

City of Sausalito

General Plan Update

Statement of Qualifications

October 31, 2016



raimi+
associates

Response to Request for Proposal:

City of Sausalito General Plan Update

Proposal Submitted by:

raimi+
associates

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Submitted to: City of Sausalito

Contact

Danny Castro, Community Development Director

Community Development Department

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01. Cover Letter

October 31, 2016

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

Subject: Statement of Qualifications for the City of Sausalito General Plan Update

Dear Mr. Castro:

Raimi + Associates is excited to present our statement of qualifications to the City of Sausalito for the General Plan update. The City of Sausalito faces an exciting and complex planning process with its forthcoming General Plan Update. Integrating City's Marinship Specific Plan, maintaining environmental integrity, creating economic sustainability – all while clarifying and protecting the City's vision – and working with the active and engaged community, will take a seasoned and creative team to complete the General Plan Update in a timely manner and that satisfies the diversity of community stakeholder.

Raimi + Associates has assembled a proven project team of well-established urban planners, economic specialists, transportation planners, and environmental professionals to meet this need. Our team brings extensive local knowledge and experience, deep expertise with General Plans, and nationally recognized expertise in planning, health, sustainability, and community equity. Team roles are as follows:

- **Raimi + Associates**, a Berkeley-based planning firm with expertise in General Plans, Specific Plans, sustainability, public health, and equity, will be the project lead and will be responsible for overall project management, working with the Historic Landmarks Board and General Plan Steering Committee, lead community engagement, and develop a majority of the content of the General Plan.
- **Rincon Consulting** will complete prepare a majority of the Environmental Impact Report (EIR) on the General Plan and provide technical and policy guidance on public safety, habitat, biological resources, historic resources, noise and air quality.
- **Strategic Economics** will prepare economic and fiscal analysis for the General Plan and prepare economic development policies for the General Plan.
- **Kittleson** will provide traffic and transportation analysis and the policies for the General Plan and EIR.

In addition to the above team members, we would be happy to add other firms as necessary to meet specific project needs including infrastructure, housing, architecture, and other topics.

We are committed to providing the highest qualified team that provides all technical expertise to the satisfaction of the City, and we are excited to discuss our team with you further. If short-listed to write a proposal, we are open to any City feedback on how our team structure and focus could change to better meet City needs.

As you will see in our proposal, our team has a significant amount of experience working on projects of a similar size. Some of our greatest strengths include:

- **A Fresh Look at the City of Sausalito.** Our team can combine local knowledge and experience with a new perspective to the project. Because Raimi + Associates has not been a part of previous efforts, we can view opportunities and challenges problems with a non-judgmental lens to look for common ground between all concerned parties. With our State-wide and national experience, we can also provide perspective on how other communities have approached similar problems. This fresh perspective, combined with our team's Bay Area experience, can help craft visionary yet implementable solutions for the City.
- **Deep General Plan qualifications.** General Plans are the cornerstone of Raimi + Associates' community planning work, and we have worked on an impressive roster of them throughout the State over the past decade. This includes work on projects in beach communities across the state such as Santa Monica, Hermosa Beach and Encinitas, as well as General Plans for other cities as diverse as West Hollywood, East Palo Alto, Coachella, and South Gate.
- **Ability to craft implementable and grant-award winning plans.** We have a track record of creating plans that are highly implementable and that generate and receive future funding from outside sources. Our general plans are known for their visionary perspective, honest and inclusive public process, the incorporation of sustainability and health, and clearly written goals, policies and actions.
- **Award-winning firm.** Raimi + Associates' dedication to innovative planning, creative public process and cutting edge topics like health, equity and sustainability have resulted in multiple firm awards. These include the Emerging Planning and Design Firm of the Year in 2014 for the Northern California APA and the State of California and the 2015 Emerging Planning and Design firm of the year from the National APA. In addition, the majority of our General Plans have won awards at either the local or State level.
- **Health, sustainability, and equity focus.** Raimi + Associates has built its reputation on being a leader in health, sustainability, and equity. We have managed more General Plan health elements than any other planning firm in the State, and our well-known sustainability expertise ranges from climate action plans and environmental analysis to nationally-recognized qualifications in LEED for Neighborhood Development. We specialize in working with diverse communities and promoting equitable development, with special attention to disadvantaged or historically under-represented populations. Health, sustainability, and equity are explicitly and/or implicitly included in every General Plan that we prepare. This experience is important since one of the reasons for this General Plan update is to incorporate new planning trends and guidance from the State (such as SB 375).
- **Community Engagement.** We pride ourselves on implementing inclusive, open, and honest outreach and engagement efforts. Our approach is based on providing multiple forums for participation and our understanding that each citizen is an expert in their community and each cultural group has its own preference for how to participate. This approach has resulted in a track record of achieving consensus where others have failed.

- **Ability to work closely and quickly with staff.** A hallmark of our project approach is to establish strong working relationships with staff and leverage past efforts. You'll like working with us, and you'll like the results.

This statement of qualifications includes all of the requested information for the General Plan Update and Environmental Impact Report, including firm profiles of our team partners, and a description of relevant project experience. We would very much appreciate the opportunity to propose on this project and we look forward to hearing from you about this in the near future. In the meantime, should you have any questions, please feel free to call me at your convenience.

Sincerely,

Matt Raimi, AICP, LEED AP
President
510-200-0520 | matt@raimiassociates.com

02. Statement of Qualifications

02. statement of qualifications

Raimi + Associates (R+A) has assembled team of visionary and technical experts to complete the Sausalito General Plan Update and EIR. This team has worked extensively on similar projects and has the necessary skills, experience and creativity to work with the City of Sausalito to revise the General Plan and create a state-of-the-art document that will meet current planning issues and address evolving community values.

This chapter provides an overview of the Raimi + Associates team, the team's strengths relative to this project, information on each firm, and a list of qualifications by firm.

