing an 18-month effort to prepare a Specific Plan, EIR, and Zoning for this undeveloped area around a new train station.
- *Folsom Sphere of Influence Visioning Project.* Ms. Gould conducted a community visioning and land planning for 3,500-acres of undeveloped land in Folsom. The preliminary concept plan establishing land uses, density, street layout, open space, and building types has been adopted.
- *Castro Valley General Plan.* Ms. Gould is leading a community planning effort o establish a new General Plan for this unincorporated area with 60,000 people. Castro Valley is experiencing extensive infill, residential development, and is working to revitalize downtown and establish a vision for development around the BART station.
- *El Cerrito Zoning Ordinance.* Ms. Gould completed a completely new Zoning Code for the City of El Cerrito that includes extensive standards for transit-oriented development around BART, residential and commercial development, and creekside properties.
- *Manteca Zoning Ordinance.* Ms Gould is Project Manager for a new zoning code and Community Design Handbook for this rapidly growing community.

Relevant prior work experience includes:

City of Oakland **1998-2003**

Planning Director

- Managed current and advanced planning staff of 40 people, handling over 1400 cases per year at Planning Commission and City Council.
- Supervised citywide Sustainable Development Program to implement specific projects and programs in all City departments.
- Oversaw development review of more than 50 large scale development projects, including high density downtown housing and office buildings, 500 unit hillside residential subdivision, low-rise commercial and apartment projects, etc.
- Led major initiatives for customer service improvements and staff development

Exhibit E

- Supervised long-range planning projects: Industrial land protection, residential/industrial land use conflicts, residential design review, and new zoning districts.
- Planning and design for waterfront trail and park plan that culminated in the passage of a $200 million bond measure.

City of San Leandro **1994-1998**
Manager of Redevelopment Projects

- Prepared implementation plan and affordable housing strategy for new Redevelopment area and negotiated development plans, DDA, and OPA for Redevelopment Projects
- Project Manager for historic preservation/affordable housing construction project
- Oversaw design and construction of streetscape improvements in commercial areas

University of California at Berkeley **1998**
Graduate Instructor on Land Use and Urban Design

City of Berkeley **1992-1994**
Fire Area Rebuilding Coordinator

City of Mountain View **1985-1992**
Zoning Administrator/Chief of Current Planning

Heller & Leake Architects **1984-1985**
Architectural Designer

Education

Leslie Gould holds a Master of City Planning (1980) and a Master of Architecture (1984), both from University of California at Berkeley.

DYETT & BHATIA
Urban and Regional Planners

VICKI A. HILL
Director of Environmental Planning

Vicki Hill has over 25 years of experience in land use planning, environmental impact analysis, and project management. She has managed preparation of several General Plans and over 20 EIRs, many of which were programmatic documents related to long-range planning projects. Ms. Hill specializes in management and preparation of complex planning/environmental studies for public agencies; CEQA, NEPA and State Planning and Zoning Law compliance; policy analysis and development; land use and natural resource assessment; and public participation program planning and implementation. In addition, Ms. Hill was a Senior Planner for Santa Barbara County for six years, and a consultant to the County for eight years, working on long-term policy documents, the County Zoning Ordinances, and miscellaneous planning projects. Representative projects include:

- *Rohnert Park General Plan and EIR.* As Project Coordinator, Ms. Hill managed a successful general plan revision process for a built-out city that had previously failed in several attempts to develop a new general plan. Ms. Hill directed city/county transportation work group to address regional traffic impacts and mitigation and establish a credible future baseline; coordinated local and regional agency input; directed advisory committee comprised of local officials and staff; coordinated stakeholder groups; led successful completion of new general plan and growth strategies; managed General Plan and EIR preparation; edited reports for technical accuracy and public presentation; and acted as liaison with City Council.
- *Yuba City General Plan and EIR.* Ms. Hill assisted in developing the work plan and public participation program for the general plan update and prepared the program EIR associated with the new general plan. Primary issues included maintaining the city's character and neighborhood qualities while accommodating substantial residential and commercial growth.
- *Santa Rosa General Plan Update and EIR.* To support the City of Santa Rosa General Plan update effort, Ms. Hill prepared several background reports regarding environmental resources and economics. Also, Ms. Hill helped prepare the General Plan EIR and edited the document for CEQA compliance.
- *Santa Barbara County Policy/EIR Consultant.* Ms. Hill developed countywide policies and directed and prepared Program EIRs on long-range plans and rezoning programs. As part of this work, she developed and analyzed long-term development scenarios, established future baseline conditions, designed policy alternatives, wrote, reviewed, and edited Program EIRs and planning reports, prepared staff reports and CEQA findings, and consulted with agencies.
- *Santa Barbara County Zoning Ordinances.* Ms. Hill directed preparation and adoption of County zoning ordinances for implementation of new General Plan, the first successful revision of ordinances in 30 years. Also, she authored major sections of Santa Barbara County's first Coastal Zoning Ordinance.
- *Southern Sonoma County Resource Conservation District Consultant.* Ms. Hill planned and organized a well-attended groundwater recharge and water conservation workshop for Sonoma Valley, which focused on "hands-on" techniques for residents and developers. Also, she provided other planning services to the RCD, including assisting with the management of several flood reduction/restoration studies and projects.

Exhibit E

- *EIR Manager, Marin Municipal Water District Water Supply Master Plan.* Ms. Hill managed a Program EIR on the District's Water Supply Master Plan: assessed the need for new water supplies; analyzed water quality effects and relevant water quality standards; evaluated growth-inducement issues, growth-related transportation issues, watershed management effects, and land use impacts.
- *Metropolitan Transportation Commission, Transportation 2030 Plan EIR.* As the Project Manager for this assignment, Ms. Hill ensured CEQA compliance, analyzed potential impacts of the Transportation 2030 Plan, coordinated large datasets, and held oversight of the production team and planning staff.
- *Expenditure Plan and Sales Tax Reauthorization EIR.* Ms. Hill served as the Project Manager for this assignment for the San Francisco County Transportation Authority, developing a program-level EIR, ensuring CEQA compliance, and analyzing $11.9 billion of potential transportation improvements. Ms. Hill directed successful completion of the EIR in an extremely tight schedule.
- *Santa Barbara County Hazardous Waste Management Plan Program EIR.* Ms. Hill served as Technical Manager for this Program EIR and directed all environmental issue area analyses, as well as document production and distribution.
- *Humboldt County General Plan Update.* Ms. Hill assisted in the management and preparation of background and opportunities/constraints reports regarding land use, population, and employment, natural resources, and environmental hazards. She also reviewed and edited the transportation background report.
- *Monterey Bay National Marine Sanctuary.* As contract staff to the Sanctuary, Ms. Hill supervised the environmental review of several proposed fiber optic cable projects. Responsibilities included: work plan development and review, public notice preparation and public meetings organization, consultant management, agency coordination, alternatives development, EIR/EIS review, NEPA compliance, and client contact. Ms. Hill is currently assisting the Sanctuary in the update of their Management Plan and accompanying EIS.
- *Master Environmental Assessment, Santa Barbara County.* As Manager, Ms. Hill developed the work plan for area wide programmatic assessment of the county's oil and gas fields; evaluated cumulative effects; interacted with technical advisory committee, managed staff; and edited final documents.
- *Hunters Point Redevelopment EIR.* Ms. Hill provided CEQA/NEPA compliance expertise for the EIS/EIR related to redevelopment of the Hunter's Point Naval Shipyard in San Francisco.

Education and Affiliations

Ms. Hill holds a Master of Public Administration from the John F. Kennedy School of Government at Harvard University, with an emphasis in environmental policy and public agency management. Her Bachelor of Arts was in Environmental Studies from the University of California, Santa Barbara with additional course work in geology, environmental studies, and biology at the University of California, Santa Cruz. Ms. Hill is also a former Board Member of the Community Environmental Council in Santa Barbara, where she participated in studies on mitigation effectiveness and mitigation monitoring techniques.

Exhibit E

DYETT & BHATIA
Urban and Regional Planners

VIVIAN KAHN, FAICP
Associate Principal

Vivian Kahn has more than 35 years of professional planning experience in the public and private sectors. Before joining Dyett & Bhatia in 2001, she was Acting Deputy Director for the City of Berkeley's Department of Planning and Development and served from 1987 to 1995, as Berkeley's Current Planning Manager and Zoning Officer. She has particular expertise in the preparation and administration of land use and development regulations.

