



STATEMENT OF QUALIFICATIONS FOR THE SAUSALITO GENERAL PLAN UPDATE



Submitted to:
City of Sausalito
Community Development Department
Danny Castro, Community Development
Director
420 Litho Street
Sausalito, CA 94965

Submitted by:
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DE NOVO PLANNING GROUP





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October 31, 2016

Mr. Danny Castro, Community Development Director
Community Development Department
City of Sausalito
420 Litho Street
Sausalito, CA 94965

SUBJECT: Statement of Qualifications to Prepare the Sausalito General Plan Update and EIR

Dear Mr. Castro:

Speaking on behalf of the entire De Novo Planning Team, we would like to thank you for the opportunity to submit this statement of qualifications to update the Sausalito General Plan. Based on our review of the RFQ, and our review of the City's existing General Plan and key planning documents, we are confident that we have assembled a first-class team to undertake this exciting project and deliver the City with a world-class General Plan Update under a very competitively priced budget.

Our team will provide the City with an energetic and dedicated group of professionals with exceptional skills and qualifications. We are 100% committed to this project and will allocate our resources and energy in a way that will exceed all expectations, leaving the City of Sausalito with a useful and implementable General Plan that satisfies the community. Our goal is to serve as an extension of your staff in a capacity that will provide the tools, research, and professional knowledge to help craft a General Plan that will implement the vision of the City Council, staff and the community.

De Novo Planning Group would serve as the prime consultant for this project with the City. We are joined by our excellent team of subconsultants, including RGS (outreach and policy development) W-Trans (traffic), BAE (economics/fiscal), J.C. Brennan (noise), Peak and Associates (cultural), and West Yost (infrastructure). As explained in greater detail in this statement of qualifications, our team has excellent qualifications and experience preparing comprehensive general plan updates, and we are very experienced working in smaller Bay Area communities facing growth and economic development pressure while striving to retain small-town charm and community character.

De Novo Planning Group



A Land Use Planning, Design, and Environmental Firm

Our team is led by De Novo Principal, Ben Ritchie. Ben will serve as the project manager and will be the primary point of contact for all project matters. Mr. Ritchie is an officer with the firm, and is authorized to negotiate on the firm's behalf. Our team also includes Steve Flint with Regional Government Services. Steve recently served as a contract planner with the City of Sausalito and has exceptional knowledge of local issues, trends, and key players in the General Plan Update process.

We have included website addresses on page 9 of this SOQ to four recently completed comprehensive General Plans prepared by De Novo Planning Group. All of these projects were managed by Ben Ritchie. These websites provide links to the full range of documents and materials that were developed for these projects, and represent the types of products and work quality that we will deliver to the City of Sausalito.

We look forward to the opportunity to meet with you in person to further discuss our qualifications and our approach to the preparation of your General Plan, and to provide the City with a detailed scope of work and cost estimate for the project.

If you have any questions regarding this submittal, please do not hesitate to contact me at (916) 949-3231 or at britchie@denovoplanning.com.

Sincerely,

DE NOVO PLANNING GROUP
Ben Ritchie, Principal

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1. EXECUTIVE SUMMARY

This Statement of Qualifications has been prepared by De Novo Planning Group in response to the City of Sausalito's Request for Qualifications (RFQ) to prepare a comprehensive update to the City's General Plan.

We are confident that we have assembled an excellent team of planners, traffic engineers, designers, economists, and industry specialists that will successfully deliver a General Plan, and community outreach and engagement program that will reflect the community's values and priorities, and result in an excellent and successful General Plan Update process.

Our team is dedicated to ensuring a process that is transparent, open, technically sound, and inclusive of all key stakeholders and community members that wish to participate in this process. As described in greater detail below, our firm principals will be personally involved in every aspect of this work program from start to finish. We have successfully completed General Plans utilizing the approaches presented in this proposal, and we strongly encourage the City of Sausalito to contact our references. Our team brings unparalleled energy, enthusiasm, and dedication to each of our projects, and we are excited about this opportunity to provide professional planning services to the City of Sausalito.

We understand that the City is interested in preparing a comprehensive update to the existing General Plan, while still retaining portions or components from the existing General Plan that are still relevant and applicable. Some of the key issues that will need to be addressed in the General Plan Update include, but are not limited to:

- Updating the Marinship Specific Plan and incorporating changes and new approaches into the General Plan;
- Revised and updated economic development policies and programs;
- Current land use inventory and growth projections;
- Examination and refinement of commercial land use policies;
- Integration of Complete Streets policies to comply with current State laws;
- Incorporation and integration of recently adopted Plans and City policies;
- Historic preservation strategies;
- Sea level rise adaptation;
- Tourism impact and management strategies;
- Waterfront and marine-related land use and circulation strategies; and
- The development of other optional elements, which could include sustainability, fiscal health, community health, tourism management, etc.

UNDERSTANDING OF KEY ISSUES

REVIEW OF EXISTING GENERAL PLAN

The City of Sausalito has requested that a critical overview of the 1995 General Plan be included in the Statement of Qualifications (SOQ). The current General Plan contains seven chapters: Land Use and Growth Management; Housing; Community Design and Historical Preservation; Circulation and Parking; Environmental Quality; Health and Safety; and an Economic Element. Government Code §65300 requires seven elements, not all of which are included in Sausalito's current General Plan. The mandatory elements and the City's needs for updates are described below.

A **land use element** is required to define the general distribution and general location and extent of land uses within the City. The City's current element (Land Use and Growth Management) consists of policies sufficient to meet state requirements. The growth management component relies on the capacity of infrastructure to regulate growth. Population growth does not appear to be an issue. The population as of January 1, 2016 was 7,217, up from 7,212 in 2015.

One unique aspect of the land use element is the inclusion of residential Arks, Houseboats and Liveaboard vessels, which has implications affecting the Housing Element, and the Waterfront. The SOQ has identified the Marinship Specific Plan (MSP) as an area where modifications should be considered in relationship to the City as a whole. In practice, the administration of the MSP is complicated by conflicting regulations. The City adopted the MSP in 1988. The 1995 General Plan included various policies based on the specific plan. The City further created the Chapter 10.26 Industrial Marinship District, which incorporated land use regulations based on the General Plan policies and the provisions of the MSP. Conflicts arise from policies that mandate the preservation of traditional uses in the MSP area and zoning regulations that restrict new development (and consequently investment in new infrastructure). At minimum, the City should consider aligning the provisions of the MSP and the policies of the General Plan, and eliminating the Industrial Marinship District from the Zoning Ordinance.

A **circulation element** is required to address the general location and extent of existing and proposed major thoroughfares, transportation routes, terminals, any military airports and ports, and other local public utilities and facilities, all correlated with the land use element of the plan. The City's Circulation and Parking Element contains transportation objectives, policies and programs, with reference to the City's Trip Reduction Ordinance. Adopted in 1994, Chapter 15.28 provides for Trip Reduction, but should be updated in coordination with the General Plan update.

A major component and controversial aspect of the City's circulation system is the Sausalito Ferry Landing located east of the intersection of Bridgeway and Anchor Street. The community has responded negatively to a proposal to demolish the existing passenger boarding facility and replace it with a larger and more intensive facility. The City Council's denial of the project has resulted in legal proceedings, which may be resolved during this update process. The City may wish to address this facility in the General Plan Update in conjunction with its Waterfront policies and potentially, the Marinship Specific Plan.

The Circulation Element update should also address the 1985 Fair Traffic Initiative provisions, which despite its title primarily affect land use and development. Policies addressing these provisions should be integrated into the General Plan directing appropriate amendments to the Zoning Ordinance.

A recent amendment to state planning law requires the Circulation Element to provide for a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways for safe and convenient travel, specifically accommodating bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors. The General Plan update should incorporate these provisions.

A **housing element** must provide for an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, financial resources, and scheduled programs for the preservation, improvement, and development of housing, in accordance with state planning and land use law. The City adopted an updated Housing Element in October 2012, which addressed the housing needs for the years 2009-2014. In November of 2012, the State Department of Housing and Community Development (HCD) certified the Housing Element as being in compliance with Housing Element law. This update must address the Regional Housing Needs Assessment for the 2015-2023 housing element cycle; updated information on the existing housing stock, tenure, vacancy rates, housing development trends, rents, and for-sale housing prices; an updated affordability analysis; description of significant housing burdens and impacted populations, including seniors and the homeless; and a description of Sausalito's housing opportunity sites and primary strategies for facilitating affordable housing.

A **safety element** is required to describe geologic and seismic hazards (earthquakes, subsidence, liquefaction, landslides, etc.), flooding, and wildland and urban fire hazards, in accordance with Government Code §65302(g). areas, flood hazard zones, dam inundation areas, and fire hazard severity zones. The current General Plan contains a Health and Safety Element

The component parts of the City's Environmental Quality Element includes components of the mandatory **conservation element**, which provides for the conservation, development, and utilization of natural resources, including water and its hydraulic force, forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals, and other natural resources; an **open space element** that addresses open space land and parks, and a parcel inventory and map of open space land, as detailed in Government Code §65560(b).

The current General Plan includes an Economic Element, and a Community Design and Historic Preservation Element. These elements may be retained and updated to reflect current trends and community preferences.

The current General Plan does not contain a noise element that identifies and appraises noise issues in the City. The noise element must analyze and quantify current and projected noise levels sources, including those attributed to Highway 101, primary arterials and major local streets, passenger and freight operations, local industrial operations and shipyards, and other ground stationary noise sources contributing to the community noise environment.

EFFICIENT USE OF THE PUBLIC PROCESS

Gathering public input on the direction and vision for the next 20 years in Sausalito is an important part of this General Plan Update. However, the process of working with a group of diverse interests can become challenging and it may be difficult to reach consensus on all issues. Additionally, there may be challenges associated with generating public interest and involvement in the General Plan Update process.