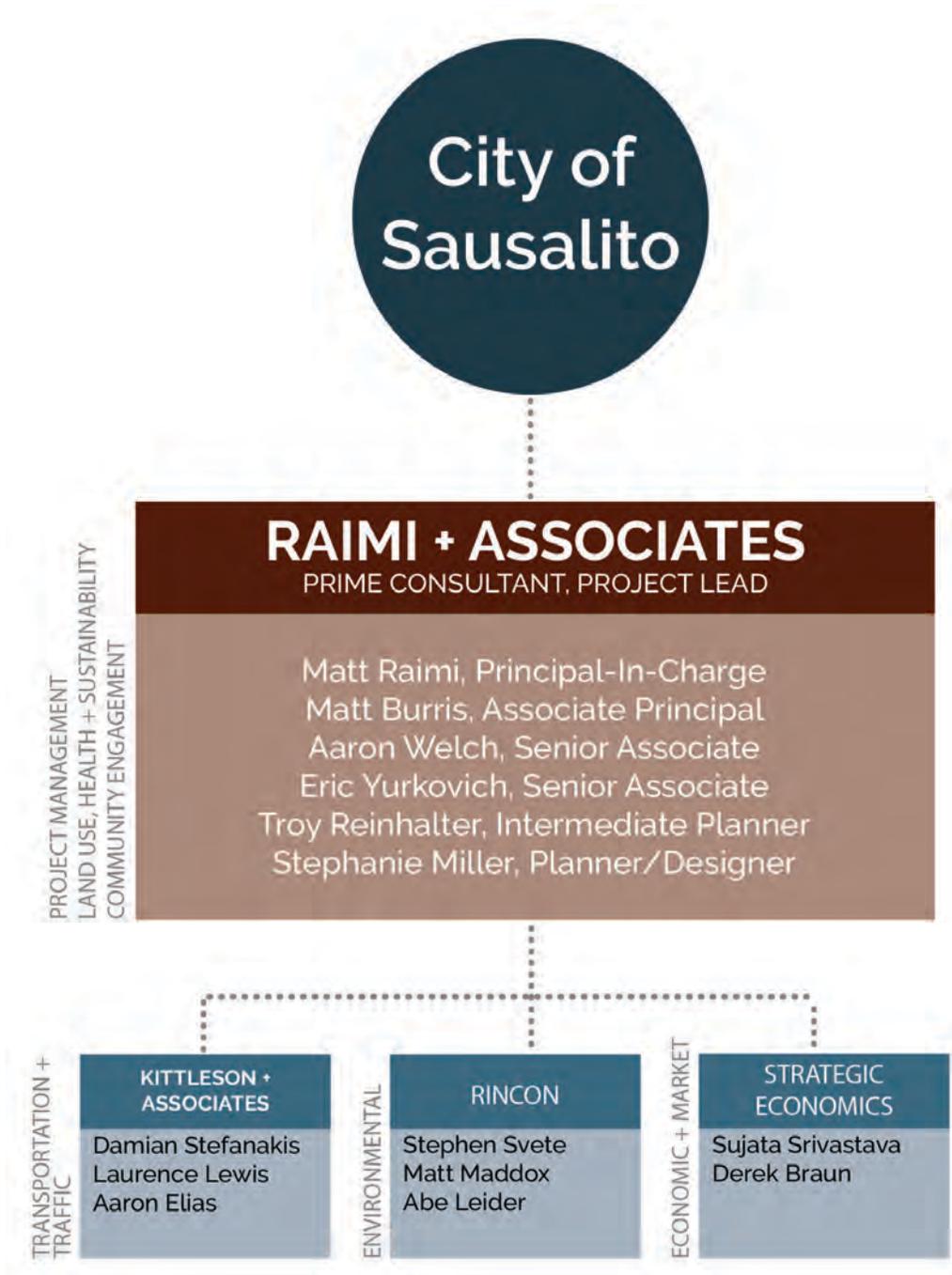
Team Overview

The following are the firms on the Raimi + Associates team, along with their roles and responsibilities.

- **Raimi + Associates**, a Berkeley-based planning firm with expertise in General Plans, Specific Plans, sustainability, and public health, will be the project lead and will be responsible for overall project management, the public outreach and participation process, and the majority of the content of the General Plan, and managing the General Plan Advisory Committee.
- **Rincon** will prepare the Environmental Impact Report (EIR) and all technical studies related to the EIR, the Noise Element and provide assistance to Raimi + Associates on the Safety and Conservation Elements.
- **Strategic Economics** will provide economic and fiscal analysis for the General Plan Update.
- **Kittleson** will provide transportation and traffic analysis for the project team.

Team Organization

The following are the firms on the Raimi + Associates team, along with their roles and responsibilities.



Raimi + Associates

Project Role: Project Management, General Plan Lead, Outreach, Land Use, Policy Development

Raimi + Associates is a multidisciplinary planning firm based in Berkeley, with offices in Riverside and Los Angeles, California. We are a California S-Corporation and have been in business since 2006. Our body of work includes General Plans, specific and precise plans, TOD plans and corridor plans, vision plans, community outreach and participation, and environmental review. Our firm's community planning expertise is complemented and informed by a dual focus on planning for public health and sustainability and nearly every project is focused on improving health and making communities more sustainable.

At Raimi + Associates, we are advocates, collaborators, organizers and pioneers committed to creating healthy and enduring places. Over the years, we have served dozens of communities in California and across the nation as trusted advisors, skilled practitioners, imaginative problem solvers, and skilled communicators. We help communities achieve their long-term visions by listening to and learning from ordinary people, partnering closely with our clients, and relying on our keen eye for place.

Overall Approach

Having managed and participated in many General Plans efforts, we understand how to create lasting value through planning. We have honed a process that draws on careful observation and analysis, direct and open community engagement, and the ability to think three-dimensionally about how form and character impact community vitality. Whether it's developing a City's General Plan, planning a transit-oriented district, creating a targeted neighborhood plan or generating a vision for a multi-jurisdictional corridor, we think holistically and examine the health, environmental, and socioeconomic impacts of planning and design.

We have successfully completed similar efforts and have the capacity and expertise to complete the Sausalito General Plan Update. We are adequately staffed for the effort and our staff has the appropriate training and experience.

"Place-Based" Planning

In all of our General Plans, R+A crafts goals, policies and programs for unique sub-areas of the jurisdiction. We call this a "place-based" approach to planning because each area receives a specific focus in the Land Use Element. The existing Land Use Element follows this basic place-based approach, since the City is organized around a series of unique neighborhoods, each with its own character, function, and design direction. For this update, R+A will bring our place-based philosophy and enhance

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Los Angeles:
706 South Hill Street
12th Floor
Los Angeles, CA 90014
213.599.7671

Years in Business: 10

of Staff: 17

Type of Organization:
S-Corporation

the City's existing character. We will prepare or expand the vision, policies and programs for each area as necessary, based on information provided by the City and the public.

Rincon

Project Role: Environmental Impact Report

Rincon Consultants, Inc. is a multi-disciplinary environmental sciences, planning, and engineering consulting firm that provides quality professional services to government and industry. Established in 1994, Rincon has grown to a firm of over 90 professionals located in nine California offices (Monterey, Oakland, San Luis Obispo, Sacramento, Fresno, Ventura, Los Angeles, Carlsbad, and Riverside). Our professionals are experienced in urban, land use, and environmental planning; regulatory compliance; biological resource evaluation and habitat enhancement; soil evaluation and remediation; and related studies including problem-solving services in geology, hydrology, and waste management.