- *Zoning and Subdivision Administration.* As Berkeley's Current Planning Manager and Zoning Officer, Ms. Kahn supervised administration and enforcement of zoning, design review, environmental review, condominium conversion, and landmarks preservation, acted on a wide range of permits not requiring action by the Zoning Adjustments Board, and advised the Board and the City Council on all matters regarding implementation and interpretation of the City's Zoning Code. After the 1991 Berkeley-Oakland Hills Fire, she supervised the operations of the One-Stop Center for Fire Area Reconstruction. She also assisted the Berkeley City Attorney in drafting the City's nuisance abatement procedures, worked with the City Attorney and Berkeley Police Department on the prosecution of non-conforming alcohol sales establishments, and managed the development review and approval process for numerous complex development projects.
- *Preparation of Zoning and Subdivision Ordinances.* Since joining Dyett & Bhatia, Ms. Kahn has had a major role in projects that include preparation and analysis of zoning and subdivision regulations for cities including Oakland, Concord, Manteca, Marina, El Cerrito, and Yuba City in California; Gilbert, AZ, and Chicago. She evaluated the City of Portland's administrative procedures as part of D&B's work on the City's Regulatory Rethink Project and prepared an assessment of Washoe County's administrative requirements and policy implementation. Ms. Kahn is currently working on the firm's update of zoning ordinances for Santa Monica and Pomona. Before joining D&B, she drafted a work/live ordinance for the City of Alameda and, with Thomas Cooke Associates, prepared revisions to Oakland's Residential Design Review Procedures. In addition to initiating a major revision to Berkeley's complex Zoning Ordinance, she drafted an emergency ordinance to allow expedited processing of applications for rebuilding following the 1991 Fire and was responsible for preparation of Berkeley's zoning regulations for wireless telecommunications facilities adopted in 2001. With D&B she also drafted telecommunications policies and regulations for Humboldt County, El Cerrito, Concord, and Moro Bay.
- *Legal Requirements.* Ms. Kahn serves as an expert witness and litigation consultant on planning and zoning issues. She is an instructor for UC Extension teaching courses on land use planning, environmental, and design review and is a frequent speaker at state and national planning conferences on the practical application of legal requirements for land use regulation. Ms. Kahn is a co-author of two chapters on zoning in the upcoming comprehensive revision of California Continuing Education of the Bar's *California Land Use Practice.* She serves on the American Planning Association's Amicus Curiae Committee and the California APA Chapter's Amicus Committee.
- *Housing Issues.* Ms. Kahn has experience in housing policy and development issues from both her professional work and voluntary associations. With Dyett & Bhatia, she drafted affordable

Exhibit E

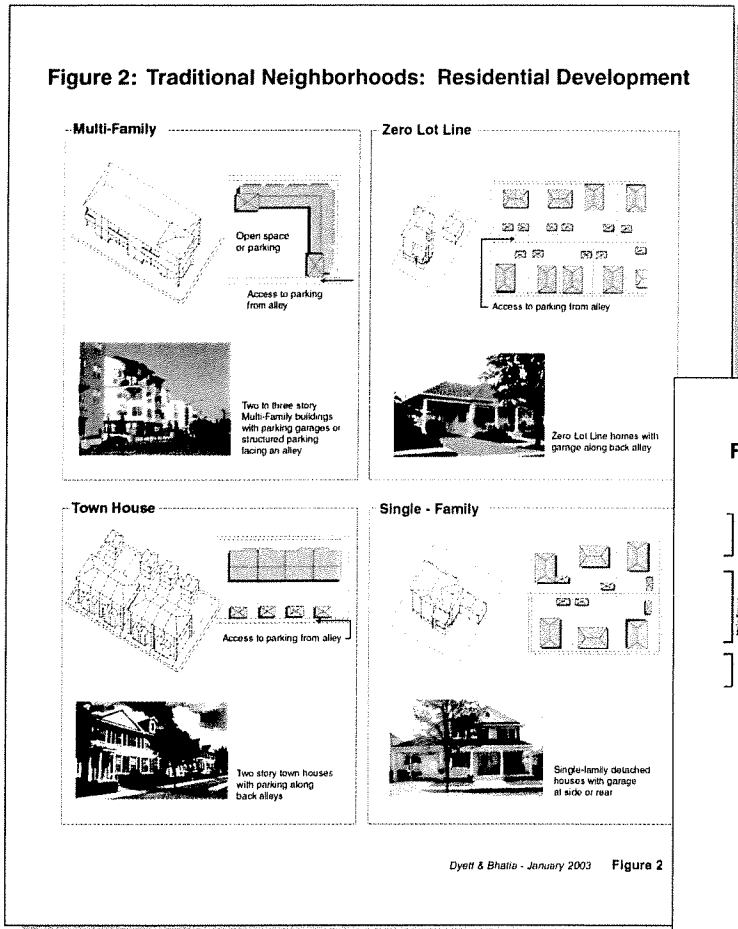
housing and density bonus regulations for localities including El Cerrito and Yuba City. Her previous consulting work included analysis of local implementation of State-mandated housing requirements for the California State Department of Housing and Community Development, housing studies for the Tiburon General Plan revision, entitlement work on a variety of housing development projects, and advocacy and legislative analysis for the Bay Area Council. She also co-authored the award-winning original edition of the Seattle Artist's Housing Handbook, a guide to live-work development prepared for the Seattle Department of Community Development and Seattle Arts Commission. Ms. Kahn served as Executive Director of the Non-Profit Housing Association of Northern California, was a founding Board member and Treasurer of the nonprofit Seattle Housing Resources Group, and has been a board member for Jubilee West, Eden Council for Hope and Opportunity, and other East Bay nonprofit housing groups.

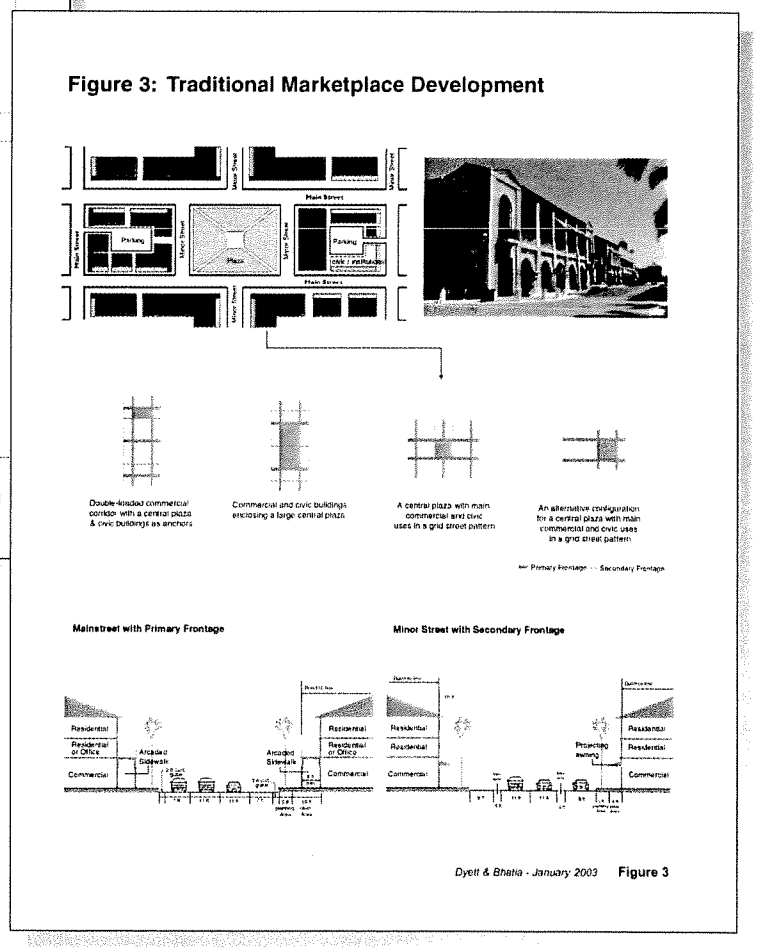
Ms. Kahn holds a B.A. (cum laude) from the City College of New York and was Phi Beta Kappa 1969-71. She also studied at the Pratt Institute's Department of City and Regional Planning and the Graduate School of Journalism at Columbia University. A Charter Member of the American Institute of Certified Planners, she served on the APA National Board of Directors from 1994 to 2002 and chaired the Board's Legislative and Policy Committee, on which she continues to serve. Ms. Kahn was inducted into the AICP College of Fellows in 2000.