Our work program will include a wide range of measures and techniques intended to maximize and enhance public participation throughout the process. This includes the development of an interactive website dedicated to the General Plan Update, the preparation and dissemination of newsletters throughout the process at key milestones, the use of online surveys and web polls, and hands-on outreach to key community groups (such as the Chamber, Rotary, school districts, local churches, etc.). The website dedicated to the City's General Plan Update will provide a central location for all available project information and will also provide a forum for members of the public to track the process and submit comments and input in writing.

Our approach to the management of the public participation and stakeholder process is to meticulously prepare for each Visioning Workshop, General Plan Steering Committee meeting, Planning Commission meeting, and City Council meeting, and to ensure that our interest groups understand their roles in the process and are prepared to make the most beneficial use of the time set aside for each meeting. We will accomplish this by preparing detailed meeting agendas and meeting information packages which will be distributed a minimum of 10 days prior to each meeting. This will allow us to hit the ground running at each meeting, and make the most beneficial use of our time together.

As professional planners, it is our role to provide the community with the toolkit necessary to implement their vision for Sausalito. Our approach to the public and stakeholder process will ensure that the voices of the community are heard and represented in the General Plan, while still providing for a meaningful and streamlined public participation process. Each meeting will be organized to provide adequate time for community input and information will be presented in a manner that is visually interesting and easy for a broad spectrum of participants to understand.

Our approach also centers around the fact that we do not anticipate consensus from the public and stakeholder groups on every single issue. When issues arise where there are clearly differing approaches that are being recommended by community and steering committee members, we will ensure that all voices and opinions are accurately noted and recorded, and then provided to the City Council and staff for direction and determinations. We intend to keep the working meetings focused on the "Big Picture", rather than getting the group bogged down in the nuances of wordsmithing every specific goal and policy of the General Plan.

STRICT ADHERENCE TO THE PROJECT SCHEDULE AND BUDGET

We thrive under tight deadlines, and we have a track record of meeting or exceeding our project schedules time and time again. Our use of Principal-level staff throughout all stages of the project allows us to work quickly, efficiently, and produce preliminary draft documents of superior quality. Our project managers take a very active and hands-on role, and we diligently manage our team and coordinate with City staff to ensure that all parties are continuously

aware of pending deadlines, outstanding tasks, and draft work products that will require staff review. We will implement a range of strategies and techniques to make the most efficient use of staff time, and our work program always includes the preparation of staff reports, meeting summaries, and workshop materials.

We take tremendous pride in our ability to adhere to our project budgets. Our project managers are owners of the firm, and to this end, we have the authority to take any steps necessary to ensure that our projects remain on budget. We strongly encourage the City to call every single one of our General Plan references and specifically inquire about the extraordinary steps we take to ensure we do not modify or exceed our budgets. This regularly includes the addition of extra meetings and hearings, the inclusion of additional General Plan Elements, and the allocation of staff time and resources beyond the levels identified in our proposal, at no extra charge to the City. We know that this is a unique way of doing business, but it has proven to be a tremendously successful approach for our firm. All of our General Plan clients have invited us back to do additional planning work following completion of their General Plan Updates. We are in this business for the long-term, and building trust and confidence with our clients is the single greatest thing we can do to build loyalty and repeat business.

INCORPORATING SUSTAINABILITY INTO THE GENERAL PLAN

The City's 2015 Climate Action Plan represents the City's holistic approach to the management and reduction of GHG emissions, provides strategies for adaptation to climate change impacts and sea level rise, and serves as a tiering document that will streamline the development process by meeting the Bay Area Air Quality Management District's requirements for a Qualified GHG Reduction Strategy. Based on the De Novo team's experience developing and implementing CAPs throughout several Bay Area jurisdictions, we strongly believe that CAPs are most successful and enforceable when they are integrated into a City's General Plan. Our work program will ensure that the City's existing CAP is integrated directly into the General Plan, including the Land Use Element, Circulation Element, and Conservation Element. We believe that sustainability, both environmental and economic/fiscal sustainability, is not simply a topic that should be inserted into the General Plan. But rather, should be woven holistically throughout the plan. The General Plan will include a comprehensive approach to resource management and sustainability, and will incorporate and build off of the work completed for the CAP.

PREPARING A FLEXIBLE, USER-FRIENDLY DOCUMENT THAT CAN BE EFFICIENTLY REVISED AND UPDATED

A successful General Plan must be flexible and dynamic in order to stay relevant and be properly implemented. At De Novo, we pride our selves on our ability to develop locally-driven strategies and approaches to key planning issues that focus on local vision, realistic policies, and outcome-based implementation measures, rather than the recirculation of existing policies.

Policies will be tailored to Sausalito's unique needs and local preferences, provide clear direction, and remain flexible so that the City can adapt to changing conditions over time. The General Plan will make extensive use of graphics, diagrams, figures, GIS data, and illustrations. All of our documents are prepared with web-compatibility and easy print reproduction in

mind. Our documents are easy to navigate, easy to understand, and incorporate the latest cutting edge approaches to placemaking and community design.

TECHNICAL APPROACH

The De Novo team is committed to providing the City with an exceptional General Plan Update process. Our team will write a General Plan that embodies the goals and priorities of the City, and provides a roadmap to achieve the City’s vision of the future, through the land use map, goals, policies, and implementation programs. We will closely coordinate with the City and provide principal-level attention to every step of the process.

Our approach to the Sausalito General Plan Update involves the following priorities:

- **Development of a Self-Mitigating General Plan** – De Novo integrates the environmental analysis with the development of the General Plan. This highly successful approach, tested and proven by the De Novo Principals, involves identifying potential environmental impacts at the outset of General Plan policy development in order to ensure that the General Plan is “self-mitigating” and that the EIR does not result in policies and implementation programs that would change the intent of the General Plan. This approach maximizes the use of previously developed information, reducing the overall project budget, and provides consistency between the two documents. By using the same team of planners and technical experts to prepare both the General Plan and the EIR, we ensure that the policies we develop for the Plan provide the full range of CEQA coverage and mitigation needed. This avoids a scenario where “the tail wags the dog” and the CEQA documentation does result in the need to revise the General Plan policy document.
- **Streamlined Project Team** – A key benefit of the De Novo team is that the project team is composed of principals and senior-level staff that will personally prepare the General Plan as well as all supporting documentation, such as the Existing Conditions Report, the Land Use Alternatives Report, and the EIR. Each De Novo principal will work on each document. This approach reduces the potential for confusion regarding policy direction (EIR mitigation measures will not conflict with direction received from the Planning Commission, City Council, and City staff during the drafting of the General Plan Update). During workshops with the General Plan Steering Committee to draft General Plan policies, the project team will raise environmental issues related to each element topic in the General Plan to ensure they are considered and addressed as policies are developed.
- **Effective General Plan Implementation** - The De Novo project managers have served as contract staff to agencies and have been involved with the implementation and enforcement of mitigation measures and General Plans. This experience gives us the unique perspective and skill of being able to prepare a General Plan policy set that works within the regulatory processes of a jurisdiction. Our team will work with City staff to ensure that the General Plan functions effectively within the context of the City’s internal processes (e.g., development project review), ordinances (e.g., Zoning Code), and other requirements (e.g., NPDES permit requirements). This experience will also help ensure that the policies and actions contained within the General Plan are reasonable, enforceable, and do not unduly burden project applicants or City departments.

- **Utilization of Technical Staff and Sub-Consultants** – De Novo has teamed with subconsultants that are leaders in their fields and that have experience working on similar projects and with local issues. Our subconsultants specialize in the areas of multi-modal traffic analysis and policy, fiscal/economic development, cultural resources, noise, and utilities/infrastructure planning and engineering. De Novo technical team members will provide expertise in the areas of air quality, climate change, and biological resources, as well as aesthetics, land use/planning, population/housing, public services, utilities, and geographic information systems.

BENEFITS OF THE DE NOVO TEAM

PRINCIPAL ATTENTION TO EVERY ASPECT OF THE PROJECT

We do not identify principal staff in our proposal, then hand your General Plan Update out to junior staff members to complete for our review. Rather, our staff that attends the interview and is identified in this proposal as the Project Managers and Principal Planners will work on every aspect of the General Plan Update and community outreach program, and will write and review each document we provide to the City. This senior-level attention to each detail of the project ensures a high-quality work product as well as continuity throughout the project.

DEDICATED PROJECT MANAGER AND CO-MANAGER

Our team dedicates two De Novo principals as Project Manager and a co-Project Manager who will be in attendance at all public and stakeholder meetings and will be intimately involved in every aspect of the General Plan Update process. We feel that the use of two managers will ensure that all members of our team are constantly up to speed regarding changes in policy direction, staff preferences, and all of the other nuances of a complex project such as the General Plan Update. The project budget does not include the additional cost associated with having an additional project manager at each meeting, so this is a true value-added service that we are providing to the City.

AN EXTENSION OF CITY STAFF

The De Novo Principals have served as contract staff members and environmental coordinators for multiple public agencies throughout California, which gives us an intimate understanding of the intricacies and inner-workings of public planning agencies. Our work program includes the preparation of staff reports, meeting and presentation materials, and continuous project update reports throughout the General Plan update process. In these tough budget times, we understand and appreciate the burdens placed on City staff, and our goal is to make the General Plan update process a pleasant and rewarding experience for the City staff members.