Our approach to projects is focused on well-designed solutions that respond to our clients' specific needs in a cost-effective manner. Rincon staff has extensive formal training and on the job experience related to project management skills. These skills, coupled with our technical knowledge, allow us to meet the budgetary and scheduling constraints inherent to each project. We take pride in our profession, our work products, and ensuring that all of our clients are satisfied with the selection of Rincon to serve their environmental consulting needs. Our references will attest to Rincon's demonstrated ability to respond on short notice to our clients' needs and our proven track record of completion of assignments on time and within budget. During Rincon's 20-year history, we have received multiple awards for excellence from environmental planning industry organizations, including the American Planning Association and the Association of Environmental Professionals.

Strategic Economics

Project Role: Economic Analysis

Strategic Economics, Inc. is a national leader in providing the economic analyses and strategic thinking necessary to create sustainable, high-quality places for people to live and work. The firm guides governmental entities, developers, community groups, and non-profit organizations in investment decisions and policy formulation.

We are widely recognized for our strength in addressing complicated projects requiring innovative analysis and cross-disciplinary teamwork. Our staff brings extensive expertise in many disciplines including urban planning, economics, public policy and finance, and real estate development. We combine depth of technical knowledge with an understanding of "the big picture," and excel at translating our work into materials that are accessible to any audience.

In addition to our core consulting practice, Strategic Economics was also one of the three partner organizations that comprised the Center for Transit Oriented Development (CTOD), the other partners were Reconnecting America and the Center for Neighborhood Technology. The CTOD was formed to conduct ongoing research and best practices for strengthening transit systems, fostering “livable” communities, and promoting compact forms of development that deliver economic, environmental, and social benefits. Much of the CTOD’s work was funded by the Federal Transit Administration and included producing many ground breaking publications focusing on the various aspects of TOD.

Founded in 1998, Strategic Economics has 14 employees. The firm is a Berkeley, California based corporation and a certified Women- Owned, Small Business, Disadvantaged Business Enterprise, Alameda County Small Local Business, and California Small Business Enterprise.

Kittelson

Project Role: Transportation

Kittelson and Associates, Inc. (KAI) provides comprehensive transportation engineering, planning, and research services to government and private organizations. Founded in 1985 and incorporated in 1988, KAI comprises 18 offices and a staff of over 180. KAI specialties include bicycle/pedestrian planning and transportation circulation element planning. KAI, through DAI, authored the CompleteStreetsLOS™ and TRAFFIX™ programs, which are designed to be part of the toolbox for designing sustainable communities. The firm also provides support for all stages of planning and environmental analysis for California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance, from site analysis through approval and construction.

Raimi + Associates' Team Strengths Related to This Project

The Raimi + Associates' team brings a range of technical expertise to the Sausalito General Plan update and Environmental Impact Report. Our team has proficiency in General Plan updates, housing elements, climate change and sustainable development, public health, outreach and engagement, CEQA, complete streets, design for districts and corridors. The following section lists a selection of our project experience.

Expertise in General Plans

At Raimi + Associates, we believe that visionary yet implementable plans are essential for creating enduring, healthy and sustainable communities. Crafting these plans can (and should) be a transformative, creative, community-building endeavor, not a formulaic exercise. Our team of professionals has significant expertise preparing General Plans and other policy documents for communities throughout California. Our General Plans are known for their visionary perspective, innovative “form-based” designations, honest and inclusive public process, the incorporation of sustainability and health, clearly written goals, policies and actions and focus on implementation. Our work on General Plans and Specific Plans over the years helped Raimi + Associates win the Emerging Planning and Design Firm of the Year in 2014 for the Northern California APA and the State of California and the 2015 Emerging Planning and Design firm of the year from the National APA. Select General Plans and other community-based planning processes by Raimi + Associates are listed below:

- City of East Palo Alto General Plan
- City of Hermosa Beach General Plan
- City of Mountain View General Plan
- City of Coachella General Plan and EIR
- City of West Hollywood General Plan
- City of Palm Desert General Plan
- City of Santa Monica Land Use and Transportation Elements of the General Plan
- City of South Gate General Plan and EIR
- City of Los Angeles General Plan Health Element
- City of Murietta General Plan Health Element

Climate Change, Adaptation and Sustainable Development

Raimi + Associates believes that climate planning and sustainability is about making informed, responsible choices for our future. This topic is extremely important for the City of Sausalito given the potential for significant impacts over the next century

from climate change. We incorporate sustainability into everything we do, from our projects to our company operations. Additionally, we provide a range of sustainability planning and implementation services to public, private, and non-profit sector clients across the country. We have created multiple Climate Action Plans and Greenhouse Gas Inventories throughout California, as well as sustainability- and climate-related policy sections for multiple General Plans. We also have some of the country's deepest qualifications in LEED for Neighborhood Development (LEED-ND), including guiding nearly a dozen developers and communities in the LEED-ND implementation and certification process and writing large portions of the U.S. Green Building Council's LEED Reference Guide. Notable projects include:

- Go Green Monterey County
- Silicon Valley 2.0
- North Bayshore Precise Plan
- EPA Building Blocks for Sustainable Communities Technical Assistance Team
- Palm Springs Sustainability Master Plan update
- Treasure Island LEED-ND implementation
- Health and Sustainability Element for the City of Delano General Plan
- Ward Village LEED-ND Platinum implementation
- City of Inglewood Energy and Climate Action Plan
- City of Bellflower Climate Action Plan

Outreach and Engagement

Raimi + Associates has developed and implemented a broad range of outreach strategies and activities for local and regional public agencies and community-based organizations. We work with clients to develop a tailored community engagement strategy that meets the needs of the project and solicits meaningful two-way dialogue with community members and stakeholders. Raimi + Associates offers a comprehensive range of community engagement and facilitation services, including traditional community workshops, “pop-up” workshops, attendance at community meetings and events, community surveys, interactive websites, educational workshops, and one-on-one communication with stakeholders. We have a wealth of experience working with underserved, minority, and low-income communities, as well as populations with limited English proficiency. Our engagement techniques have enabled us to reach out to diverse stakeholder and bring them into the process so that consensus solutions may be reach. Comprehensive planning projects that had a high level of community and stakeholder participation include:

- International Boulevard TOD Plan (City of Oakland)
- City of Los Angeles General Plan Health Element
- City of Hermosa Beach General Plan Update
- City of Coachella General Plan Update
- City of Richmond Climate Action Plan
- City of East Palo Alto General Plan Update
- Florence Firestone Vision Plan

Public Health and the Built Environment

While not specifically called for in the RFQ, R+A always incorporates a public health lens into all of our planning projects. We view community health broadly and holistically, and seek to integrate it into all of our planning processes and projects. This means that we examine issues like access to healthy foods, pedestrian and access, protection from hazards materials, socio-economic conditions, health disparities, climate change and adaptation, health care and mental health. Raimi + Associates has a successful track record of public health projects that is based on our up-to-date knowledge of research and policy trends; through analysis, mapping and evaluation; the ability to work with the diverse players in the field of public health; and our focus on implementation and evaluation. Representative projects are listed below:

- City of Los Angeles General Plan Health Element
- Santa Clara County Health Element
- Monterey County Health-in-all-Policies Task Force
- Technical assistance to East Salinas Building Healthy Communities organizations
- El Monte Health Element
- Murrieta Health Element
- South Gate Healthy Community Element
- Riverside County Healthy Communities Element

CEQA Review

Rincon will be the leading environmental planning, project management, and lead agency compliance with the California Environmental Quality Act (CEQA). Rincon is recognized as a leading firm to include on General Plans, especially plans with coastal habitat and environmental considerations. Rincon provides outstanding technical expertise in environmental assessment, habitat management, and Environmental Impact Report (EIRs). Our work provides clear and vital information for decision makers, and will be extremely useful during the General Plan Update.

- Union City General Plan Update and EIR
- Town of Windsor General Plan Update and EIR
- City of Calabasas General Plan and Development Code Update and EIR
- City of Lompoc General Plan EIR
- City of Avalon General Plan EIR
- Cal State University Monterey Bay Student Housing Surveys
- City of Marina Imjin Parkway Bike Lane Project
- Marina Middle School, High School, and Joint Use Community Recreation Facilities EIR

03. Key Personnel

03. key personnel

Raimi + Associates

Raimi + Associates will serve as the project lead and also be responsible for land use, policy development, and community outreach for the General Plan. Matt Raimi, Principal and CEO, will be the Project Manager for the project and the Principal-in-Charge. Matt will be supported by several key staff members listed below. Exact configuration of team will be determined during our proposed scope of work during the second phase of team selection.

Matt Raimi, AICP, LEED-AP ND. Matt will serve as the Principal-in-Charge for the Sausalito General Plan Update. Mr. Raimi, the founder of Raimi + Associates, has nearly 20 years of planning experience. He has directed the preparation of many General Plans, specific plans, and corridor plans in the Bay Area and throughout the State. General Plan projects include updates for: Washington, DC, Mountain View, West Hollywood, Santa Monica, and South Gate. Other projects include the International Boulevard Transit-Oriented Development Plan; LA METRO Orange Line Sustainable Corridor Implementation Plan; Fremont City Center Precise Plan and Form-based Code; and the Santa Clara County Public Health Element. Mr. Raimi is also a faculty with UC Davis Extension and teaches classes on land use and urban design and public health.

Eric Yurkovich. Eric will serve as the project manager for the General Plan. Eric is currently managing the Seaside General Plan, has extensive experience working on planning policy, analysis, and outreach for clients outreach for projects across the country. Eric's work focuses on creating sustainable communities that offer alternatives to the automobile, reduce greenhouse gas emissions, protect natural resources and rural lands, and minimize risk from natural hazards. He specializes in land use and transportation planning, climate action plans, and climate change adaptation, preparing regional blueprint plans, regional transportation plans, general plans, specific plans, neighborhood plans, master plans, climate action plans, transit-oriented development district plans, and geographic information systems analysis. Eric has been with the firm since 2011.

Aaron Welch, LEED AP. Aaron Welch has broad experience with community planning, its intersection with transportation and urban design, and incorporating sustainability, health, and equity into the planning process. Aaron has managed multiple community planning projects at different scales, from corridor plans and station area plans to detailed development standards, sustainability implementation, and health and equity analysis. Aaron specializes in neighborhood-scale sustainability

initiatives, and has some of the most extensive LEED for Neighborhood Development qualifications in the country, with direct technical consulting for the U.S. Green Building Council, NRDC, the U.S. EPA, and over a dozen private sector and community development projects. Aaron also specializes in research, technical, and educational writing, and brings genuine passion and enthusiasm to his work.

Matt Burris, AICP, LEED-AP. Matt will serve as the project lead on sustainability, sea level rise and climate change. Matt is a community planner with more than a dozen years of experience and is also Planning Commissioner for one California's newest City of Jurupa Valley. Matt's environmental and engineering background, coupled with his work in planning, has given him a unique perspective on the interaction of the built and natural environments, especially in regard to how active and green design and sustainability are implemented in real world situations. He specializes in the preparation of General Plans, Climate Action Plans, neighborhood plans, and the implementation of community-scale health and sustainability principles that holistically consider and address the complex interrelationships of land use patterns and transportation systems.

Other Support Staff. Raimi + Associates talented team of professionals will support the management team on this effort. These staff members include:

- **Troy Reinhalter, Intermediate Planner.** Troy has extensive experience on General Plans, Specific Plans and LEED-ND. Troy is currently completing the East Palo Alto General Plan and is working on the Seaside General Plan, among other projects.
- **Stephanie Miller, Planner/Designer.** Stephanie is planner and designer at Raimi + Associates. She is exceptional at information design, graphic design and communication as well as on policy and technical analysis. Stephanie is currently working on several small area plans including the North Walnut Creek Specific Plan and the San Leandro Bayfair BART Specific Plan.

Rincon

Stephen Svete, AICP, LEED AP ND. Stephen will serve as the Principal-in-Charge of the Rincon Consultants Team. Steve has more than 26 years of experience in CEQA and NEPA document preparation, urban planning, open space, and project management for both public agencies and private consulting firms. His previous General Plan experience includes management of the key components of the City of San Buenaventura Comprehensive Plan Update and EIR, City of Paso Robles General Plan Update and EIR, and City of Fillmore General Plan Update and EIR. Steve is currently overseeing Rincon's efforts on the Novato General Plan EIR, Millbrae General Plan, and Seaside General Plan Update. Steve will have 5% availability over the life of this contract.

Matt Maddox, MESM, AICP. Matt will serve as the Project Manager for the EIR. He is involved in a wide range of urban planning and land use studies, as well as community involvement and permitting activities. Matt has developed a focus in the area of urban planning and green building issues. He is currently contributing to

several General Plans and associated CEQA documents: County of Fresno General Plan Update, Novato General Plan Update EIR, and the Town of Windsor General Plan and EIR. Matt will have 10% availability over the life of this contract.