ZONING FOR TRADITIONAL NEIGHBORHOODS AND TRADITIONAL MARKETPLACES

Palm Beach County, Florida

Exhibit E





DYETT & BHATIA
Urban and Regional Planners

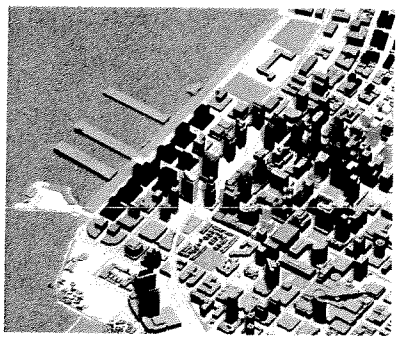
SAN DIEGO DOWNTOWN PLANNIN**Exhibit E**NING

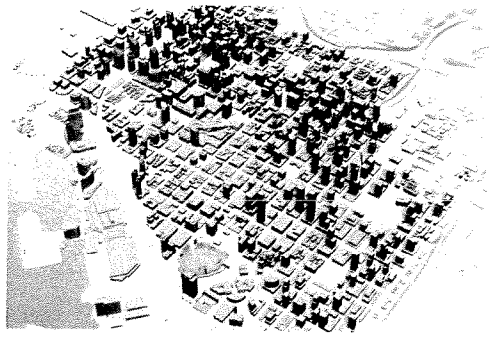
2002-2006

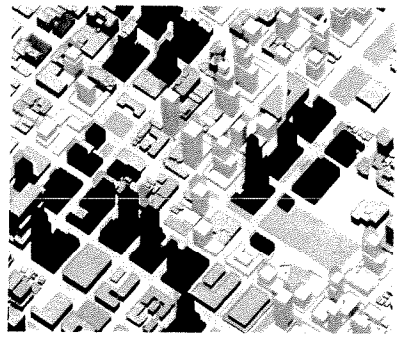
On February 28, 2006, the San Diego City Council voted to adopt—at its very first hearing—a new plan for downtown. The Plan envisions downtown as a tapestry of distinctive and livable neighborhoods, with 90,000 residents and nearly 170,000 employees—one of most intense places in the United States. All residents will live within a five-minute walk of a neighborhood center, with easy access to stores, transit, and a transformed waterfront. The Plan emphasizes the public realm and outdoor living, capitalizing on San Diego's balmy Mediterranean climate. Several new parks, with acquisition costs alone running into several hundred million dollars, are located. Sophisticated three-dimensional computer modeling of the entire 1,500-acre downtown, done in-house by Dyett & Bhatia, ensures that sunlight reaches parks and streets.

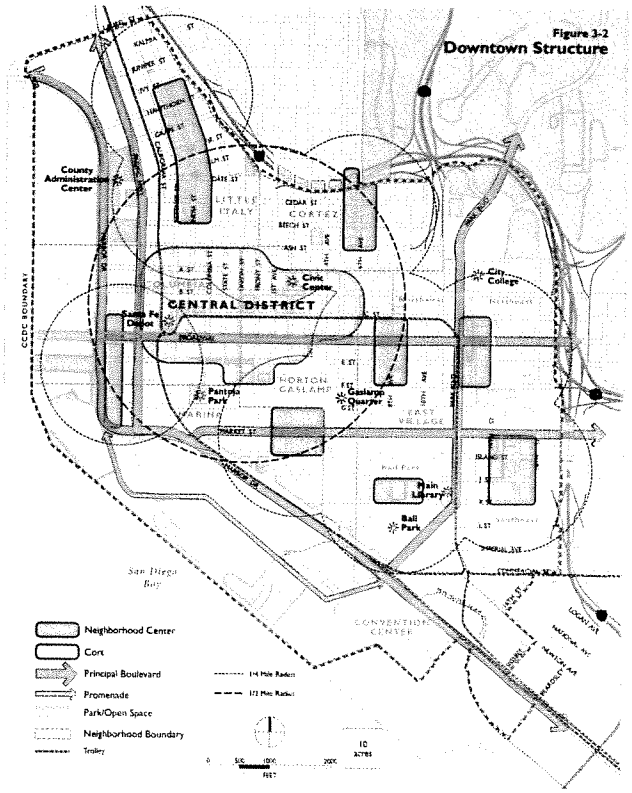
The Plan addresses a full spectrum of topics, including land use, urban design, streetscapes, historical resource preservation, design and development standards, and traffic, transit, and parking. Incentives and a transfer of development rights program to assist with parkland creation are included. With new zoning regulations adopted concurrently, implementation is underway.The Plan builds on San Diego's "City of Villages" strategy, which calls for curtailing regional sprawl and increased infill development. More than 1,500 people directly participated in the process, which one councilmember called at the hearing "... one of the most inclusive in San Diego in quite some time."

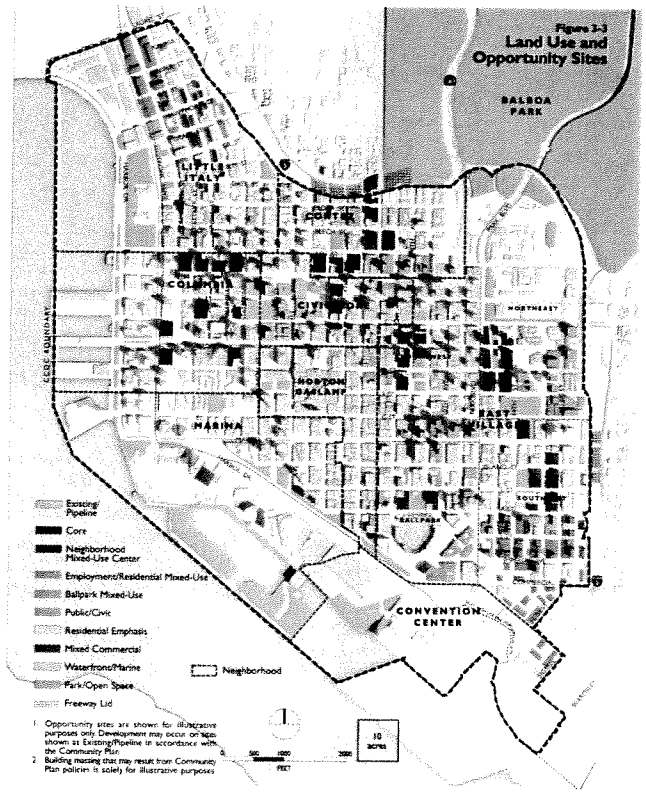
Dyett & Bhatia led all aspects of the Plan, from conducting background reports and case studies to preparing the Plan and zoning regulations, developing databases and a computer model, managing the project and the Steering Committee, and conducting outreach. To learn more about the Plan, go to www.ccdc.com/planupdate.











Downtown Structure

Land Use and Opportunity Sites

Exhibit E

As part of its ongoing work on San Diego, Dyett & Bhatia prepared a three-dimensional computer model showing every building in the 1,500-acre downtown, that was used to design development regulations and ensure that sunlight reaches public spaces, and test future development scenarios, including building massing and skyline, shadow analysis, and walk/ flythroughs.

As part of the assignment, Dyett & Bhatia prepared a comparative assessment of size, intensity, and other selected features of eight North American downtowns. Implications of this analysis for downtown San Diego were highlighted. The full report is available at www.ccdc.com/planupdate.

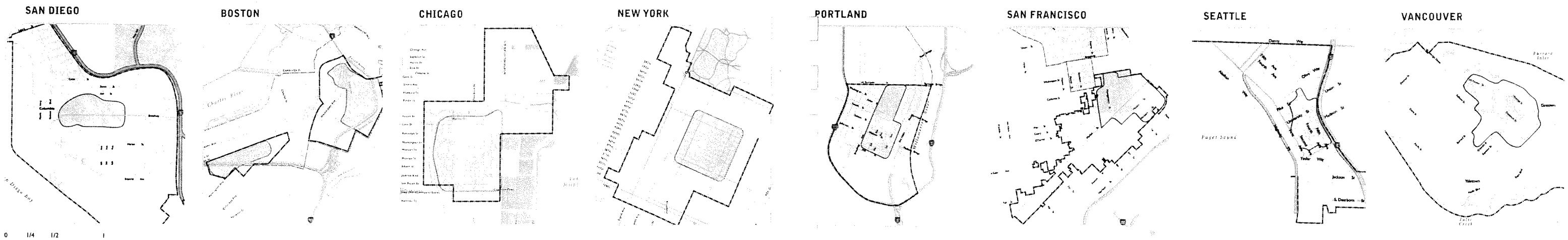


Exhibit E

DYETT & BHATIA
Urban and Regional Planners

DOUGLAS KOT, NCARB, LEED™ AP
Urban Designer/Planner

Douglas Kot has a strong interest in fostering sustainable communities through design and planning. His professional experience in architecture and planning combined with graduate degrees in City Planning and Landscape Architecture, and extensive studies in Environmental Planning, provide a unique base in the design disciplines. At D&B, Mr. Kot's recent assignments include:

- *Milpitas Transit Area Plan.* Mr. Kot is providing design assistance on this assignment, helping to put in motion D&B's Transit Area Concept Plan, completed in 2005.
- *Fairfield Multi-Modal Rail Station Specific Plan.* As Project Urban Designer, Mr. Kot will be preparing design guidelines for the undeveloped area around a new train station.
- *Long Beach Urban Design Element.* Mr. Kot will be Project Urban Designer for this assignment.
- *Porterville General Plan.* Mr. Kot is preparing community design concepts and performing growth management analysis for this central valley city.