EXTENSIVE PUBLIC OUTREACH AND COMMUNITY INVOLVEMENT

Our past experience preparing General Plan updates has taught us that a key to a successful General Plan is extensive community and City leadership involvement throughout the process. To this end, we will include an extensive program of Visioning Workshops, Open Houses, General Plan Steering Committee meetings, Planning Commission hearings, City Council hearings, and community stakeholder presentations in our work program. We will attend in-person meetings with City staff on an as-needed basis. We pride ourselves on not making

contract modifications and providing exceptional value for our services. If additional meetings or workshops are required, we can add these to our work program at no additional cost to the City. Our goal is to write an outstanding General Plan update and to ensure a smooth and positive process throughout the project. We don't nickel and dime when it comes to additional meetings or workshops.

DISSEMINATION OF INFORMATION

Keeping the public and the City leadership abreast of our progress is a key component of our scope of work. To this end, we will publish regular newsletters that provide an update of our work program, meeting dates, opportunities for public input, and summaries of our progress. We will also create a General Plan update website for the City. The website will provide a document clearinghouse location, identify meeting and hearing dates, provide updates on our work progress and provide the public and decision makers with a forum to provide written comments throughout the process. We've created General Plan websites for all of our General Plan Update projects, which have been very successful, and have greatly assisted County and City staff in providing information to the public. We encourage the City to visit some of these websites at:

brentwood.generalplan.org

countyofcolusageneralplan.org

cotati.generalplan.org

sebastopol.generalplan.org

UNPARALLELED ENERGY AND ENTHUSIASM

Beth, Steve, and Ben founded De Novo Planning Group after working for other consulting firms for many years. We greatly enjoy our line of work, and rather than spend our time managing large and cumbersome project teams comprised of junior-level planners, we prefer to roll up our sleeves and work on our projects ourselves. As owners of the company, we take great pride in our work products, and we strive to build a strong connection with each of our clients. The greatest compliment that our clients pay us is to invite us back to provide additional services. Providing superior products and client services is a matter of tremendous pride for us, and we bring our high level of energy, creativity and enthusiasm to each project we undertake.

2. PROJECT TEAM AND QUALIFICATIONS

The De Novo team is strategically assembled as a multidisciplinary team of experts with a strong local presence and understanding of local issues. The firms and key individuals we have partnered with for this project, including their respective project roles, are identified in the table below. Our team has the local and regional experience to provide an outstanding General Plan and EIR. In addition, our team members have also participated in planning and performing environmental review of policy-level projects including General Plans, zoning codes, and community plans.

Firm	Key Staff	Project Role
De Novo Planning Group, Inc. <i>California Corporation</i> 1020 Suncast Lane, Suite 106 El Dorado Hills, CA 95762 916-949-3231	Ben Ritchie, Principal Beth Thompson, Principal Steve McMurtry, Principal	<ul style="list-style-type: none"> • Project Management/ Quality Control • Existing Conditions Report • Policy Development • General Plan Preparation • Public Outreach Facilitation • Stakeholder Coordination • Staff Reports
Regional Government Services (RGS) (650) 455-1201	Steve Flint, Principal Planner Kendal Flint, Director of Communications and Strategic Planning	<ul style="list-style-type: none"> • Public Outreach and Facilitation • General Plan Policy Development • Quality Control
W-Trans <i>California Corporation</i> <i>Licensed Traffic Engineers</i> 490 Mendocino Ave., Suite 201 Santa Rosa, CA 95401 (707) 542-9500	Mark Spencer, PE, Principal Zack Matley, AICP, Principal	<ul style="list-style-type: none"> • Background Report (Traffic) • GP Circulation Element • Complete Streets Policies • EIR Traffic Analysis
Bay Area Economics (BAE) <i>Economists</i> 803 2nd St., Suite A Davis, CA 95616 (530) 750-2195	Matt Kowta, MCP	<ul style="list-style-type: none"> • Background Report • Fiscal Analysis • Fiscal and Economic Development Policy Approach
J.C. Brennan and Associates <i>California Corporation</i> <i>Certified Acoustical Engineers</i> 1287 High Street Auburn, CA 95603 (530) 823-0960	Jim Brennan Luke Saxelby, INCE	<ul style="list-style-type: none"> • Background Report (Noise) • GP Noise Element • EIR Noise Analysis
Peak and Associates <i>California Corporation</i> <i>Registered Professional Historians</i> 3941 Park Drive, Suite 20 #329 El Dorado Hills, CA 95762 (916) 939-2405	Melinda Peak Neal Neuenschwander	<ul style="list-style-type: none"> • Cultural/Historical resources analysis
West Yost Associates <i>Licensed Engineers</i> 2020 Research Park Dr., Ste 100 Davis, CA 95618 (530) 756-5905	Doug Moore, PE	<ul style="list-style-type: none"> • Water, Sewer, and Drainage Analyses

2.1 DE NOVO PLANNING GROUP (PRIME CONSULTANT)



De Novo Planning Group is a land use and environmental planning firm specializing in general plan updates, community planning, environmental studies, and sustainability planning. The founding principals have successfully completed over 200 projects consisting of comprehensive general plans, specific plans, housing elements, environmental impact reports, negative declarations, initial studies, NEPA analyses, climate action plans, biological assessments, wetland delineations, and development projects throughout California. De Novo Planning Group incorporated in July 2008.

We understand that the City desires a General Plan Update consultant that can provide an excellent and meaningful public outreach and participation program, resulting in a General Plan that is reflective of the community's values and priorities. Our team is extremely adept at managing and facilitating the public participation and community involvement process to help residents and decision-makers reach consensus on a vision for their community's future, assisted by a meticulous process of information gathering.

OUR MISSION

Our mission is to provide municipal and private sector clients with world-class professional services, through principal-level attention to every project. We pride ourselves on our ability to work with clients to balance the often conflicting goals of economic, social, environmental, legal, and political forces. Our services result in an integrated planning and environmental solution for every project that is technically sound, cost effective and delivered within the client's schedule.

OUR PHILOSOPHY

Our philosophy is to proactively plan and design projects in such a way that public and environmental concerns are addressed and accommodated early in the process. We strongly believe in the use of local knowledge for developing sensible and cost-effective solutions to local concerns. Our solutions integrate local knowledge with the best available resources to achieve recognized national and international standards for planning and environmental management, to achieve a balance in local economic, social, and environmental goals. De Novo Planning Group is dedicated to fostering a partnership with each agency we serve, through listening to the community and stakeholders and reflecting the ideas and concerns we hear in the approach developed for each project.

PROVEN SUCCESS IN GENERAL PLAN UPDATES

At De Novo, we pride ourselves on delivering unparalleled work quality and ensuring high levels of client satisfaction on all of our projects. Our team of Principals owns the firm, and we approach each and every project with exceptional levels of energy, enthusiasm, and accountability. All of the general plan projects that we have undertaken as a firm have been highly successful. We strongly encourage the City to contact all of our general plan references to inquire about the quality of our work, the responsiveness of our management team, and our ability to adapt to project changes without altering our budget.

PROGRESSIVE PLANNING IDEAS, CONCEPTS, AND DESIGN SKILLS

The De Novo team includes individuals with broad urban planning knowledge and ideologies that will serve to create a General Plan that is progressive and reflects the City's philosophies, beliefs, and values. Our team includes firms and individuals with recent local experience and an understanding of pertinent local and regional issues. We have extensive experience preparing General Plans for small, close-knit communities in the northern Bay Area facing growth and economic development issues, and we are very familiar with key issues and challenges that growth pressure can place on community character and identity. We have selected a team that is extremely well suited to develop a General Plan that promotes a vibrant and thriving community supported by a land use plan, circulation plan, and policy framework that is based on the values identified by the community.

BENEFITS OF A RELATIVELY SMALL PLANNING FIRM

The three De Novo Principals have served as senior project managers with larger consulting firms in California, and through this experience we have gained intimate knowledge of the operational inefficiencies of large firms and the burdens that they can cause public agencies. Larger firms tend to carry cumbersome over-head costs, which results in the need for higher hourly billing rates, frequent contract modifications, and can have high staff turnover, which causes changes in project managers midstream during a project. Because we remain small we are able to offer our clients with significantly lower rates, while still providing our clients with Principal-level attention to each project. We pride ourselves on our ability to deliver on our commitments, exceed expectations, and satisfy our clients with quality work on schedule and on time.

2.2 DE NOVO KEY STAFF

BEN RITCHIE - PRINCIPAL PLANNER AND PROJECT MANAGER

Mr. Ritchie is a Principal Planner with De Novo and is responsible for managing long range planning documents, completing complex and controversial CEQA documents, and facilitating community outreach and public communications efforts for the firm. Mr. Ritchie will serve as Project Manager and will be the primary point of contact with City staff.

Mr. Ritchie's experience includes a variety of land use, transportation, and sustainability projects throughout California. Mr. Ritchie recently served as the Project Manager for the City of Sebastopol General Plan and EIR, the City of Cotati General Plan and EIR, the City of Brentwood General Plan and EIR, and the Colusa County General Plan, EIR, and Zoning Code. He is currently serving as the Co-Project Manager for the City of Sebastopol zoning code update.

Mr. Ritchie is very adept at leading and facilitating the public outreach, visioning, and consensus building process required for a successful General Plan Update. Mr. Ritchie has extensive experience communicating complex topics in public forums in a manner that enhances community participation, understanding, and interest in community planning topics.

Mr. Ritchie is an expert in Green House Gasses and has developed a partnership with the Attorney General's office and ICLEI- Local Governments for Sustainability to develop methodologies that local agencies can implement to address climate change at the local level

and to achieve compliance with AB 32. Mr. Ritchie served as the Environmental Coordinator for the City of Rancho Cordova, where he oversaw the environmental planning division and the preparation of all CEQA documents prepared by staff and outside consultants. This experience has given Mr. Ritchie the knowledge of how local agencies use and implement planning documents, and specifically general plans, on a day to day basis. He has extensive experience preparing the full range of General Plan Elements and General Plan EIRs.