Abe Leider, AICP CEP. Abe will provide QA/QC on the project. Abe has over 16 years of experience in long-range planning, development review, and performing environmental impact analyses for public and private infrastructure and development projects under CEQA. His current and recent project experience includes managing the Union City General Plan EIR and Union City Housing Element Rezone IS-MND; the 2211 Harold Way Mixed-Use Project EIR for the City of Berkeley; the MCE Richmond Solar Project EIR for Marin Clean Energy; the Cal Aquatics Facility SEIR for UC Berkeley; the 2015 Service Plan IS-ND for AC Transit; and the Park Boulevard Office Projects EIR for the City of Palo Alto. Abe will have 5% availability over the life of this contract.

Strategic Economics

Sujata Srivastava. Sujata has over 15 years of experience in urban economics consulting. She specializes in economic development, real estate market analysis, and development feasibility analysis, with a focus on planning for transit-oriented development and infill projects. Sujata has recently worked on multiple General Plans including; the Burlingame General Plan Update, the East Palo Alto General Plan Update, the City of San Jose General Plan Four Year Review.

Derek Braun. Derek specializes in analyses of market opportunities and demand, employment and industry trends, and the economic and fiscal impacts of development. Derek has worked on numerous General Plans, including the San Leandro General Plan Update, the Long Beach General Plan Update, the Burlingame General Plan Update, and the East Palo Alto General Plan Update.

Kittleson

Damian Stefanakis. Damian will serve as KAI's project manager for the General Plan Update. Damian has 30 years of experience in transportation planning and travel demand forecast modeling. Before joining KAI, Damian worked for consultants in the Bay Area on regional and national projects, including model development, major investment studies, impact fee studies, transit studies and planning projects. He currently works on varied planning projects for general plans, specific plans, CEQA studies, corridor studies and transit studies. He also specializes in the development and application of travel demand models for highway and transit projects using many types of software, including EMME and, CUBE/TP+/Voyager. Damian is currently the project manager for the Transportation Authority of Marin (TAM) modeling on-call, providing travel forecasting support to TAM and its member agencies. Recent projects include the San Leandro General Plan, Hayward General Plan, East Palo Alto General Plan, San Leandro Shoreline Specific Plan, the San Leandro Kaiser Medical Center EIR, Mission Boulevard Specific Plan, Route 238 Corridor Study EIR, Bay Fair BART Specific Plan EIR, and the Castro Valley General Plan.

Laurence Lewis, AICP, LEED AP. Laurence will serve as KAI's project principal for the General Plan Update. Laurence is a principal transportation engineer and planner with 16 years of experience. His career has focused on the integration of land use and transportation; project experience includes local and national multimodal corridor studies, complete streets planning, local government mobility plans, TOD studies and transportation analyses. He has worked on a wide variety of transit planning, traffic engineering, land use policy and urban design projects throughout many parts of the United States. Laurence brings a unique blend of experience in the integration of transportation with issues such as urban design, land use and environmental sustainability.

Aaron Elias, TE. Aaron will serve as traffic operations engineer for the General Plan Update. Aaron has eight years of transportation experience focused on traffic operations, multimodal level of service, and safety work. He has worked on a wide range of large-scale traffic studies for environmental impact reviews in California, and has been a peer reviewer for the Florida Department of Transportation on development of regional impact (DRI) reports. In addition to his traffic operations work, Aaron has been involved in numerous safety studies looking at both vehicle safety and pedestrian safety in both Florida and California. He is also an expert on the application of the urban street facilities chapter of the 2010 Highway Capacity Manual (HCM), which provides a methodology for determining multimodal level of service. As part of this expertise, Aaron serves on the Highway Capacity Subcommittee that oversees the pedestrian and bicycle chapters of the 2010 HCM.



MATT RAIMI, AICP, LEED-ND AP

PRINCIPAL

Matt Raimi, the founder of Raimi + Associates, has nearly 20 years of experience in planning across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects throughout the country. He has also assisted the U.S. Green Building Council with development of the LEED for Neighborhood Development Rating System over the past 10 years. Matt is an expert in creating inclusive and authentic public planning processes and creating more equitable, resilient, and sustainable cities. He has spoken and written extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development.

EDUCATION

University of North Carolina, Chapel Hill
Master of Regional Planning, 1997

University of Rochester, Rochester, NY
Bachelor of Arts, English, 1992

AFFILIATIONS & CERTIFICATIONS

LEED Faculty. U.S. Green Building Council

Member. Congress for the New Urbanism,
American Planning Association

Senior Fellow. Environmental Leadership
Program

LEED Accredited Professional

EXPERIENCE

Raimi+Associates
Berkeley, CA
Principal, 2006-present

Design, Community, & Environment
Berkeley, CA
Senior Associate, 2002-2006

SMWM
San Francisco, CA
Senior Associate, 1999-2002

KEY PROJECTS

- **East Palo Alto General Plan and Westside Area Plan (City of East Palo, CA)**
Serving as Project Manager and Principal-in-Charge. Leading a multi-disciplinary team to develop a General Plan focusing on health, sustainability and social equity.
- **Washington D.C. Comprehensive Plan (Washington D.C.)**
Serving as Project Manager and Principal-in-Charge. Project includes project coordination, citywide and area-specific policy updates, strategic direction and leadership, engagement strategies and messaging, and GIS mapping.
- **Seaside General Plan Update (Seaside, CA)**
Serving as Principal-in-charge. Leading General Plan Update efforts, community outreach strategy and land use policies. Assessing environmental considerations and consistency with Fort Ord Base Reuse Plan.
- **Plan for a Healthy Los Angeles: General Plan Health Element and Implementation Ordinances (Los Angeles, CA)**
Served as Principal-in-Charge. Responsibilities included project coordination, writing sections of the health element, creating interactive website and developing implementation programs and ordinances.
- **West Hollywood General Plan (City of West Hollywood, CA)**
Served as Project Manager and extension of staff for a comprehensive General Plan update focusing on corridor revitalization and improved quality of life. Managed and coordinated large consultant team and Citizen Advisory Committee.
- **North Bayshore Precise Plan (Mountain View, CA)**
Serving as Principal-in-Charge. Responsibilities include managing a multi-disciplinary team; conducting extensive outreach to key stakeholders, the Environmental Planning Commission, and City Council; and drafting development standards and guidelines that transformed a suburban office park into a model 21st century district.
- **Land Use and Circulation Element (Santa Monica, CA)**
Served as Project Manager and extension of staff to draft element content, develop the land use map and policies, and create a section on approaches to health and sustainability.