Selected relevant prior work experience includes:

University of California at Berkeley **2002-2005**

Graduate Student Instructor for LA 201 "Ecological Factors is Urban Landscape Design"

This course focused on teaching design and planning processes to graduate students. The project proposed a new master plan for the enhancement of an urban creek system, as it drains through various municipalities from the hills to the salt water marsh in the San Francisco Bay.

Graduate Instructor for Architecture 140 "Energy and Environment"

Architecture course focused on energy use in buildings. Mr. Kot added to curriculum the study of broad ecological designs issues including water use and sustainable site design. He received an Outstanding Graduate Instructor Award. Fewer than 10 percent of graduate instructors across the campus receive this award.

Croxton Collaborative Architects, New York, NY **2000-2002**

Environmentally Sustainable Project Architect and Planner

Doug authored the Environmental/Sustainable guidelines for the development of the New Willingboro Town Center on a 45-acre Brownfield site in Willingboro, NJ (formerly, Levittown, NJ). Assisted in design development of the overall master plan for the New Town Center and worked with the Township Engineers to administer the construction of the project.

Amie Gross Architects, New York, NY **1999-2000**

Intern Architect – HELP Genesis Neighborhood Plaza Project

Mr. Kot worked with the East New York Urban Design Guidelines during the development of a first-phase catalytic development project aimed at making the Genesis neighborhood in East New York more livable. He was responsible for programming, zoning analysis, and schematic design of a temporary shelter for survivors of domestic violence. The mixed-use building included seventy living units with supportive program space and 8,000 square feet of ground-level retail.

Education and Affiliations

Douglas Kot holds a Master of City Planning and a Master of Landscape Architecture from the University of California at Berkeley (2005) and a Bachelor of Architecture from the Pennsylvania State University. Mr. Kot is a licensed Architect in the State of New York (License Number 028429, established May 2001), a National Council of Architectural Registration Board Certificate Holder and a LEED™ Accredited Professional.

Exhibit E

CHRIS HODGES
Planner

Chris Hodges specializes in land use planning with an emphasis on community development, urban reinvestment, and sustainable policy. He has worked on city master plans, downtown revitalization projects, brownfield redevelopment, and affordable housing proposals.

Recent assignments include:

- *Emeryville General Plan Update, Zoning Ordinance, and EIR.* Mr. Hodges is a project planner for this comprehensive update. His responsibilities include gathering community and stakeholder input, comparative land use, demographic and economic research, evaluation of existing area conditions, preparation of alternative city-wide sketch plans with corresponding build-out analyses, and smaller-scale urban design scenarios. In the next phase, he will be responsible for the design of a preferred plan for the City of Emeryville, specification of general plan policies, and preparation of the concurrent Environmental Impact Report (EIR).
- *Santa Monica Land Use Element, Zoning Ordinance, and EIR.* Mr. Hodges is a project planner for this assignment. He is analyzing land use patterns, community issues, and existing policies in order to highlight sites with renewal potential. After identifying urban design and development trends, he will help the City consider focus areas for policy adjustment and reinvestment. Mr. Hodges will also be helping to define and evaluate alternative plans for the City, including their presentation to community workshops, and co-authoring the new elements, corresponding zoning regulations, and the EIR.
- *Castro Valley General Plan Update.* Mr. Hodges is a Project Planner on this engagement. To date he has facilitated a public workshop on residential neighborhood development and policies, and is aiding in preliminary visioning and issue identification.

Prior to joining Dyett & Bhatia, Mr. Hodges worked as an information technology consultant in New York and as an associate at the Community Preservation Initiative of the State of Massachusetts.

Education

Mr. Hodges received a Master in City Planning degree from the Massachusetts Institute of Technology (MIT) and a B.A., with High Honors, from the University of Michigan. He was also a recipient of the US government's Presidential Management Fellowship. An excerpt of his master's thesis, which investigated the effectiveness of state attempts to promote sustainable development and regional planning policies at the local level, will soon be published in the Michigan Journal of Public Affairs.

Exhibit E

DYETT & BHATIA
Urban and Regional Planners

SARAH NURMELA
Planner/Urban Designer

Sarah Nurmela specializes in physical planning and urban design with an emphasis on community and neighborhood development. She has worked on large scale area plans, transit-oriented developments, campuses, as well as architecture and housing design.

Recent assignments include:

- *Santa Clara Transit Area Specific Plan.* As Project Planner, Ms. Nurmela is responsible for creating an overall land use and urban design plan for the Transit Area, as well as the policies and goals to carry out the Specific Plan. The Plan will also incorporate circulation and parking plans in order to create a cohesive, accessible station area. During the planning and design process, Ms. Nurmela will be creating multiple alternatives and buildout scenarios for the station area, maximizing TOD opportunities and connectivity to transit and existing neighborhoods in the cities of Santa Clara and San Jose.
- *Genentech Master Plan.* Ms. Nurmela is the Project Planner for this assignment, leading and planning to grow the corporate campus form 90 to more than 200-acres—with 15,000 employees at build out—to create a cohesive and unified campus with a distinctive sense of place.
- *Pomona General Plan Update, EIR, and Zoning Ordinance Revision.* Ms. Nurmela is Project Planner for the comprehensive general plan update – the first in 25 years for the City. Her responsibilities include comparative land use, demographic and economic research, evaluation of existing area conditions, preparation of alternative city-wide sketch plans with corresponding build-out analyses, smaller-scale urban design scenarios, design of a preferred plan and writing of general plan policies.
- *Santa Monica Land Use Element and Zoning Ordinance Update.* Ms. Nurmela is responsible for developing policies and goals through the Existing Land Use and Opportunities study and report, facilitating/participating in community visioning workshops, and preparing urban design analyses, scenarios and build-outs for major areas and corridors within the City of Santa Monica.
- *Folsom Sphere-of-Influence Visioning.* Ms. Nurmela was the Project Planner for this process that outlined a vision for a 3,500-acre expansion area for the City of Folsom.
- *Placencia Town Plan, Belize.* Ms. Nurmela recently finished work as Project Urban Designer on the Town Plan for Placencia, a town with a growing tourist economy in the southern peninsula of Belize. She created multiple urban design plans and guidelines to establish village and civic centers, and school and park facilities. She also drew perspective renderings to both illustrate urban design goals and to encourage use of traditional vernacular in new development.
- *Santa Clara Downtown Plan.* Ms. Nurmela worked as Urban Designer for an alternative land use study for Downtown Santa Clara, creating an urban design plan and build-out scenario, as well as two- and three-dimensional renderings of the area.
- *San Diego Downtown Community Plan.* Ms. Nurmela conducted detailed design and prepared perspective illustrations for the Downtown Community plan, showcasing urban park space as well as design guidelines for building massing and streetscape.

Education

Ms. Nurmela holds a Master of Urban Planning from Harvard University, and a B.A. in Architecture (summa cum laude) from Washington University in St. Louis. She has won several design competitions independently, and student co-edited *Supernatural Urbanism: Los Angeles River Book*, published by the Harvard Design School. She is a portrait and architectural rendering artist and is also proficient in Spanish.

Exhibit E

ERIN CAMARENA
Planner

Erin Camarena has diverse domestic and international community development skills and is dedicated to smart growth. She specializes in community development, outreach, and planning around transit areas. She also has a great deal of expertise in GIS, and quantitative research and statistics.

Recent assignments include:

- *Concord General Plan, EIR, and Zoning Ordinance.* As project planner, Ms. Camarena is responsible for the day-to-day progress of the comprehensive project. She is currently in the process of drafting of the Environmental Impact Report (EIR).

- *Porterville General Plan and EIR.* Ms. Camarena is a project planner for this update. To date she has coordinating with planning and other technical City staff to obtain existing data sets, documents, and other information needed for the General Plan Update as well as assembled and reviewed current information, such as water, sewer, transportation, and other facility plans, school and park plans.

- *Long Gulch Ranch Economic Study.* Ms. Camarena is a project planner for this project. Her responsibilities include researching the potential economic and fiscal benefits of second-homes proposed for developed in Tuolumne County.

Prior to joining Dyett & Bhatia in 2005, Ms. Camarena was a policy intern and Sustainable Community Leadership Program (SCLP) Fellow at Livable Places, performing planning, zoning, and smart growth research for transit area development in and around Los Angeles County as well as researching environmental justice issues in the Southern California Region. She also spent two and a half years as a Peace Corp volunteer as a community tourism planner collaborating with 25 indigenous communities in Bolivia to craft a County-wide Community Tourism Plan. She also worked as a Community Planning intern at the City of Chula Vista; and Community and Environmental Planning intern at Mooney & Associates (San Diego).

Education

Ms. Camarena holds a Master in City Planning degree from the Massachusetts Institute of Technology (MIT) as well as a B.A. in Urban Planning and Studies from the University of California at San Diego (UCSD). Her graduate thesis used Geographic Information Systems to visualize and analyze existing land use and zoning patterns near current and proposed rail stations in the City of Los Angeles to investigate the potential for transit-oriented housing. She is proficient in Spanish.