Mr. Ritchie graduated from Cal Poly San Luis Obispo with a bachelor's degree in Political Science and a Master of City and Regional Planning. He is regularly invited back to Cal Poly to guest-lecture in the City and Regional Planning Department.

Mr. Ritchie will dedicate the time needed each week to meet the project obligations for the General Plan Update, which we anticipate will require between 30 and 75 percent of his time in any given week. In the event that Mr. Ritchie is not available for a project meeting with the City, co-project manager Beth Thompson will be available.

BETH THOMPSON - PRINCIPAL PLANNER AND CO-PROJECT MANAGER

Ms. Thompson is a Principal Planner with De Novo with over 18 years of professional planning experience. Ms. Thompson will serve as the co-Project Manager and will be the secondary point of contact with City staff. Her responsibilities include general plan preparation and management, senior review of environmental documents, environmental planning, Housing Element updates, policy document preparation, and contract planning.

Ms. Thompson specializes in Community Planning, CEQA and National Environmental Policy Act compliance. Her experience includes the preparation and management of numerous General Plan projects, including the Sebastopol General Plan Update, Colusa County General Plan Update, Cotati General Plan Update, Brentwood General Plan Update, Half Moon Bay General Plan Housing Element, Zoning Code, and Land Use Element/Local Coastal Program Revisions, City of Lakeport Housing Element Update, City of Escalon Housing, Air Quality, Circulation, and Land Use Elements Update, Town of Paradise Housing Element Update, and City of Lakeport Housing Element Update. Ms. Thompson also has extensive experience preparing and managing General Plan EIRs, including the City of Colusa GP EIR, the City of Manteca Circulation Element Update EIR, the City of Jackson Land Use and Circulation Element Update EIR, the El Dorado County General Plan Amendment EIR, the City of Elk Grove General Plan Amendment EIRs, the Mendocino County General Plan EIR, and senior CEQA review of the City of Livingston General Plan Master EIR. Ms. Thompson is an industry leader in the field of Housing Elements, and General Plan EIRs, and she has a proven track record of successfully completing complex and legally defensible environmental and planning documents. Ms. Thompson graduated from the University of California, Davis with a bachelor's degree in Environmental and Resource Sciences.

Ms. Thompson will dedicate the time needed each week to meet the project obligations for Sausalito, which we anticipate will require between 30 and 65 percent of her time in any given week. In the event that Ms. Thompson is not available for a project meeting with the City, co-project manager, Ben Ritchie will be available.

STEVE MCMURTRY - PRINCIPAL PLANNER

Mr. McMurtry is a Principal Planner with De Novo and is responsible for project management, preparation of environmental documents, land use plans, air quality modeling, biological assessments, Agricultural LESA modeling, and regulatory permitting. Mr. McMurtry will provide support in preparing the General Plan and environmental documents. He will also be available as alternate staff in the event that one of the Project Managers is not available for a specific event.

He has successfully led multidisciplinary teams to complete over 80 environmental, land use planning, and development projects in 18 California counties. Mr. McMurtry’s experience includes service in engineering and planning firms, as well as in the building industry where he was responsible for project budgets of over \$300 million. He has managed large Specific Plans and EIRs with complex transportation, water, wastewater, and infrastructure issues and has served as a technical planner on General Plans and General Plan EIRs for the City of Brentwood, City of Cotati, City of Sebastopol, Colusa County, City of Carmel-by-the-Sea, City of Monterey, Colusa City, and the City of Manteca. Mr. McMurtry graduated from Cal Poly San Luis Obispo with a bachelor’s degree in Natural Resource Management with graduate studies in Biological Sciences at San Jose State University.

Mr. McMurtry will dedicate the time needed each week to meet the project obligations for the Sausalito General Plan update, which we anticipate will require between 20 and 45 percent of his time in any given week.

2.3 SUB-CONSULTANT TEAM

REGIONAL GOVERNMENT SERVICES (RGS)

Regional Government Services Authority (RGS) was formed in 2001, by a city and a regional planning and services agency to help local governments meet three challenges: decreasing revenues, increasing demands (and costs) for services, and loss of experienced staff. Local government leaders knew that these challenges were likely to continue, so agencies would have to work together – uniting not only their voices but their resources to advocate and become more efficient. The idea behind the creation of RGS was to form an agency which would help local governments share expertise and improve efficiencies. A need was emerging for some way to help agencies get the expertise and experience needed, without each agency having to hire full-time staff when the need might be less than full-time. Agencies could, in effect, share expertise through a third-party.



Today, RGS is governed by several member agencies, all with the common goal expressed in the JPA’s mission statement: To provide quality, innovative, cost-effective services exclusively to public agencies.

KENDALL FLINT (DIRECTOR OF COMMUNICATIONS & STRATEGIC PLANNING)

Kendall Flint is an industry professional with more than 25 years of marketing, advertising and public engagement experience. She has created and implemented a broad range of communication, economic development and outreach campaigns for both public and private agencies. Her award-winning work has been honored by the California Association of Public

Information Officers, Public Relations Society of America, International Television Association, International Association of Business Communicators and California Local Economic Development Corp., which honored the economic development program for the City of Elk Grove with its Crystal Eagle Grand Prize.

Ms. Flint has produced and directed national public service campaigns featuring Arnold Schwarzenegger, Will Smith and Oscar de la Hoya. She has been a guest lecturer at several California colleges and professional associations including the American Planning Association, California Downtown Association, Association of Environmental Professionals, Public Relations Society of America and Rural Water Forum.

She started her career as West Coast Supervising Producer for CNN. She went on to develop entertainment and travel-related programming for Group W Television. Ms. Flint owned and operated her own marketing firm specializing in marketing, advertising and film production for entertainment, travel and automotive companies for over ten years before joining PMC, a municipal consulting firm. While at PMC she built the firm's public affairs division, created a program for strategic planning for government agencies and served on the firm's management team. Her duties included marketing and business development in addition to serving as Director of Strategic Planning and Communications.

Ms. Flint formed Flint Strategies in 2010 to provide strategic planning, communications and economic development support to public and private agencies. She joined Regional Government Services in February of 2015 and now manages its Communications and Strategic Planning Practices.

STEVE FLINT (PRINCIPAL PLANNER)

Steve Flint brings more than 30 years of practical planning experience to RGS, having served in both public and private sectors. As a private consultant Steve worked with the development community on multiple projects in southern California and the central coast. In northern California he provided contract staff support and management to numerous cities and counties. As a public official, he served as Principal Planner for the City of Tucson, Arizona and as Planning Director for the cities of San Clemente and Half Moon Bay in California.

Steve specializes in urban planning and land use development. He has served as a senior staff member performing such tasks as preparing general plan elements and amendments, specific plans, municipal code revisions pertaining to zoning and subdivision regulations, supporting design of military installations, and processing commercial, industrial, residential, and mixed-use urban development projects through a variety of regulatory agencies. His experience also includes preparing complex reports and studies on such issues as growth management, coastal development, design review, and development policy evaluation. In addition, he has been involved in the preparation of numerous environmental documents and related technical studies.

Steve graduated with a Bachelor of Science degree from University of Arizona, Tucson with major studies in Landscape Architecture. He also served as a Planning Commissioner in the City of Dana Point (1996–97) and was elected in December 2013 to the Coastside (San Mateo) County Water District Board of Directors. Steve currently lives with his wife Kendall in Half Moon Bay, California.

W-TRANS (TRANSPORTATION AND CIRCULATION)

Whitlock & Weinberger Transportation, Inc. (W-Trans) provides traffic engineering and transportation planning services with goals of maximizing mobility within available resources and transforming streets to serve all potential users. W-Trans is a group of traffic engineering practitioners grounded in technical traffic engineering theories and analyses who apply these skills to create innovative transportation solutions involving traffic calming, pedestrian friendly operations, and livable street endeavors. W-Trans staff has applied their skills to a variety of projects ranging from traffic operation analyses, traffic collision reduction programs, transportation facilities design including traffic signal and roundabout design to downtown revitalization, streetscape planning effort and complete street projects. We take a holistic approach to traffic engineering, realizing that solutions cannot be developed in a vacuum or strictly follow the standards of the past. Traffic analysis and design must be sensitive to the context of the surrounding land use and community goals to be successful.



MARK SPENCER, PE (PRINCIPAL)

Mark Spencer is a Principal and one of the owners of W-Trans. He holds a B. Eng in Civil Engineering from McGill University and an M.S. in Civil Engineering from UC Berkeley. He has been working as a consultant in the Bay Area since 1990, and joined W-Trans in 2011 to open an office in Oakland. His work includes managing a wide array of transportation planning projects, from EIRs and Specific Plans to parking studies and neighborhood traffic management plans. He is often invited to present projects before community forums and elected officials, and is recognized for his ability to present technical topics to both general and professional audiences. When asked what he does for a living, Mark will typically respond that, through transportation, he works to make communities better, safer and more livable. He also enjoys his role in mentoring and training staff.

Mark has been an active member of ITE since he was a Student Chapter President “back in the day” and then as an elected officer in the San Francisco Bay Area Section. He was Chair of the 2010 ITE Western District Annual Meeting in San Francisco, and was elected to the Western District Board in 2014. He is currently the ITE Western District Vice President, and an Executive Board Member of the ITE International Transportation Consultants Council. Mark has presented papers at ITE and TRB Meetings on topics ranging from ITS to Parking Guidance Systems and ADA Training for Professionals.