KEY PROJECTS CONT.

- **South Gate General Plan (City of South Gate, CA)**
Served as overall Project Manager and Principal-in-Charge. Led award-winning outreach process. Wrote large portions of the General Plan that included one of the first stand-alone health elements, climate change policies and a “form-based” approach to land use and design.
- **International Boulevard TOD Plan (City of Oakland, CA)**
Served as Project Manager and Principal-in-Charge. Project included extensive public outreach, capacity building for community groups, focused design solutions and implementation strategies.
- **Santa Clara County Health Element (Santa Clara County, CA)**
Served as Principal-in-Charge. Responsibilities included project management, developing detailed existing conditions report, coordinating a community advisory committee and a department/agency advisory committee; and writing portions of the Health Element.

PROJECT EXPERIENCE

- General Plan Health Framework Chapter (City of Los Angeles)
- East Palo Alto General Plan (City of East Palo Alto, CA)
- Santa Monica Land Use and Circulation Elements (City of Santa Monica, CA)
- Coachella General Plan (City of Coachella, CA)
- South Gate General Plan (City of South Gate, CA)
- Mountain View General Plan (City of Mountain View, CA)
- West Hollywood General Plan (City of West Hollywood, CA)
- Santa Clara County General Plan Health Element (Santa Clara County, CA)
- North Bayshore Precise Plan (City of Mountain View, CA)
- El Camino Real Corridor Precise Plan (City of Mountain View, CA)
- City Center Precise Plan and Form Based Code (City of Fremont, CA)
- Orange Line BRT Sustainable Corridor Implementation Plan (City of Los Angeles, CA)
- International Boulevard TOD Plan (City of Oakland, CA)
- Encinitas General Plan (City of Encinitas, CA, as a subconsultant to MIG)
- Florence-Firestone Vision Plan (Los Angeles County, CA)
- LEED-ND Technical Assistance Team (U.S. Environmental Protection Agency)
- Station Park Green LEED-ND Implementation (EBL&S Development)
- Syracuse SALT District LEED-ND Neighborhood Plan (City of Syracuse, NY)
- LEED-ND Rating System, Reference Guide, and Pilot Support Materials (U.S. Green Building Council)
- El Monte Health and Wellness Element (City of El Monte, CA)
- Riverside County Public Health Element (Riverside County, CA)



MATT BURRIS, AICP, LEED AP

ASSOCIATE PRINCIPAL

Matt is a community planner with more than a dozen years of experience and is also Planning Commissioner for California's newest City of Jurupa Valley. He was drawn to the field of planning by his interest in resource efficiency and sustainable communities. Matt's environmental and engineering background, coupled with his work in planning, has given him a unique perspective on the interaction of the built and natural environments, especially in regard to how active and green design and sustainability are implemented in real world situations. He specializes in the preparation of General Plans, Climate Action Plans, neighborhood plans, and the implementation of community-scale health and sustainability principles that holistically consider and address the complex interrelationships of land use patterns and transportation systems. In addition to his work as a planner, he teaches Public Health and the Built Environment and Sustainable Planning, Design, and Development at UC Riverside and Land Use and Transportation for UC Berkeley's Tech Transfer Program.

EDUCATION

California Polytechnic University,
San Luis Obispo
Master of City and Regional Planning, 2003

California Polytechnic University,
San Luis Obispo
Master of Science in Engineering,
Specialization in Transportation Planning,
2003

University of California, Santa Barbara
Bachelor of Science, Environmental Studies,
1999

AFFILIATIONS

Board of Directors. Planning Commissioner
Representative, American Planning
Association Inland Empire Section

Past Council Member. Sustainable
Communities Initiative Council, Urban Land
Institute, Orange County-Inland Empire
Section

EXPERIENCE

Raimi+Associates
Berkeley, CA
Director of Southern California Operations,
2010-present

CTG Energetics
Irvine, CA
Director, Sustainable Communities and
Climate Services, 2008-2010

RBF Consulting
Ontario, CA
Planning and Environmental Services
Manager, 2003-2008

KEY PROJECTS

- **Palm Desert General Plan Update (Palm Desert, CA)**
Serving as Project Manager. Working to create a comprehensive General Plan Update shifting development patterns and priorities towards a healthy walkable town. Leading a technical working group among other outreach efforts, and developing a focused plan for Palm Desert's City Center.
- **Hermosa Beach General Plan (Hermosa Beach, CA)**
Serving as Project Manager. Working with stakeholders, advisory committee, and community members to create a carbon neutral City. Executing ground work that will focus on the plan's health element, and emphasize sustainable practices the City will benefit from beyond the General Plan time-line.
- **Coachella General Plan Update and Climate Action Plan (Coachella, CA)**
Served as Project Manager. Developed General Plan update with focus on health, land use, urban design, and street connectivity to support a sustainable and economically viable growth pattern. Drafting supporting policies that will facilitate healthy community guidelines and implementation measures for the City to use through 2035.
- **Public Health and Climate Action Plan Implementation (Western Riverside Council of Governments, CA)**
Served as Project Manager. Reconvened Sustainability / Health Subcommittee. Developed health indicators and targets to track CAP implementation. Created assessment tool to estimate health co-benefits of CAP measures.
- **Encinitas General Plan Health Element and Climate Action Plan (Encinitas, CA)**
The City of Encinitas initiated the development of its Climate Action Plan as a precursor to the development of the City's General Plan Update. As part of the work effort while with another firm, Mr. Burris peer reviewed existing ICLEI inventories, made recommendations on areas of improvement, and prepared alternative inventories for comparison. He also conducted stakeholder workshops to garner input on overall goals and emissions reduction strategies that would be acceptable to the community, prepared an emissions reductions analysis, and drafted the CAP.