Exhibit E

MARK CHAMBERS
Graphics Manager

Mr. Chambers is one of the most experienced computer-based cartographers in the Bay Area and has prepared computer-based mapping and analysis for all of D&B's recent general plans, community and design plans, zoning ordinances, and EIRs, as well as brochures and newsletters. Currently, Mark is leading the graphics and map design work for the Santa Monica, Emeryville, Concord and Petaluma General Plans; and the Milpitas, Fairfield, and Santa Clara station area plans. He also prepared graphics for the Palm Beach County, Carmel, Cincinnati, and Milwaukee codes. He has 23 years of cartographic experience and is skilled in using computer graphics and desktop publishing software, including Macromedia Freehand, Adobe Illustrator, Photoshop, Freehand, Canvas, PC ArcView and PC ArcInfo, and PageMaker. He is also experienced in text and graphics hyperlinking, printer coordination and press checks. Mr. Chambers received his MFA from the San Francisco Art Institute in 1978.

ROSE ABBORS
GIS Specialist

Rose Abbors has over two years of professional GIS experience and has great working knowledge of ArcInfo and ArcView. Her areas of experiences with GIS range from biology to planning. She has recently completed the Map Atlas draft for Los Banos, CA general plan update and is responsible for all GIS related items for Emeryville, Los Banos, Santa Clara, and Redlands. Ms. Abbors graduated in May 2005 with a B.S. in Geography, a GIS certificate and a minor in Urban Planning from Arizona State University, Tempe, Arizona and is a member of the Geospatial Information & Technology Association (GITA). Prior to joining D&B, Ms. Abbors was an intern at the East Bay Municipal Utility District, Oakland, Ca, updating Emergency Maps for the district; and at the City of Orinda, CA, organizing GIS data and recreating General Plan maps for update.

ESA

Exhibit E

LAURIE WARNER HERSON

ESA Director, Community Development Group, Regulatory Compliance Specialist

Ms. Herson is ESA's Director of Community Development, Central Valley/Sierra Region. She has over 20 years of experience in environmental project management for planning, transportation, utility, telecommunications, and cultural resources projects. She is a CEQA and NEPA specialist who has managed large, multidisciplinary projects in several states. Her recent experience with ESA includes directing a staff that conducts CEQA analyses for general plans, mining applications, infrastructure improvements, large retail/mixed-use developments and schools, as well as preparing Indian Gaming Compact studies and NEPA peer reviews. Prior to joining ESA, she was a regulatory specialist managing complex regulatory projects, integrating CEQA and/or NEPA with other permit processes in California. Her past experience also includes over eight years working for a California local government lead agency as a CEQA specialist, where she managed the environmental review process for a variety of planning, public infrastructure, and policy-based projects. She is a cultural resources specialist with experience in impact analyses and the consultation process.

Education

B.A., Anthropology (minor in Geosciences), University of Arizona, Tucson

Graduate Studies in Near Eastern History and Archaeology, University of Arizona, Tucson

Professional Affiliations

Member, American Planning Association

Member, Association of Environmental Professionals

Member, Society for American Archaeology

Member, East County (Sacramento) Open Space Study Steering Committee (2000-2001)

Commissioner, Sacramento History and Science Commission (1999-2001)

Chair, Society for California Archaeology Committee on Local Planning(1997-1998)

Relevant Experience

City of Stockton General Plan Update and EIR. ***Project Director.*** Ms. Warner Herson is currently directing the preparation of an update to the City's existing General Plan. As part of a larger consulting team, ESA has completed preparation of a background report and policy document for the City. Specific topics addressed by ESA include farmland conversion, open space, geology and seismicity, cultural and historic resources, biological resources, noise, and air quality issues. ESA also is taking the lead on preparing the program EIR for the General Plan. ESA has been assisting in the facilitation of monthly community meetings and workshops in support of the general plan update process.

City of Lincoln General Plan Update and EIR. ***Project Director.*** ESA, as part of a larger consulting team, is currently updating the City's general plan. ESA has completed preparation of the Recreation, Biological Resources, Visual Resources, and Public Health and Safety sections of the General Plan Background Report, and is currently managing preparation of the EIR.

Ms. Warner Herson has or is serving as Project Director for several ESA projects including:

- City of Galt General Plan Update and EIR
- City of Porterville General Plan Update and EIR
- City of Oxnard General Plan Update and EIR
- City of Los Banos General Plan Update and EIR
- City of Folsom Sphere of Influence Visioning
- Tahoe City Transit Center EIR Recirculation
- City of Fairfield Multi-Modal Rail Station Specific Plan and EIR
- Port of Stockton West Complex Development Plan EIR
- Clarksburg Sugar Mill Specific Plan EIR

ESA

Exhibit E

RAY WEISS

Senior Project Manager/Environmental Planner

Mr. Weiss is a community planner with 12 years of experience managing the preparation of environmental studies under local, state, and federal agency jurisdiction, including environmental impact reports (EIRs), initial studies, environmental impact statements (EISs), environmental assessments, and joint documents. He specializes in management of the preparation of environmental documents for public and private development proposals, including specific plans, master plans, general plan amendments, and water and wastewater facilities; and transportation and utility corridor projects. He has special technical expertise in environmental and resources economics, land use and community planning, and policy consistency analysis. Fluent in Spanish, he has extensive experience in active public participation, including workshops, charettes, and surveys; and in presenting technical information in an understandable manner at public hearings and in written documents. He currently is working with a large consulting team in preparing general plan updates for the cities of Lincoln and Stockton. Prior to joining ESA, he served as Project Manager for a local environmental consulting firm; and as Data Analyst for the Sacramento Area Council of Governments, where he managed data collection and analysis for a regional transportation survey.

Education

B.A., Economics (special emphasis in environmental and resource economics), California State University, Sacramento

Professional Affiliations

Association of Environmental Professionals

American Planning Association

Relevant Experience

City of Stockton General Plan Update and EIR. ***Project Manager.*** Mr. Weiss is currently managing the preparation of an update to the City's existing General Plan. Specific topics addressed by ESA include farmland conversion, open space, geology and seismicity, cultural and historic resources, biological resources, noise, and air quality issues. ESA has recently completed preparation of the Background Report and the General Plan Policy Document and is currently taking the lead on preparation of the EIR.

City of Galt General Plan Update and EIR. ***Project Manager.*** Mr. Weiss is currently serving as ESA's project manager for preparation of an update to the City's existing General Plan. Key areas of participation include preparation of the Biological Resources, Visual Resources, and Public Health and Safety sections of the General Plan Background Report. ESA is also managing preparation of the EIR and conducting a bilingual public outreach program for the City's general plan update.

Mr. Weiss has been or is currently the Project Manager for numerous projects including:

- Madera County Dairy Element and Program EIR
- City of Lincoln General Plan Update and EIR
- City of Porterville General Plan Update and EIR
- City of Oxnard General Plan Update and EIR
- City of Los Banos General Plan Update and EIR
- Del Norte County General Plan Update and EIR
- Crescent City General Plan Update and EIR
- City of Folsom Sphere of Influence Visioning

ESA

Exhibit E

NIALL F. MCCARTEN

Director Biological Resources Central Valley, Biological Resources Team Leader

Dr. McCarten brings over 20 years of environmental consulting experience and conducting scientific approaches to solving environmental issues and the conservation of plants and wildlife, habitats, watersheds, and ecosystems. He is a recognized expert in Central Valley biological resources and conservation science. He has successfully managed teams of scientists, planners, and economists on a broad range of projects. Dr. McCarten has served on numerous technical advisory committees, examining environmental issues such as conservation, ecosystem, and watershed planning and he has extensive experience developing and implementing complex biological studies and conservation projects covering large geographic areas throughout California. He is trained and proficient in federal and state environmental regulations including Endangered Species Act, National Environmental Policy Act, Clean Water Act, California Endangered Species Act, California Environmental Quality Act, Migratory Bird Treaty, California Department of Fish & Game codes, Convention on International Trade in Endangered Species, River and Harbors Act, other special laws including familiarity with local agency ordinances.

Education

Ph.D., Botany, University of California, Berkeley, California

M.A., Ecology and Systematics, San Francisco State University, California

B.A., Botany, University of California, Santa Barbara

Professional Affiliations

California Botanical Society (Vice President 1988–1989)

Rare Plant Conservation Award from the California Native Plant Society (1992)

Certificate of Appreciation for contributions to the Conservation of Forest Botanical Values, U.S. Forest Service, Pacific Southwest Region (1991)

Relevant Experience

San Joaquin County Multiple-Species Habitat Conservation Plan. ***Project Director.*** Dr. McCarten led ESA in assisting in the development of a Habitat Conservation Plan documenting occurrences of several dozen sensitive species of plants and animals, mapped habitat types (GIS mapping), and combined the two to produce an interactive planning system for predicting occupied and potential habitat acreages. The system was designed to support preserve design and assist County planners in balancing development needs and compliance with state and federal endangered species acts.