ZACK MATLEY, AICP (ASSOCIATE PRINCIPAL)

Zack joined W-Trans in 1998 after graduating from California Polytechnic State University, San Luis Obispo with dual M.S. degrees in City and Regional Planning and Engineering. He also holds a B.S. degree in Environmental Policy Analysis and Planning from the University of California, Davis. Zack’s education and experience produce a rare combination of expertise in the urban and environmental planning disciplines, along with expertise in transportation planning, engineering, and operations. Some of his favorite projects are those that tap into both the planning and engineering realms, including those involving Complete Street retrofits

and working on the circulation-related components of Specific Plans. Zack has completed several General Plan Update projects with the De Novo team, including the cities of Cotati, Sebastopol, and Brentwood. Zack is a member of both the American Planning Association (APA) and Institute of Transportation Engineers (ITE).

BAE URBAN ECONOMICS

BAE Urban Economics is an award-winning urban economics and public-benefit real estate development consulting practice. Since 1986, we have served more than 1,700 clients including public agencies, non-profit organizations, and private developers throughout the U.S. All of our work is led by seasoned experts, who are responsible for project direction and internal quality control.

BAE's experience ranges from statewide policy studies, to strategic plans, to development projects. Our services include feasibility studies, strategic planning, revitalization, public-private transactions, public financing, fiscal and economic impacts analyses, and development advisory services. We have extensive work experience in:

- Economic Development
- Sustainable Development and TOD
- Affordable and Workforce Housing
- Public-Private Transactions
- Parks and Community Facilities
- Impacts Analysis
- Financing and Operations

BAE's passion about the "triple bottom line" of sustainable economics, environment, and equity makes us unique among urban economists. We believe that there are practical solutions to urban issues which will achieve this triple bottom line, and that consideration of environmental impacts and social benefits is as important as financial returns.

Our company has practiced this same philosophy since our inception in 1986, with intentional investments in our staff and workplaces to foster creativity and a commitment to excellence. We have pioneered the use of survey research to target urban housing products, created innovative GIS tools for smart growth planning, and provided real estate advisory services to some of the largest revitalization and sustainable development efforts in the U.S. We have also worked on more than 50 TOD strategies and plans, as well as award-winning sustainable regional plans. BAE is a certified Green Business in Alameda County, CA, bringing our sustainability focus to our own business practices. BAE is also certified as a WBE or DBE by numerous public agencies.

The BAE difference shows - we have earned more awards for excellence than any other firm in our field, our core staff has averaged more than 15 years each with the company, and our clients have retained us repeatedly over our 25-year history. BAE has 20 staff members in five offices including San Francisco, Sacramento, Los Angeles, New York City, and Washington DC.

For more information, see www.bae1.com.

MATT KOWTA, MCP, PRINCIPAL

Matt Kowta manages BAE's Sacramento office and works throughout the western US. He specializes in public finance, fiscal impact, affordable housing, redevelopment, and strategic economic development. Throughout his career, Matt has pioneered innovative techniques in economic analysis to meet the challenges of contemporary urban development.

Matt has managed economic analysis in support of numerous General Plan Update projects, including Vacaville, Morgan Hill, St. Helena, Chico, Yolo County, Butte County, Davis, Truckee, and many others. He is currently managing BAE's work as the economics subcontractor for several PDA Specific Plan projects, including locations in Fairfield, American Canyon, and City of Alameda.

Other studies conducted for a diverse range of projects include real estate market analysis and development feasibility analysis; economic studies in support of general plans, specific plans, and other long-range planning efforts; fiscal impact analysis; affordable housing needs studies and strategies; incorporation advisory services for the establishment of new cities; and numerous other specialized economic analyses tailored to the unique needs of BAE's clients.

Matt has also managed projects in locations ranging from the San Francisco Bay Area to Reno/Tahoe, Oregon, Washington State, and Colorado. His experience spans the full continuum of the development process, from long range planning and pre-development through redevelopment and revitalization. He recently worked with the U.S. EPA to develop and deliver a two-day technical assistance module for local and regional governments on planning for Economic and Fiscal Health, for locations across the U.S.

Matt earned a BA in Geography from UCLA and an MCP from UC Berkeley. He has been a featured speaker at UC Berkeley, UC Davis, the California Downtown Association, the California Local Agency Formation Commission annual conference, California APA, and ULI. He is past President of the Davis Downtown Business Association.

RAY KENNEDY, M.A., VICE PRESIDENT

Ray Kennedy, Vice President in BAE's Berkeley office, will provide technical support to the study. He will oversee demographic and economic research and assist with preparation of BAE deliverables. Ray Kennedy has specialized in market research, affordable housing, financial analysis, quantitative methods, and survey research since joining BAE in 1988.

Ray has recently provided market analysis for a number of efforts such as the Colma Economic Development Strategy (currently underway), and the Monterey Lighthouse/Foam and Downtown Specific Plan, an effort to revitalize two older districts adjacent to Cannery Row and Fisherman's Wharf.

Ray is also expert in the use of data series from the US Census and private data vendors, and serves as BAE's in-house data manager. Ray has also led primary survey research including work for the San Francisco Affordable Housing Tenant and Landlord Survey Project and the San Francisco Housing DataBook. He has prepared numerous real estate development cash flow models and pro formas, including recent work for the redevelopment of Fort Monroe, VA, a former military installation being converted to a mix of hotel, housing, and office space.

Ray holds a BA in Anthropology and an MA in Geography from the University of Cincinnati, and has completed specialized training in real estate financial analysis at UC Berkeley.

J.C. BRENNAN AND ASSOCIATES (NOISE)

j.c. brennan & associates is a full service acoustical consulting firm. The firm is owned and operated by Jim Brennan. Jim provides over 20 years of combined experience in acoustical consulting and is a recognized member of the Institute of Noise Control Engineering. j.c. brennan & associates is dedicated to providing high-quality and personalized acoustical consulting services. j.c. brennan & associates conducts studies in the fields of transportation noise (roadway traffic, aircraft and railroad), industrial noise control, ambient noise surveys, architectural and building acoustics, environmental impact reports (EIR's) and environmental impact studies (EIS's), expert legal testimony, staff training, and General Plan Noise Element and Noise Ordinance updates.

j.c. brennan & associates utilizes sound level measurement and vibration measurement equipment which meet ANSI specifications for Type 1 sound level measurement equipment. j.c. brennan & associates has the ability to conduct octave and narrow band frequency measurements and data analysis. Computer models used for evaluating noise levels and associated impacts include the Integrated Noise Model (INM - for developing aircraft noise contours for airports), the Environmental Noise Model (ENM - for analysis and contour mapping for all environmental/industrial noise sources), the Federal Highway Administration Traffic Noise Prediction Model, the Caltrans Sound 2000 Model traffic model and the recently developed Traffic Noise Model (TNM). Other custom software applications which have been developed in-house over the years are also used with regular frequency.

Jim Brennan and the staff at j.c. brennan & associates have enjoyed the close working relationships which have been developed with all clients, including federal, state and local government agencies, public utility districts, private developers, utility companies, architectural firms and engineering firms.

JIM BRENNAN - PRINCIPAL NOISE ENGINEER/ PRESIDENT

Mr. Brennan is the founder of j.c. brennan & associates, Inc. and he is responsible for the use of sophisticated computer models that predict noise propagation in complex environments, and for evaluating potential mitigation measures for abating noise impacts. For the past 20 years, Jim has managed numerous aviation studies, community noise studies, development of General Plan Noise Elements and Noise Ordinances, analyses of vibration impacts from transportation facilities and industrial equipment. Jim's experience includes managing acoustical analyses related to traffic noise, architectural acoustics, and other environmental noise sources including railroads, rapid transit, helipad relocations, snowmaking operations, industrial facilities, residential developments, marina and harbor expansions, and mining operations.

Presently, Jim serves on the Tahoe Regional Planning Agency (TRPA) Environmental Threshold Review, Noise Evaluation Committee. Jim's noise control experience began in 1984 while employed with the Tahoe Regional Planning Agency where he implemented the Lake Tahoe basin noise monitoring program, wrote the noise control ordinance for the Regional Plan, and

provided technical analysis and assistance to local agencies and community groups in the area of airport and community noise problems. Mr. Brennan obtained a Bachelor's degree in Community Sciences from the University of Wisconsin at Green Bay.

LUKE SAXELBY – PRINCIPAL NOISE ENGINEER/VICE PRESIDENT

Mr. Saxelby has managed numerous acoustical studies involving a wide variety of noise sources, including traffic, railroads, commercial uses, and industrial uses. He has been actively involved in many noise studies for various types of projects, including residential subdivisions, shopping center developments, car washes, specific plans, ski resorts, roadway improvement project and various environmental impact reports.

Mr. Saxelby has developed skills in the use of complex noise modeling programs including the Federal Highway Administration Traffic Noise Prediction Model (TNM), California Department of Transportation noise modeling program (Sound 2000), and the Environmental Noise Model (ENM). Special interests include the application of noise control techniques for mechanical systems. Mr. Saxelby obtained a Bachelor's degree in Mechanical Engineering from California State University, Sacramento.

PEAK AND ASSOCIATES (CULTURAL AND HISTORICAL RESOURCES)

Peak & Associates, Inc. offers archeological services and cultural resource expertise to public agencies and private concerns. A woman-owned business enterprise since 1972, Peak & Associates operates with a full-time staff of two professional archeologists and a historian/archeologist that has successfully completed over 4,500 projects in the fields of public archeology and cultural resource management. Peak & Associates can conduct projects throughout California, the Great Basin, Nevada, Oregon, and the Southwest.