PROJECT EXPERIENCE

- Irvine Climate Action Plan (City of Irvine, CA)*
 - Bellflower Climate Action Plan (City of Bellflower, CA)
 - Coachella General Plan Update, Climate Action Plan, and EIR (Coachella, CA)
 - Encinitas Climate Action Plan (Encinitas, CA)*
 - California Energy Commission Greenhouse Gas Protocols for the Built Environment (Sacramento, CA)
 - Cathedral City Sustainability Element (Cathedral City, CA)
 - San Luis Obispo APCD Regional Climate Action Plans (San Luis Obispo, CA)
 - Sustainability Action Plan (Rancho Cucamonga, CA)
 - University of California Campuses Carbon Neutrality Strategies, (California)
 - Yolo County Climate Action Plan Carbon Calculator (Yolo County, CA)*
 - Claremont Energy Efficiency and Conservation Strategy/Climate Action Plan (Claremont, CA)
 - GHG Inventory and Climate Action Policy (City of South Gate, CA)
 - GHG Inventory and GHG Training Program (City of El Segundo, CA)
 - Green Building Outreach and Education Program (Pasadena, CA)*
 - San Dimas Energy Efficiency Conservation Strategy (San Dimas, CA)*
 - San Gabriel Energy Efficiency Conservation Strategy (San Gabriel, CA)*
 - Southern California Edison Zero Net Energy Road Map White Paper (Downey, CA)*
- (* denotes projects where Mr. Burris served as project manager or key staff while at other consulting firms)

PUBLICATION AND PRESENTATIONS

- "The Intersection of Public Health and Climate Change," California Climate Action Planning Conference, 2015
- "The Future of Climate Action Planning," Closing Plenary, California Climate Action Planning Conference, 2015
- "Leadership Skills for the Tough Situations," American Planning Association California Chapter Annual Conference, Anaheim, CA 2014
- "Healthy Communities 101," Strategies Toward Healthy Communities Workshop, Moreno Valley, CA, 2014
- "Tools and Approaches to Integrate Health into Environmental Documents," National Association of Environmental Professionals Annual Conference, 2013
- "Something Old, Something New, Something Borrowed, Something Blue: Climate Adaptation in the 21st Century," National Association of Environmental Professionals Annual Conference, 2013
- A Citizen's Guide to LEED-ND. (2011) Contributing Author. Natural Resources Defense Council, 2011
- "Translating Sustainability Into Practice: Tools for Measuring Community Sustainability," American Planning Association California Chapter Annual Conference, Santa Barbara, CA, September, 2011
- "Integrating Energy and Climate into Planning," American Planning Association National Conference, Minneapolis, MN. April 2009.
- Healthy Communities in the Inland Empire: A Guide for Advocates. (2015) Contributing Author.
- American Planning Association Policy Guide on Planning and Climate Change. (2008) Contributing Author – Land Use Task Force.
- A Guide to Implementing Sustainability: Bringing Sustainable Development to California Communities. (2003) San Luis Obispo; California Polytechnic University, San Luis Obispo.



AARON WELCH, LEED AP

SENIOR ASSOCIATE

Aaron Welch has broad experience with city planning and design, neighborhood sustainability, community health and equity, and their intersection with multi-modal transportation. Aaron has directed specific plans, corridor plans, and station area plans. He also has some of the most extensive LEED for Neighborhood Development qualifications in the country, with direct technical consulting for the U.S. Green Building Council, NRDC, the U.S. EPA, and a dozen private sector and community development projects. He is chair of the US Green Building Council's Location and Planning Advisory Committee, has served as a facilitator at the annual Eco Districts Incubator, and is an instructor at UC Berkeley's InCity planning program.

EDUCATION

Oberlin College, OH
Bachelor of Arts, 2002

Graduate Theological Union
UC Berkeley, CA
Master of Arts, 2004

AFFILIATIONS & CERTIFICATIONS

National LP TAG (Location and Planning Technical Advisory Group). US Green Building Council

LEED Accredited Professional

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Associate, 2007-present

Stockholm Environment Institute
York, U.K.
Project Manager, 2005-2006

Global Footprint Network
Oakland, CA
Research Associate, 2004-2005

KEY PROJECTS

- **East Palo Alto General Plan and Westside Area Plan (East Palo Alto, CA)**
Deputy Project Manager for a General Plan Update and parallel Area Plan. Completing technical planning work, policy writing, managing sub-consultants, and generating planning alternatives for the Westside Area Plan.
- **Fremont City Center Precise Plan and Form-Based Zoning Code (City of Fremont, CA)**
Managed design-focused station area plan to transform the area around Fremont BART Station into a transit-oriented, walkable city center.
- **West Hollywood General Plan Update (City of West Hollywood, CA)**
Served as Deputy Project Manager. Setting policy and planning priorities for land use, transportation, design, and infrastructure, for the City's next 25 years.
- **Santa Monica Pedestrian Action Plan (City of Santa Monica, CA)**
With Alta planning, managing creation of policy content and prioritization of future pedestrian investments throughout the City using health and sustainability and mapping models.
- **Bay Fair TOD Specific Plan (San Leandro, CA)**
Managing design-focused station area plan to transform the area around the Bayfair BART Station into a transit-oriented, walkable city center.
- **Oakland Healthy Development Guidelines (Oakland, CA)**
Served as Project Manager. Directed effort to work with project partners and City of Oakland to establish guidelines for health and equitable development throughout Oakland, including recommended zoning and implementation changes.
- **El Camino Real Corridor Precise Plan (City of Mountain View, CA)**
Managed precise plan and zoning code for transition of a 4-mile auto-oriented corridor into a pedestrian-, bicycle-, and transit-oriented urban street. Managed multiple sub-consultants and plan content generation.
- **Treasure Island Design for Development and ND Implementation (Perkins + Will with City of San Francisco).**
Worked with project urban designer, architect, landscape architect, and engineer to coordinate plan inputs, structure the document, ensure consistent standards and guidelines, and confirm compliance with LEED-ND.

SUSTAINABILITY

- National Technical Assistance Team, Building Blocks for Sustainable Communities 2013 + 2013 (U.S. Environmental Protection Agency and Global Green)
- LEED Reference Guide co-author LEED version 4, LEED-ND 2009, and LEED-ND Pilot (U.S. Green Building Council, Washington, D.C.)
- East Market Street Streetscape and Sustainability District (City of Louisville, KY)
- OneCity LEED-ND Gold implementation (Healthcare REIT, Nashville, TN)
- Mapleton-Fall Creek sustainable neighborhood planning and LEED-ND Silver implementation, with NRDC, LISC and USGBC (Indianapolis, IN)
- Santa Monica Pedestrian Action Plan sustainability + health, sub to Alta Planning (Santa Monica, CA)
- Hawaii LEED-ND Platinum implementation (Howard Hughes Corporation, Honolulu, HI)
- Hercules Waterfront LEED-ND Gold implementation (AndersonPacific, Hercules, CA)
- Station Park Green LEED-ND Gold implementation (EBL&S with Perkins + Will, San Mateo, CA)
- 9th and Berks LEED-ND Gold implementation, with NRDC, LISC, and USGBC (Jonathan Rose Development and APM, Philadelphia, PA)
- SALT District neighborhood planning and Stage 1 LEED-ND Gold certification (Syracuse Center of Excellence, Syracuse University, Syracuse, NY)