Yolo County-CALFED Davis Tower Site Species at Risk Resource Management, Restoration and Conservation Plan. ***Project Manager and Senior Biologist.*** Yolo County's development of a conservation and management plan for the 320 acre site adjacent to Grasslands Park. Includes some of Yolo County's most endangered species.

Mr. McCarten has Led the Biological Task Group for over 50 ESA Projects including:

- Sacramento County Habitat Conservation Plan
- Woolstenhulme Ranch Gravel Mine and Reclamation Plan
- Grizzly Slough Tidal Restoration Project
- Yolo County Resource Conservation and Management Plan
- McGrath State Beach Resource Management Plan
- Fairfield-Suisun Sewer District Equalization Lagoon Biological Study
- Medford Vernal Pool Fairy Shrimp Surveys
- Los Osos Habitat Conservation Plan
- Yolo County Grasslands Park Master Plan
- Phoenix Field Vernal Pool Management Plan

ESA

Exhibit E

PAUL MILLER

Senior Project Manager

Paul Miller has a broad range of environmental skills developed over twenty years in the areas of air quality, noise assessments, solid waste management, hazardous waste, and biological sciences. He has over eight years experience in measuring air quality using mobile laboratories, and was technical leader of continuous noise monitoring of construction for the Clean Water Program in San Francisco between 1988 and 1995. Since 1986, he has applied his background to California Environmental Quality Act (CEQA) related environmental assessments. Mr. Miller has been involved in the preparation and response to comments phases of over 100 Environmental Impact Reports (EIRs). He has managed more than 15 EIR projects including several for Integrated Waste Management projects (new landfills, landfill expansions, Materials Recovery Facilities (MRFs), landfill closures and compost facilities) and has authored sections for air quality, noise, public health and safety, hazardous materials, and energy.

Education

M.S., Zoology and Entomology, Colorado State University

B.A., 1974, Zoology, Miami University

40-hour health and safety training course, complying with OSHA regulations for hazardous waste site activities, and annual 8-hour updates

Certificate of Integrated Waste Management 1992, San Francisco State University

Certified Asbestos Building Inspector and Management Planner under the EPA's AHERA programs

Registered Environmental Assessor (REA) in California (REA#-00926)

Professional Affiliations

Air and Waste Management Association

Association of Environmental Professionals

Relevant Experience

California EIR Solid Waste Projects. ***Project Manager.*** Mr. Miller has had a major role in the preparation of the EIRs for several important solid waste projects in California: the Marsh Canyon Landfill in Contra Costa County; the West County Integrated Resource Recovery Facility in Contra Costa County; the extension of the import agreement between Altamont Sanitary Landfill and Contra Costa County; the Recycling and Solid Waste Systems Plan for the Sanitary Fill Company facility in San Francisco; the New Jamestown Landfill in Tuolumne County; and the expansion of the Austin Road Landfill in Stockton. Mr. Miller was Project Manager for a review of the Landfill Siting Study completed by Sonoma County.

Mountain View Shoreline Landfill Air Analysis. ***Air Quality Team Leader.*** The loads from selected packer trucks were dumped into makeshift chambers and odor samples were collected. The odor samples were then analyzed by a panel of individuals using the forced-choice triangle olfactometer. The final report provided odor intensities that were measured and also suggestions on methods to reduce off-site odor impacts by operational methods to limit odors and the use of masking agents.

Mr. Miller has or is serving as Noise/Air Quality Team Leader for several ESA projects including:

- City of Stockton General Plan Update and EIR
- City of Galt General Plan Update and EIR
- County of Yuba Baldwin Hallwood Mine Expansion EIR
- Placer County Water Agency Foothill WTP/Pipeline EIR
- Sutter County Ash Disposal Site EIR
- City of Ukiah Landfill Permit Revision EIR
- County of Yolo Esparto Orciuoli Residential EIR

ESA

Exhibit E

DEAN MARTORANA, RPA

Cultural Resources Analyst

Mr. Martorana has brought his academic and field experience in historical ecology, geophysical archaeology, archaeological field methods, and GIS in archaeology to bear on cultural resource management for ESA. Understanding environmental compliance issues from both biological and archaeological perspectives, he is responsible for maintaining general environmental compliance during construction activities, assisting in the management of the archaeological record by monitoring established cultural inventories, analyzing the potential sociocultural impacts of proposed landscape change, and assessing site significance under CEQA/NEPA by determining the research potential and cultural value associated with potentially impacted cultural resources.

Education

M.A., Anthropology, California State University, Long Beach

B.A., Psychology, California State University, Long Beach

Certifications / Registrations

Register of Professional Archaeologists (RPA)

Specialized Training

Historic Resources Preservation, University of California, Davis Extension

Mitigating Environmental Impacts, University of California, Davis Extension

Professional Affiliations

Society for American Archaeology

Relevant Experience

Asilomar State Beach and Conference Grounds General Plan Update and EIR. ***Archaeologist.*** Participated in the development of a General Plan Update for Asilomar State Beach and Conference Grounds for the California Department of parks and Recreation (DPR). Guided plan alternatives with respect to cultural resources including historic properties. Analyzed impacts to cultural resource in the environmental impact report (EIR).

Fort Ord Dunes State Park General Plan and EIR. ***Archaeologist.*** Historic resources were one of the primary issues to be addressed in the Fort Ord Dunes State Park General Plan and EIR. Identified and addressed cultural resource issues in the general plan and analyzed impacts to cultural resources in the EIR for the DPR.

Mr. Martorana was the Archaeological and/or Cultural Resources Analyst for the following projects:

- City of Galt General Plan Update and EIR
- City of Lincoln General Plan Update and EIR
- City of Oxnard General Plan Update and EIR
- Emeryville General Plan and EIR
- CALFED Los Vaqueros Reservoir Expansion Studies EIR/EIS
- City of Lathrop San Joaquin Bicycle Bridge Project
- Baldwin Hallwood Mine Expansion Project EIR
- McGrath State Beach Adaptive Management Plan
- Port of Stockton Navy Drive Bridge Replacement Project
- Stockton Town Center Educational Complex MND

MUNDIE & ASSOCIATES

Exhibit E

ROBERTA MUNDIE, PRINCIPAL

EDUCATION

Radcliffe College/Harvard University, AB *cum laude*, 1966

Harvard University, MCP (Master of City Planning), 1970

University of San Francisco, Master of Arts in Writing, 1998

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP)
American Planning Association (APA)
Association of Environmental Professionals (AEP)
California Planning Roundtable
The Urban Land Institute

AWARDS

Sacramento Valley Section, APA
1992 Award for Planning Implementation
(for Sacramento Central City Housing Strategy)

California Chapter APA, 1987 Award for Comprehensive Planning
(for City of Petaluma General Plan)

EXPERIENCE

Ms. Mundie founded Mundie & Associates in 1981 following nine years as senior staff of a San Francisco socio-economic research firm. Her work at M&A has included a broad mix of land development related studies, from general plans to environmental impact reports to focused market, economic and fiscal analyses.

Head of Mundie & Associates from its establishment, Ms. Mundie brings to her work a clarity in organization, and in written and spoken presentation, that contributes significantly to the quality of M&A's work products. Among her professional planning interests are the interrelationship of land use and transportation, natural resources, and use of the CEQA process in public decisionmaking.

PROJECTS

Economic Element of General Plan ➢ for an update of the Petaluma General Plan, evaluation of that city's economic base and employment development potential to 2025, with a concentration on retailing, tech-related industry, and the visitor sector. The 1987 Petaluma General Plan, an APA-award winner with M&A as the economic consultant, was the departure point for this effort.

Economic Element of General Plan ➢ research, support to economics subcommittee, and preparation of the economic element of San Ramon's General Plan. Effort included in-depth interviews of key local employers, focusing on high-tech and telecom industries, to assess their long term prospects in San Ramon. Other issues included City policies on jobs/housing balance, affordable housing, and acquisition of open space

Evaluation of Urban Limit Line Modifications in County General Plan ➢ analysis of major redesignation of land from urban to non-urban use via amendment of Contra Costa County's General Plan. The focus was displacement: whether proposed modifications would shift housing development (and associated impacts) away from Contra Costa County to other areas.

Specific Plan Framework Study ➢ analysis of the potential for a vineyard-oriented area plan in the South Livermore Valley, preserving and extending the area planted to wine grapes while allowing vineyard-related tourism, residential and compatible commercial development. This study identified measures to strengthen the local wine grape industry through preservation incentives and land use regulations, laying the groundwork for what became the South Livermore Valley Area Plan.