MELINDA PEAK – PRINCIPAL CULTURAL RESOURCES INVESTIGATOR

Ms. Peak is the president of the firm and has charge of company records, acts as principal field director for survey and archeological test projects, and takes responsibility for the firm's historical research and historical evaluation activities. With a record of more than thirty years of field experience, Ms. Peak has been a principal investigator, field director, crew chief and assistant director on a wide range of prehistoric and historic excavations. She has directed laboratory analyses of archeological materials, including the historic period. She has also conducted a wide variety of cultural resource assessments in California, including documentary research, field survey, and report preparation.

Ms. Peak is a registered professional historian with a Bachelor's degree in Anthropology from the University of California, Berkeley and a Master's degree history at California State University, Sacramento. Through her education and experience, Ms. Peak meets the Secretary of Interior Standards for historian, architectural historian, prehistoric archeologist and historic archeologist.

WEST YOST ASSOCIATES (WATER, SEWER, AND DRAINAGE)

West Yost Associates (West Yost) is a consulting engineering firm headquartered in Davis, California, with seven additional offices in Northern California and Oregon. West Yost was formed in 1990 to provide a higher level of client service around a focused area of technical expertise. Their focus is exclusively water, wastewater, and stormwater projects, and they

provide a broad depth of experience in CEQA review, planning, design, construction management, and program management services. They're client base is comprised of cities, counties, local and regional districts and agencies, state and federal agencies and private clients.

DOUG MOORE, PE

Doug Moore has 20 years of experience, including general plan update infrastructure support, storm drainage facility design, drainage computer modeling, and drainage master planning; sewer planning; water system planning; preparation of environmental impact reports for development projects addressing storm drainage, water quality, wetlands, water rights, and soil erosion; and hydrologic and hydraulic drainage system modeling (Storm CAD, HEC-1 and HEC-2). Other experience includes cost estimating, project permitting, and project management.

2.4 REPRESENTATIVE PROJECT EXPERIENCE- DE NOVO PLANNING GROUP

CITY OF SEBASTOPOL - GENERAL PLAN UPDATE AND EIR

The De Novo recently completed a comprehensive update to the Sebastopol



General Plan, which included preparation of the EIR as well. Our team conducted several community visioning workshops, numerous meetings and workshops with the Planning Commission and City Council, a detailed background report, and issues and opportunities report. Preparation of a comprehensive update to the City's Housing Element was completed, and the Housing Element was recently certified by HCD. Our team worked extensively with the General Plan Advisory Committee to develop the General Plan, which incorporates cutting edge approaches to sustainability, local economic development, tourism management, and growth management. At the conclusion of the General Plan Update process, the City invited the De Novo team back to conduct a comprehensive update to the Zoning Code.

The Sebastopol General Plan Update Website can be viewed at:

<http://sebastopol.generalplan.org/>

Project Schedule: April 2014 – November 2016

Project Budget: \$410,000. The project was completed within budget.

City of Sebastopol
Planning Dept.
7120 Bodega Ave.
Sebastopol, CA 95472

Reference: Kenyon Webster, Planning Director
#(707) 823-6167

CITY OF COTATI – GENERAL PLAN UPDATE AND EIR

De Novo Planning Group recently completed a comprehensive update to



the City’s General Plan and preparation of a General Plan EIR. De Novo Principals Beth Thompson and Ben Ritchie served as the project managers for the City of Cotati General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. This work effort included an extensive Visioning process at the outset of the project and regular meetings with the Planning Commission to discuss issues to be addressed in each element of the General Plan. Deliverables included a background report, Issues and Opportunities Report, GIS data, three land use alternatives maps, the General Plan policy document, Housing Element, and EIR.

The updated General Plan provides the City with a 20-30 year growth plan that will: address community health and sustainability, provide a Circulation Plan that supports a walkable Cotati, and balance the demand for expanded opportunities for jobs-generating development and supporting residential growth with preservation of the City’s small-town character. The General Plan was successfully adopted in March 2015.

The Cotati General Plan Update Website can be viewed at:

<http://www.cotati.generalplan.org/>

Project Schedule: February 2011-March 2015.

Project Budget: \$425,315. The project was completed within budget.

City of Cotati
Community Development Department
201 West Sierra Avenue
Cotati, CA 94931

Reference: Vicki Parker, CD Director
#(707) 665-3637

CITY OF BRENTWOOD – GENERAL PLAN UPDATE AND EIR



The De Novo team recently completed a comprehensive update to the City of

Brentwood’s General Plan and preparation of a General Plan EIR. De Novo Principals Beth Thompson and Ben Ritchie served as the project managers for the Brentwood General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. The work effort began with an extensive public outreach and visioning process and preparation of a detailed Existing Conditions Report. Other key tasks include an Opportunities and Constraints Report, three Land Use Map Alternatives accompanied by a Land Use Map Alternatives Report, and opportunities for property owners to submit parcel change requests. Our team worked closely with the City’s General Plan Working Group to complete comprehensive policy sets for all General Plan topics.

Sausalito General Plan Update and EIR - Statement of Qualifications

The updated General Plan provides extensive opportunities for economic development, maintains strict fiscal sustainability, enhances the preservation of natural resources in and around the City, and ensures continued quality in the built environment under increasing growth pressure. Our team worked closely with W-Trans, BAE, JC Brennan and Associates, and Peak and Associates throughout all stages of this project. The General Plan was successfully adopted and the EIR was certified in July 2014.

The Brentwood General Plan Update Website can be viewed at:
brentwood.generalplan.org

Project Schedule: October 2012-July 2014. The project was completed ahead of schedule.

Project Budget: \$637,535. No budget changes occurred, and the project was completed within budget.

City of Brentwood
Community Development Department
150 City Park Way
Brentwood, CA 94513

Reference: Casey McCann, CD Director
#(925) 516-5195

COUNTY OF COLUSA - COLUSA COUNTY GENERAL PLAN AND EIR



De Novo Planning Group completed a full and comprehensive update to the Colusa County General Plan. De Novo Project Managers Beth Thompson and Ben Ritchie served as the project managers for the Colusa County General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. This work effort included an extensive public outreach and public participation program, a conservation plan for agriculture, open space, and wildlife, the development of a county-wide GIS database, policy development in collaboration with a Steering Committee, a full update to the County's Housing Element, and preparation of an EIR. Deliverables include a background report, Issues and Opportunities Report, GIS database, four land use alternatives maps, the General Plan

policy document, Housing Element, and EIR. The updated General Plan provides the County with a 20-30 year growth plan that balances the demand for increased services, expanded opportunities for local residential and commercial development, increased local employment opportunities, and preservation of the rural lifestyle and extensive agricultural resources of the County.

The General Plan was successfully adopted and the EIR was certified by the County Board of Supervisors in July 2012. The Board commended De Novo for our excellent work on this project, and our team was invited back to Colusa County to prepare a comprehensive update to the County's Zoning Code.

The Colusa County General Plan Update Website can be viewed at:
www.countyofcolusageneralplan.org

Sausalito General Plan Update and EIR - Statement of Qualifications

Project Schedule: August 2009 – July 2012. The project was completed on schedule.

Project Budget: \$560,000. No budget increases occurred throughout the life of the project and the project was completed within budget.

Colusa County Planning & Building Department 220 12th Street Colusa, CA 95932	<i>Reference:</i> Steve Hackney, Planning & Building Director (Retired, but available for reference) #(530) 342-5528
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COUNTY OF COLUSA – COMPREHENSIVE ZONING CODE UPDATE

Following the success of the County’s General Plan Update, De Novo was retained to prepare a comprehensive update to the County’s Zoning Code. This effort included an extensive public outreach and community participation program, over 12 meetings with the Zoning Steering Committee, and several public workshops with the Planning Commission and Board of Supervisors. Our efforts resulted in a comprehensive overhaul of the County’s Zoning Code, and incorporated numerous user-friendly features, including detailed tables, graphics, charts, and implementation matrices. We also completed a comprehensive update to the Countywide Zoning Map and nine community Zoning Maps.

Colusa County Planning & Building Department 220 12th Street Colusa, CA 95932	<i>Reference:</i> Steve Hackney, Planning & Building Director (Retired, but available for reference) #(530) 342-5528
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CITY OF ELK GROVE SUSTAINABILITY ELEMENT AND CLIMATE ACTION PLAN EIR

De Novo prepared the Environmental Impact Report for the City’s General Plan Sustainability Element and Climate Action Plan as a Supplement to the General Plan EIR. The Sustainability Element and CAP project involved adoption of the Sustainability Element, which included goals and policies to help the City achieve a wide range of desired results related to sustainability, and the CAP, which included a range of measures to reduce greenhouse gas (GHG) emissions from a variety of sources throughout the City. The Supplemental EIR provided a mechanism for subsequent projects to streamline analysis of impacts, including cumulative impacts associated with greenhouse gases, as allowed under CEQA Guidelines §§15168, 15183, and 15183.5

City of Elk Grove Planning Department 8401 Laguna Palms Way Elk Grove, CA 95758	<i>Reference:</i> Christopher Jordan, Planning Manager #(916) 478-3619 <i>Project Value:</i> \$29,890 <i>Time Frame:</i> March 2011 – August 2012
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CITY OF NOVATO HOUSING ELEMENT EIR

De Novo recently prepared a comprehensive program-level EIR for the City of Novato’s Housing Element. The Housing Element project received a very high level of public input and was a controversial local project. The De Novo team prepared a detailed Draft EIR that

addressed a range of development scenarios and intensities. The Draft EIR was prepared under an accelerated timeline, and addresses the full range of CEQA topics. Beth Thompson served as the project manager, with support from Ben Ritchie and Steve McMurtry. The Final EIR was successfully certified by the City Council in November 2013.