Central City Housing Study ➢ analysis for the City of Sacramento of factors supporting, or inhibiting, central city housing demand and development, and establishment of policy direction for retention and appropriate expansion of the downtown housing supply.

General Plan Economic Study ➢ review of economic development opportunities in Antioch focusing on job attraction and mechanisms for linking future residential development to employment expansion.

General Plan EIR ➢ comprehensive analysis of four general plan alternatives for the City of Pleasanton, supplemented by focused analysis of multiple area-specific land use and transportation sub-alternatives.

Economic Elements of General Plans ➢ Ms. Mundie has also directed led economics work General Plans in Santa Rosa, Rohnert Park, Novato, Susanville, Menlo Park, Los Altos, Hollister, and Clearlake.

MUNDIE & ASSOCIATES

Exhibit E

SUZANNE LAMPERT, VICE PRESIDENT

EDUCATION

University of California, Berkeley,
AB, urban studies, 1971

Woodrow Wilson School of Public and International Affairs, Princeton University,
MPAUP (Public Affairs and Urban Planning), 1975

PUBLICATIONS

"Scoping Meetings: Get the Public Involved with Your Projects", *California Planner*, July 1990

AWARDS

Northern Section, California Chapter APA,
2001 Comprehensive Planning Award of Merit
(*for Rohnert Park General Plan*;
Dyett & Bhatia, lead consultants)

Sacramento Valley Chapter APA,
1992 Award for Planning Implementation
(*for Sacramento Central City Housing Strategy*;
Mundie & Associates, lead consultants)

EXPERIENCE

Ms. Lampert has been a key staff member at Mundie & Associates since 1987. She has prepared economic background reports, market studies, real estate feasibility analyses and fiscal impact studies for a variety of projects and plans, ranging in scale from single buildings to general plans. With both the broad perspective of the planner and the specific focus of the real estate analyst, she is able to incorporate a diverse range of concerns into her work, from policy goals to development trends and current market constraints.

Ms. Lampert's work has contributed to general and specific plans, redevelopment/revitalization plans and strategies, housing and housing finance plans, land use and development forecasts and the evaluation of private development projects.

PROJECTS

Financing Strategies for Downtown Revitalization ➢ identification of revenue sources that could be tapped to pay for public improvements to revitalize downtown Lodi and the nearby Cherokee Lane commercial strip, and downtown Newhall (a district of Santa Clarita).

Economic Elements of a General Plans ➢ formulation of the Economic Element of the Marin County General Plan, in consultation with a subcommittee of the Marin Economic Committee; preparation of the Economic Element of the San Luis Obispo County General Plan, based on a series of Economic Advisory Committee workshops to identify issues, establish goals and priorities, and agree on actions to support County economic activity.

Economic Background for General Plans ➢ analyses of recent trends and future demands for land use change in the cities of Hollister, Susanville, and Porterville; strategies for economic development in Porterville.

Economic and Fiscal Analyses for a General Plan ➢ identification and analysis of the economic and fiscal issues the City of Novato General Plan update; economic evaluation of and strategy for Plan alternatives; fiscal impact analysis of the preferred plan.

Central City Housing Study ➢ strategy for promoting housing conservation and development in downtown Sacramento. The analysis addressed factors supporting/inhibiting central city housing demand and development, real estate economics of new development, policy direction for retention and appropriate expansion of the downtown housing supply, and financing mechanisms.

Other Municipal Fiscal Studies ➢ fiscal cost/revenue analysis of General Plan alternatives for Plan updates in Petaluma, Santa Rosa, San Ramon, Rohnert Park, and Menlo Park; and fiscal studies for planning purposes in Antioch, Mountain View, Novato, and San Luis Obispo, addressing such issues as whether a city overall growth offset its fiscal costs, whether commercial and residential development in particular areas would "pay its way," and whether non-residential growth controls would adversely affect a city's cost/revenue balance.

Real Estate Impacts of Affordable Housing Requirements ➢ evaluation of the impacts of inclusionary requirements on housing production in San Luis Obispo, based on development pro formas. Sensitivity analyses were used to estimate the effects on land values, developer profits, and prices of market-rate units.

Exhibit E

CURRICULUM VITAE: MICHAEL SOUTHWORTH

Professor, Department of City and Regional Planning and Department of Landscape Architecture, University of California, Berkeley, 1985 to present.

Chair, Department of City and Regional Planning, University of California, Berkeley, 1995 to 1998.

Partner, Michael & Susan Southworth/City Design & Architecture, 1970 to present.

EDUCATION

Doctor of Philosophy in Urban Design and Planning, MIT, 1970.
Master of City Planning in Urban Design, MIT, 1967.
Bachelor of Architecture, with High Distinction, University of Minnesota, 1964.
Bachelor of Arts in Architecture, Magna cum Laude, Phi Beta Kappa, University of Minnesota, 1962.

PROFESSIONAL REGISTRATION AND MEMBERSHIP

American Institute of Certified Planners
American Planning Association
Fellow, American Institute of Architects
San Francisco Society of Architects
Registered Architect, Massachusetts

BOOKS

Streets and the Shaping of Towns and Cities (with Eran Ben-Joseph). Washington, DC: Island Press, 2003; Chinese Edition 2005.

AIA Guide to Boston (with Susan Southworth). Boston: The Globe Pequot Press, Second Edition, 1992; updated edition 1999.

Contributor and Editor, **Deperire. Rifiuti e spreco nella vita di uomini e citta** (by Kevin Lynch). Naples: Edizioni CUEN-IDIS, 1992.

Ornamental Ironwork: An Illustrated Guide to its Design, History, and Use in American Architecture (with Susan Southworth). Second Edition. New York: McGraw-Hill, 1991.

Contributor and Editor, **Wasting Away** (posthumous work by Kevin Lynch). San Francisco: Sierra Club Books, 1991; Japanese and Chinese editions 1994.

Contributor and Editor, **City Sense and City Design: Writings and Projects of Kevin Lynch** (with Tridib Banerjee). Cambridge, MA: MIT Press, 1990; paperback edition 1995.

Maps: An Illustrated Survey and Design Guide (with Susan Southworth). Boston: New York Graphic Society/Little Brown, 1982; Japanese Edition, 1983.

Ornamental Ironwork: An Illustrated Guide to its Design, History, and Use in American Architecture (with Susan Southworth). Boston: David R. Godine, 1978 (hardcover), 1979 (paperback).

JOURNAL ARTICLES, CHAPTERS IN BOOKS, AND MAPS

The Walkable City, *Journal of Urban Planning and Development,* Summer 2005.

Reinventing Main Street: from Mall to Townscape Mall, *Journal of Urban Design,* Summer 2005.

Reconsidering the Cul-de-sac (with Eran Ben-Joseph), *Access*, Spring 2004; *Wharton Real Estate Review*, Spring 2005.

The New Urbanism and the American Metropolis, *Built Environment,* 2003.

Measuring the Livable City, *Built Environment,* 2003.

Above and Beyond (Book Review) *Journal of the American Planning Association*, Autumn 2002, 68:4.

Urban Wastelands in the Evolving Metropolis, *Plurimondi 3:* January-June 2000.

Mapping Boston (Book Review), *Journal of the American Planning Association*, Summer 2000.

1998 Urban Design Honor Awards, *Honor Awards Review: AIA Regional Urban Design Committee* (with Stephen Quick), Winter 1999.

The Suburban Public Realm II: Eurourbanism, New Urbanism, and Urban Design, (with Balaji Parthasarathy), *Journal of Urban Design*, Spring 1997.

Walkable Suburbs? An Evaluation of Neotraditional Communities at the Urban Edge, *Journal of the American Planning Association,* Winter 1996.

The Suburban Public Realm I: Its Emergence, Growth, and Transformation in the American Metropolis (with Balaji Parthasarathy), *Journal of Urban Design*, Fall 1996.

Theory and Practice of Contemporary Urban Design: A Review of Urban Design Plans in the U.S., translated into Chinese by Hongwei Zhang, in *Architect* 58:1994/6, pp. 74-88 (a Chinese journal).

Street Standards and the Shaping of Suburbia (with Eran Ben-Joseph), *Journal of the American Planning Association*, Winter 1995.

Suburban Design (Book Review), *Journal of the American Planning Association*, Spring 1995.

Kevin Lynch: His Life and Work (with Tridib Banerjee), chapter in *The American Planners*, Donald A. Krueckeberg, ed. New Brunswick, NJ: Center for Urban Policy Research, 1994.

The Evolving Metropolis: Studies of Community, Neighborhood, and Street Form at the Urban Edge (with Peter Owens), *Journal of the American Planning Association*, Summer 1993.

Derelict Space (Book Review), *Journal of Cultural Geography*, Spring 1993.

City Learning: Children, Maps, and Transit, *Children's Environments Quarterly*, VII:2, 1990 and *Streetwise*, 1993.

Designing and Managing the Strip, (with Kevin Lynch) *City Sense and City Design: Writings and Projects of Kevin Lynch.* Cambridge, MA: MIT Press, 1990.

Theory and Practice of Contemporary Urban Design: A Review of Urban Design Plans in the United States, *Town Planning Review* 60:4, 1989.

La Citta Educativa, (with Lloyd Rodwin) *Citta E Pianificazione Urbana.* Bari, Italy: Edizioni Dedalo, 1989.

Oakland Explorers Kids' Guide (with Susan Southworth). Oakland: Junior Center of Art and Science and AC Transit, Spring 1989.

Trains and Trolleys--A Kid's Guide (with Susan Southworth). Boston: Children's Museum and Massachusetts Bay Transportation, 1987.

Women in Suburbia (Book Review), *Town Planning Review*, 58:1, 1987.

Shaping the City Image, *Journal of Planning Education and Research*, 5:1, Autumn 1985.

The Educative City (with Lloyd Rodwin), in *Cities and City Planning*, Lloyd Rodwin, editor. New York: Plenum Press, 1981.

The Boston Discovery Network. Map (with Susan Southworth). Boston: Boston 200 Corporation, 1974.

City Design for City Learning, (with Susan Southworth) *Mensch und Stadtgestalt*, Antero Markelin and Michael Trieb, Editors. Stuttgart: Deutsche Verlags--Anstalt Stuttgart, 1974.

The Educative City, (with Susan Southworth) *Alternative Learning Environments*, Gary Coates, Editor. Stroudsburg, PA: Dowden, Hutchinson, & Ross, 1974.

Environmental Quality in Cities and Regions: A Review of Analysis and Management of Environmental Quality in the United States, (with Susan Southworth) *Town Planning Review*, 44:3, July 1973.

Needed: A National Urban Service, (with Lloyd Rodwin) *Town Planning Review*, 42:3, July 1971 and *Educational Technology*, October, 1979.

The Sonic Environment of Cities, *Environment and Behavior*, 1:1, June 1969 and *Ekistics*, 30:178, September 1970.

Recent Professional Activities

Associate Editor for North America: *Journal of Urban Design*

Editorial Board: *Journal of Planning Literature*

Contributing Editor, *Places* Magazine

Panel of Experts, SOLUTIONS, Cambridge University, 2003-present

Outside Reviewer for Ph.D. Program, University of Oregon, Department of Landscape Architecture, 2005

Outside Reviewer for projects, Social Sciences and Humanities Research Council of Canada, 2004

Panel of experts, National Center for Smart Growth Research and Education, Active Living Research Program, Robert Wood Johnson Foundation, University of Maryland, 2003-2005

Peer Evaluator for Major Collaborative Research, Social and Humanities Research Council of Canada

HONORS AND AWARDS

Humanities Research Fellowship, University of California, 2000.

Fellow, American Institute of Architects, 1995.

Award for Best Article 1994, American Planning Association and **Journal of the American Planning Association.**

Humanities Research Fellowship, University of California, 1995.

Wesley Dougill Prize for Best Article, Volume 60, awarded by the editors of **Town Planning Review**, 1991.

Rockefeller Foundation, Residency Fellowship, Bellagio Study and Conference Center, Bellagio, Italy, 1990.

Graham Foundation for Advanced Studies in the Fine Arts Grant, 1989-90.

National Endowment for the Arts USA Fellowship, 1989-90.

Marston Grant for work on **City Sense and City Design** (with Tridib Banerjee), 1988.

National Endowment for the Arts Project Grant (with Junior Center for Art and Science, Oakland), 1988-89.

Provost's Grant for New Directions in Environmental Design, College of Environmental Design, University of California, Berkeley, 1986.

Design for Transportation Award, U.S. Department of Transportation and National Endowment for the Arts, 1981.

Design Award, City Information Systems for Children, National Endowment for the Arts, 1980.

Design Award, Boston Discovery Network, National Endowment for the Arts, 1980.

Design Award, Boott Mill Cultural Center Community, National Endowment for the Arts, 1980.

New England Book Award for **Ornamental Ironwork: An Illustrated Guide to Its Design, History, and Use in American Architecture,** 1979.

Merit Award, Fitchburg Housing for the Elderly Competition, Massachusetts State Department of Community Affairs, 1975.

Design Award, Boott Mill Cultural Center Community, **Progressive Architecture,** 1974.

National Endowment for the Arts Project Grant (with Human Services Corporation), 1973.

Urban Design Award, Lowell Discovery Network Urban National Park, **Progressive Architecture,** 1973.

City Design Award, Lowell Discovery Network, Associazione per Il Disegno Industriale, Milan, 1972.

U.S. Department of Housing and Urban Development Design Award for Park Square Information Center, Signs/Lights/Boston Project (member of project team with Ashley/Myer/Smith and Boston Redevelopment Authority), 1970.

National Science Foundation Grant for Research on Children's Conception and Use of the City, 1969-1970.

National Endowment for the Arts Grant in Environmental Design for research on City Information Systems for Children, 1969-1970.

National Defense Education Act Title IV Fellowship; MIT 1967-1970.

Mellon Fellowship; MIT, 1965-1967.

Bachelor of Architecture wih High Distinction, 1965.

Best Thesis of 1964-65 Award, University of Minnesota School of Architecture, 1965.

American Institute of Architects Citation for Excellence in Community Arcitecture, member of Detroit City Plan project team, 1965.

American Institute of Architects Student Medal and Henry Adams Award, 1964.

American Institute of Architects Waid Scholarship, 1964.

Gargoyle Prize in Architecture, 1963.

Phi Beta Kappa, University of Minnesota, 1962.

Bachelor of Arts, Magna cum Laude, 1962.

PROJECT MANAGERS

Reliable survey results depend on having a team that understands the complexities and nuances of survey research design, including sampling theory, questionnaire design, and data analysis. Indeed, although it is easy to conduct a survey, it is very difficult to design and conduct a survey where the resulting data are reliable measures of the opinions and behaviors one intends to measure, and the data can be accurately projected to the larger population of interest. It is also important to select a research firm that has experience in the community to be surveyed, or experience in conducting research with applicable communities.

The team at Godbe Research is comprised of recognized experts in survey research design and implementation, and for this project we will assign two of our most experienced team members as co-Project Managers. For example, the Co-Project Managers for this project, Bryan Godbe (President) and Bryan Murray (Senior Research Manager) have designed and conducted over 250 survey research projects in the past three years alone including many general planning and resident satisfaction surveys. This includes recent projects for the Cities of Mountain View, Palo Alto, Fairfield, Cupertino, El Dorado Hills, San Jose, Dublin, El Cerrito, Albany, Los Gatos, Santa Monica, Winters, Folsom, Davis, Marina, the County of Marin, and Livermore Area Recreation and Park District.

Bryan Murray will execute all stages of the project, including sampling design and questionnaire development, project management, analysis, reporting, and presentations, and will be the day to day contact for City of Lodi staff. Bryan Godbe will provide strategic direction for the project and work with Bryan Murray in all other facets of the project.

Bryan Godbe, M.A.
President
Cofounder of Godbe Research, Mr. Godbe has over 20 years of experience in public opinion research, public relations and government affairs. In this capacity, he has conducted public opinion and market research projects at the national, state, and local levels including projects for the Cities of Portland (Oregon), Tacoma (Washington), Henderson (Nevada), San Francisco, San Diego, Los Angeles, Sacramento, and San Jose (California).

Mr. Godbe received a Silver Anvil Award from the Public Relations Society of America for the development and implementation of an outstanding government affairs program on behalf of the Contra Costa Water District. This program was based on Mr. Godbe's extensive research including baseline research, focus groups and three tracking polls.

Prior to founding the firm, Mr. Godbe was Vice President of Research at a California based public relations firm. Mr. Godbe also serves as the Senior Research Consultant at the Center for the Study of Los Angeles, at Loyola-Marymount University. He has a Master's Degree from the University of Michigan where he studied survey research methodology at the Institute for Social Research; and a B.A. degree from the University of California, Berkeley. Mr. Godbe founded the company as has been working for Godbe Research for 16 years.

Bryan W. Murray, M.A.
Senior Research Manager
As a Senior Research Manger for Godbe Research, Mr. Murray is responsible for managing projects and client service. Bryan is also responsible for developing questionnaires and sampling plans, analyzing data, as well as providing detailed insight and recommendations for the projects he works on His comprehensive experience in research methodology, data analysis, advanced statistical techniques, and his excellent client management skills make him a valuable asset to the Godbe Research team.

Prior to joining Godbe Research, Mr. Murray was pursuing his doctorate in economics from the University of California, Davis. His fields of specialization were in Econometrics, Monetary and International Economics. His dissertation work included developing new models that were used to investigate any effect that monetary policy has on the risk premium associated with exchange rates. Mr. Murray received his B.A. in Economics from Colorado State University and earned an M.A. in Economics from the University of California, Davis.