City of Novato	<i>Reference:</i> Steve Marshall, Senior Planner
Community Development	#(415) 899-8942
Department	<i>Project Value:</i> \$153,515
75 Rowland Way, Room 200	<i>Time Frame:</i> April 2013 – November 2013
Novato, CA 94945	

CITY OF FOSTER CITY GENERAL PLAN EIR AND CLIMATE ACTION PLAN

De Novo recently completed the Foster City General Plan EIR and Climate Action Plan. The project was managed by De Novo Principal, Ben Ritchie. The Draft EIR addresses the full range of environmental impacts associated with implementation of the City’s updated Land Use and Circulation Element, as well as the revised General Plan Land Use Map and new Climate Action Plan. The Climate Action Plan was developed in a way that will facilitate General Plan implementation, provide opportunities for streamlined CEQA review of subsequent development projects, and effectively implements the City’s visions and goals with respect to climate change planning. EIR certification and Climate Action Plan adoption successfully occurred in January 2016.

CITY OF MANTECA- GENERAL PLAN CIRCULATION ELEMENT UPDATE EIR

De Novo Planning Group successfully prepared an EIR for the City of Manteca General Plan Circulation Element Update. The project was managed by De Novo Principal, Steve McMurtry, with Beth Thompson and Ben Ritchie serving as principal planners. The Update was focused on complete streets, walkability, and included changes to the level of service standards and capital improvement program. The EIR is a program-level analysis that addresses environmental impacts in the short term for projects programmed in the CIP, and in the long term for foreseeable projects that could move forward based on the approved General Plan Land Use Element.

City of Manteca Community	<i>Reference:</i> Mark Meissner, Planning Director
Development Department	#(209) 456-8511
1001 West Center Street	<i>Project Value:</i> \$75,000
Manteca, CA 95337	<i>Time Frame:</i> September 2009- February 2011

CITY OF ESCALON – HOUSING ELEMENT UPDATE AND AIR QUALITY, CIRCULATION, AND LAND USE ELEMENTS UPDATE

De Novo Planning Group recently prepared an update to the City’s Air Quality, Circulation, and Land Use Elements to address air quality, climate change, and community health and wellness issues. The project was managed by Beth Thompson, with Ben Ritchie and Steve McMurtry serving as principal planners and technical analysts. The revisions to the elements promoted: 1) analysis of development projects for potential health impacts associated with air quality, 2) a complete streets system, 3) development of high density residential uses and affordable housing within walking distance of health care, parks, schools, and other amenities to

encourage walking and bicycle trips, 4) coordinated regional planning efforts to encourage non-automotive transportation and improve air quality, and 5) local design and development standards to provide improved pedestrian and bike routes and connectivity. The San Joaquin Valley Air Pollution Control District reviewed the proposed amendments and commended the City for its commitment to protecting the health of its citizens.

2.5 RELEVANT SUBCONSULTANT EXPERIENCE

RGS PROJECT EXPERIENCE

SAN MATEO COUNTY PRINCETON PLANNING UPDATE PLAN

Princeton is a study being conducted by San Mateo County to update the land use plan for Princeton by the Sea. The project will focus on the area west of and including Highway 1, between Pillar Point Harbor and Moss Beach. The purpose of this project is to make a comprehensive update to the policies, plans, and standards regulating the Princeton study area. Ms. Flint has is leading an incredibly successful outreach effort which includes a project website yielding thousands of site visits and more than 300 eNews sign ups, eBlasts to 3000+ Coastside residents, a series highly attended public meetings and workshops, social media, news media and coordination with all of the Coastside communities.

CITY OF SAUSALITO PLANNING STAFF SUPPORT (SEPTEMBER 2014 – JUNE 2015)

Under the supervision of the Community Development Director, provided staff support and planning services on a part-time basis. Tasks involve providing planning & zoning information to the public, reviewing building permit applications for zoning compliance, evaluating applications for entitlements, preparing staff reports, and making presentations to Planning Commission, Historic Landmarks Board and City Council for action on entitlements, and taking actions to ensure code compliance.

SANTA CRUZ CORRIDORS STUDY

Ms. Flint is currently managing two programs for the City of Santa Cruz. The Corridor Study is a community based assessment of existing land use designations and plans for improving accessibility and investments.

CITY OF MOUNTAIN VIEW, SHORELINE CORRIDOR STUDY

Ms. Flint recently completed an award-winning effort for the City of Mountain View to enhance connectivity between public transportation and larger employers in the area. This included walking tours, biking tours and interactive workshops.

METROPOLITAN TRANSPORTATION COMMISSION 2035 REGIONAL TRANSPORTATION PLAN OUTREACH

Ms. Flint served as project manager and lead facilitator for MTC's comprehensive public involvement program for its 2035 Regional Transportation Plan, a three-year program designed to engage residents, stakeholders and elected officials throughout the nine-county Bay Area. Her involvement included planning and staffing for a joint MTC/ABAG Regional Summit attended by 800 people, development of fact sheets, facilitation of public meetings, technical committee facilitation, e-mail advisories, interactive click polling and supervision of the agency's online database used by member agencies to propose transportation projects.

CITY OF CHICO, GENERAL PLAN UPDATE

Ms. Flint served as project manager for all outreach and community involvement activities including public meetings, Web site development and community facilitation, including facilitation of multiple stakeholder meetings with diverse viewpoints and coordination between planning, environmental and design teams.

W-TRANS PROJECT EXPERIENCE

SEBASTOPOL GENERAL PLAN UPDATE (CITY OF SEBASTOPOL)

As part of a multi-disciplinary team, W-Trans completed work on the City of Sebastopol's Circulation Element for its General Plan update. W-Trans completed an extensive analysis of multimodal circulation, authored the Circulation Element including updated circulation policies, and conducted evaluations of land use and circulation alternatives. The update has a strong focus on maintaining its distinctive downtown and creating pedestrian and bicycle routes. Level of Service exemptions were created in cases where the City finds that the infrastructure improvements needed to maintain vehicle LOS (such as roadway or intersection widening or intersection control modifications) would be in conflict with goals of improving multimodal circulation; or would adversely impact the character of Sebastopol. The multimodal circulation emphasis reflects the community's character and meets State of California requirements for Complete Streets. Also, conversion of the existing one-way street couplet was evaluated to determine the feasibility of conversion to a two-way street network.

Contact: Kenyon Webster, Planning Director, (707) 823-6167, kwebster@cityofsebastopol.org

BELMONT GENERAL PLAN UPDATE (CITY OF BELMONT)

The City of Belmont is currently updating their General Plan. W-Trans is responsible for preparing the Circulation Element and EIR. Belmont is largely built out but experiences issues associated with growth and circulation constraints. W-Trans completed the Ralston Avenue and Alameda de las Pulgas Complete Street Plans prior to working in the General Plan; both of these plans were developed with extensive community engagement and are being used to inform the General Plan policies, circulation plan and quantitative analysis.

Contact: Carlos de Melo, Community Development Director, (650) 595-7440, cdemelo@belmont.gov

BRENTWOOD GENERAL PLAN UPDATE (CITY OF BRENTWOOD)

The City of Brentwood recently completed an update of their General Plan. W-Trans was responsible for preparing the Circulation Element and portions of the Growth Management Element, including development of policies as well as quantitative analysis of the regional multimodal circulation network. The City has experienced rapid growth over the past decade and anticipates substantial growth well into the future. As a result, both the City and the Contra Costa Transportation Authority (CCTA) have a keen interest in ensuring that the area's future transportation needs are firmly established through both policy and an understanding of the circulation infrastructure that will be needed to accommodate growth. The Circulation Element includes a significant focus on multimodal circulation and Complete Streets.

Contact: Erik Nolthenius, Planning Manager, (925) 516-5405, enolthenius@brentwoodca.gov

CITY OF SONOMA CIRCULATION ELEMENT (CITY OF SONOMA)

The City of Sonoma is currently undertaking an update of its General Plan Housing and Circulation elements. W-Trans is currently preparing the revised Circulation Element, and is also in the midst of conducting a parking study for the historic Sonoma Plaza area. As part of the update W-Trans has analyzed and developed conceptual improvement plans for several key intersections near the Plaza that are intended to significantly enhance pedestrian circulation while maintaining traffic flow, recognizing that any such improvements would need to be embraced and approved by Caltrans. Future traffic projections and roadway mitigations have been determined using the SCTM\10 travel demand model maintained by the Sonoma County Transportation Authority (SCTA).

Contact: Contact: David Goodison, Planning Director, (707) 938-3681, davidg@sonomacity.org

COTATI GENERAL PLAN UPDATE (CITY OF COTATI)

As part of a multi-disciplinary team, W-Trans completed work on the City of Cotati's General Plan update. W-Trans completed an extensive analysis of multimodal circulation including multimodal level of service (MMLOS) analysis, authored the Circulation Element including updated circulation policies, assisted with local outreach, and conducted evaluations of several land use and circulation alternatives. The update has a strong multimodal circulation emphasis that both reflects the community's character and meets State of California requirements for Complete Streets to be addressed in General Plan updates. Key constraints facing Cotati's circulation network that are addressed in the General Plan update include heavy regional traffic demand on City streets, challenges in preserving rural roadway character desired by citizens of select neighborhoods, and a lack of pedestrian/bicycle connectivity between the eastern and western portions of the City.

Contact: Vicki Parker, Community Development Director, (707) 665-3637, vparker@ci.cotati.ca.us

CIRCULATION ELEMENT OF THE GENERAL PLAN UPDATE (CITY OF NOVATO)

Operating conditions were evaluated for 41 intersections and eight freeway segments in the City of Novato using data obtained in the Fall 2012 to produce an Existing Conditions Report. Facilities for pedestrians and bicyclists as well as transit users and safety conditions were also addressed. W-Trans initiated this effort to support the General Plan Update, which will follow. It is also being used for the Housing Element Update, which is proceeding separately. The document includes policies, programs and goals as well as operational data.

Contact: Steve Marshall, Principal Planner, (415) 899-8942, smarshall@novato.org

BAE PROJECT EXPERIENCE

VACAVILLE GENERAL PLAN UPDATE

BAE is serving as the economics subconsultant to The Planning Center / DC&E for the Vacaville General Plan Update. BAE prepared a series of background reports to help inform the development of General Plan alternatives. These memos documented current conditions and recent trends in the City of Vacaville and then evaluated prospects for change during the General Plan time horizon, identifying important implications for the General Plan Update to consider, including: **Population, Employment and Housing** – a white paper documenting important trends and the outlook for residential growth; **Downtown Housing Opportunities** – an analysis of the opportunities to develop higher density urban mixed-use infill housing in the downtown area, addressing a current gap in the City’s housing offerings; **Regional Competitive Positioning** – an analysis of the City’s potential to capture a share of regional demand for office and industrial land uses, which helped to determine the absorption potential and land needs during the General Plan time horizon; and **Neighborhood Retail Center Revitalization** – which analyzed retail market conditions and recommended strategies to either retain, reposition, or replace older commercial centers within the City of Vacaville, to best serve local needs.

BAE then evaluated General Plan alternatives for responsiveness to anticipated market opportunities and constraints, and also evaluated economic viability of new growth areas based on anticipated infrastructure requirements. BAE is currently working with the City to prepare a fee study for a General Plan update and maintenance cost recovery fee, which will recoup costs of the General Plan Update and also collect funds to support updating and maintaining the General Plan and related implementation plans and policies, such as the Zoning Ordinance.

Contact Information:

Tyra Hays, Senior Planner
City of Vacaville
650 Merchant Street
Vacaville, CA 95688
Tyra.hays@cityofvacaville.com
707-449-5366

MORGAN HILL GENERAL PLAN UPDATE

BAE is the economics consultant for the Morgan Hill General Plan Update. To date, BAE has completed a comprehensive economic background report that analyzed market conditions and projected potential demand for residential, retail, office, and industrial development, to assist the team in formulating market-feasible alternatives for the update of the General Plan Land Use Element. BAE also prepared the Housing Needs Assessment component for the Housing Element Update. To help guide the General Plan Update towards economic and fiscal feasibility, BAE analyzed the General Plan alternatives and provided projections of the potential fiscal impacts to the City of Morgan Hill General Fund, as well as assessment of the responsiveness of the alternatives to anticipated market conditions. Drawing on BAE’s other

Sausalito General Plan Update and EIR - Statement of Qualifications

General Plan work, BAE has assisted in the development of updated goals and policies for the Economic Development Element.

Contact Information:

Andrew Crabtree, Community Development Director
City of Morgan Hill
17575 Peak Ave.
Morgan Hill, CA 95037
Andrew.Crabtree@morganhill.ca.gov
408-778-6480

BRENTWOOD GENERAL PLAN UPDATE

BAE served as the economics subconsultant to De Novo Planning Group for the Brentwood General Plan Update. As part of this assignment, BAE completed a fiscal impact analysis for three land use Alternatives under consideration as part of the General Plan Update. BAE prepared a full fiscal impact model for each of the land use alternatives, including projections of the net increase in costs and revenues through buildout. BAE worked closely with City finance department staff to tailor the fiscal impact model to account for a variety of factors. These include the City's cost structure resulting from increased costs for pensions and other post-employment benefits, the City's ability to achieve economies of scale in certain departments as the City continues to grow, and a proposed General Plan policy calling for enhanced police staffing levels. The fiscal analysis served as a tool to assist the City in refining the General Plan Update to best meet local land use goals while considering the City's long-term fiscal sustainability. In addition, BAE provided input to De Novo on policies for incorporation into the General Plan Update's Fiscal Sustainability and Economic Development Elements.

WEST YOST RELEVANT EXPERIENCE

SAUSALITO BOULEVARD STORM DRAIN STUDY

At the 600 Block of Sausalito Boulevard an existing storm drain from the hill on the north side of the street discharged into the street gutter and flowed across Sausalito Boulevard down the driveway and into the home on the south side of the street. West Yost prepared a drainage study of the area and proposed alternatives to improve the drainage in this area and prevent damage to private property during smaller return frequency storms.

West Yost studied the local drainage area and determined the capacities of existing facilities and the stormwater run-off in the 5-year storm. We investigated methods to convey the drainage from the existing pipe outlet away from the homes on the south side of the street without exceeding the gutter or pipe capacities downstream. Proposed improvements included underground piping from the outlet to an existing gutter to the east, underground piping from the outlet to an existing gutter to the west, or modifying road or driveway elevations. The City selected the pavement modification alternative and constructed the project as a part of their annual street paving project.

GENERAL PLAN UPDATE – MASTER DRAINAGE STUDY (MDS), CITY OF LIVE OAK, CALIFORNIA

West Yost prepared a Master Drainage Study (MDS) for the City of Live Oak in support of the update of the City's General Plan. The purpose of the study was to allow the City of Live Oak to grow without causing increased flooding in the City or in the agricultural areas upstream or downstream of the City.

West Yost reviewed the design criteria for several communities in the Central Valley of California and recommended appropriate design criteria for the use in the MDS, including the 10-year, 4-day storm for storm drains, and the 100-year, 4-day storm for detention basins and open channels (with 1 foot of freeboard). The capacities of the existing City drainage infrastructure and the downstream channel system were evaluated with the model. West Yost also evaluated four alternative drainage plans for buildout of the preferred land use plan in the updated General Plan. West Yost prepared and gave a presentation describing and comparing the alternatives at joint City Council and Planning Commission workshop. After receiving their (informal) input, Alternative 4 was selected as the preferred project.

A development impact fee study was prepared based on Alternative 4. Impacts fees were based on land use types and their associated impervious coverage. Commercial, industrial and high density residential impact fees were developed using a per acre of development basis. Residential impact fees were developed on a per dwelling unit basis.

The MDS was adopted by the Live Oak City Council in June 2011, and the impact fee study was adopted in the fall of 2011.

GENERAL PLAN UPDATE, CITY OF TURLOCK, CALIFORNIA

West Yost provided stormwater, sanitary sewer, wastewater treatment, and potable water infrastructure support for the General Plan Update. This support has included preparing infrastructure sections of a background report, developing infrastructure plans for four

General Plan Land Use alternatives (including cost estimates), projecting the water demands and wastewater flows for the alternative land use plans. The infrastructure costs were used to help select a preferred land use plan. Infrastructure required for the preferred land use plan was then developed. For the stormwater infrastructure, runoff flow rates and volumes were estimated using the City's current design criteria. With these runoff rates, detention basins, pump stations, and trunk drains were sized. For the sanitary sewer system, trunk sewers and lift stations were sized. The required potable water infrastructure was developed by revising the infrastructure plan from a recent Water Master Plan. Preliminary utility impact fees were developed based on the required infrastructure. The utility sections of the Environmental Impact Report (EIR) were also prepared.

GENERAL PLAN UPDATE, CITY OF LODI, CALIFORNIA

West Yost served as a subconsultant to the General Plan Consultant for the water supply, water distribution, sewer, wastewater treatment, storm drainage, and flood control infrastructure evaluations for an update of the City of Lodi's General Plan. West Yost summarized existing infrastructure, water demands, and wastewater flow rates using existing utility master plans, other studies, and discussions with the Public Works Director and City Engineer. West Yost also evaluated existing infrastructure and found that additional water supplies will be needed for future General Plan growth, many of the existing sewers do not have adequate capacity for the projected growth, and stormwater detention basins and pumping stations will be needed. West Yost provided recommendations to help lower the cost of the required future infrastructure.

3. REFERENCES

As described above, the De Novo team has worked on several comprehensive General Plan Updates in the past three years. Representative clients are listed as a reference below, and we strongly encourage the City to call all of them to inquire about the quality of our work, the success of the project, and the extraordinary steps we take to ensure client satisfaction.

CITY OF BRENTWOOD

Casey McCann, Community Development Director
Brentwood Community Development Department
150 City Park Way
Brentwood, CA 94513
(925) 516-5195

CITY OF COTATI

Vicki Parker, Community Development Director
City of Cotati
201 West Sierra Avenue
Cotati, CA 94931
(707) 665-3637

CITY OF SEBASTOPOL

Kenyon Webster, Planning Director
City of Sebastopol
7120 Bodega Avenue
Sebastopol, CA 95472
(707) 823-6167

COLUSA COUNTY

Steve Hackney, Director of Planning and Building (Retired, but available)
(530) 342-5528

4. AVAILABILITY

All of the project team members identified in this submittal have the capacity and time available to dedicate all resources necessary towards the successful completion of this project. As a firm, we are highly selective of the projects we choose to pursue, and we never overextend our resources or take on commitments and schedules that we are not committed to meeting. Our three principals will each dedicate approximately 25-75 percent of their time per week to this project, and we will allocate our resources in such a way as to ensure timeliness and superior quality on all of our work products.

5. BILLING RATES – DE NOVO PLANNING GROUP

Principal Planner:	\$135/hour
Biologist:	\$125/hour
Design:	\$125/hour
Associate Planner:	\$95/hour
GIS/Graphics:	\$90/hour

- *We do not charge for travel, mileage, or meals.*
- *We do not mark up our subconsultant costs.*
- *Direct costs are limited to charges for document printing and shipping, and we always identify these charges in our project budgets.*

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DE NOVO PLANNING GROUP



DE NOVO PLANNING GROUP



A LAND USE PLANNING, DESIGN, AND ENVIRONMENTAL FIRM

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