COMMUNITY PLANNING

- Old Town Saticoy Area Plan and Form-Based Code (Ventura County, CA)
- Lancaster Southeast Transit Village Plan (Lancaster, CA)
- Treasure Island Design for Development (City and County of San Francisco and TICD with Perkins + Will)
- West Hollywood General Plan Update (City of West Hollywood, CA)
- Mountain View General Plan Update (City of Mountain View, CA)
- South Gate General Plan Update (City of South Gate, CA)
- Santa Monica Land Use and Circulation Plan Update (City of Santa Monica, CA)
- Hercules New Town Center (City of Hercules, CA)
- Coachella General Plan (City of Coachella, CA)
- Florence-Firestone Vision Plan (Los Angeles County, CA)

PUBLIC HEALTH

- Healthy Community General Plan Element (City of Murrieta, CA)
- South Gate General Plan Health Element (City of South Gate, CA)
- El Monte General Plan Health Element (City of El Monte, CA)
- Riverside County General Plan Health Element (Riverside County, CA)

PUBLICATIONS AND PRESENTATIONS

- *A Citizen's Guide to LEED-ND Natural Resources Defense Council*, 2011.
- *Health in Regional Transportation Plans*, State of California with Transform, 2012.
- *Sustainable Building and Design*, John Wiley and Sons, 2009.
- *How to Create and Implement Healthy General Plans*, Raimi + Associates/Public Health Law and Policy, 2008.



ERIC YURKOVICH

SENIOR ASSOCIATE

Eric Yurkovich has gained extensive experience working on planning policy, analysis, and outreach for clients across the country. Eric's work focuses on creating sustainable communities that offer alternatives to the automobile, reduce greenhouse gas emissions, protect natural resources and rural lands, and minimize risk from natural hazards. He specializes in land use and transportation planning, climate action and adaptation planning, and geographic information systems analysis.

KEY PROJECTS

- **Seaside General Plan (Seaside, CA)**
Serving as Project Manager. Assisting with land use policy, environmental assessment and public engagement for the General Plan Update. Managing work plan, documentation and oversight of CEQA process.
- **North Bayshore Precise Plan (Mountain View, CA)**
Working as Deputy Project Manager on a plan and development code to transition a suburban employment district into a model of sustainable development. Writing portions of the plan, including an incentive-based framework to encourage project- and district-level sustainability and incorporation of housing into the precise plan.
- **Richmond Climate Action Plan (Richmond, CA)**
Serving as social equity and outreach advisor. Working closely with the city to design and facilitate accessible community engagement events. Involved in policy review to include HIA and social equity language.
- **Silicon Valley 2.0 (Santa Clara County, CA)**
Project Manager. Wrote public health strategies for a regional climate action plan to adapt to climate change. Created an assessment tool to evaluate the vulnerability of residents and workers to the heat- and air quality-related impacts of climate change.
- **Plan for a Healthy Los Angeles: City of Los Angeles General Plan Health Element (Los Angeles, CA)**
Led the development of a Health Atlas and interactive mapping tool to explore neighborhood health conditions and disparities. Wrote sections of the health element.
- **Coachella General Plan (Coachella, CA)**
Contributed to the Sustainability and Health Chapters of the General Plan. Wrote Climate Action Plan, which analyzed General Plan land use, energy, solid waste, and water strategies compared to a business-as-usual scenario. Inventoried community emissions and estimated the co-benefits of General Plan policies.
- **Public Health and Climate Action Plan Implementation (Western Riverside Council of Governments, CA)**
Project Manager. Reconvened Sustainability / Health Subcommittee. Developed health indicators and targets to track CAP implementation. Created assessment tool to estimate health co-benefits of CAP measures.

EDUCATION

University of California, Los Angeles
Master of Arts in Urban Planning, 2010

Macalester College, St. Paul, MN
Bachelor of Arts, Geography, 2000

AFFILIATIONS & CERTIFICATIONS

Member. American Planning Association

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Associate, 2012-present

Calthorpe Associates
Berkeley, CA
Senior Planner, 2002-2008

National Oceanic and Atmospheric
Administration/Pew Center on Climate
Change
Oakland, CA
Climate Change Researcher, 2010-2012

PROJECT EXPERIENCE

- Richmond Climate Action Plan (Richmond, CA)
- **Public Health and Climate Action Plan Implementation (Western Riverside Council of Governments, CA)**
- Silicon Valley 2.0 (Santa Clara County, CA) –Regional Climate Action Plan
- Energy and Climate Action Plan (City of Inglewood, CA)
- San Luis Obispo APCD Regional Climate Action Plan (San Luis Obispo, CA)
- Climate Action Plan (City of Coachella, CA)
- Climate Action Plan (City of Bellflower, CA)
- Health and Wellness Chapter of the General Plan Framework (City of Los Angeles, CA)
- North Bayshore Precise Plan (City of Mountain View, CA)
- Metro Transit-Oriented Development Toolkit (Los Angeles, CA)
- Los Angeles Park Fee, Land Acquisition, Distribution and Public Program (City of Los Angeles, CA)
- Sustainability Master Plan (Palm Springs, CA)
- Santa Monica Pedestrian Action Plan (City of Santa Monica, CA)
- Envisioning the Mid-Valley Transportation Corridor (Cities of El Monte, Baldwin Park, West Covina, and Covina, CA)
- Orange Line BRT Sustainable Corridor Implementation Plan (City of Los Angeles, CA)
- Louisiana Speaks Regional Plan and Strategic Implementation Plan (Louisiana Recovery Authority)*
- Recommended Vision and Policy Framework for Downtown Ann Arbor (City of Ann Arbor Downtown Development Authority, MI)*
- Bay Area Transit-Oriented Development Study (San Francisco Bay Area Metropolitan Transportation Commission, CA)*
- All Systems Go Regional Transportation Plan (Capital Metropolitan Transportation Authority, TX)*
- Compass Blueprint Growth Vision (Southern California Association of Governments)*
- Redwood City Saltworks Specific Plan (Redwood City, CA)*
- Fresno Southeast Growth Area Specific Plan (City of Fresno, CA)*
- Mesa Del Sol Community Plan (City of Albuquerque, NM)*
- Oquirrh Mountain Master Plan and General Plan (Salt Lake County, UT)*

(* denotes projects where Mr. Yurkovich served as key staff while at other consulting firms)

PUBLICATION AND PRESENTATIONS

- *"Health Indicator in The Plan for a Healthy LA and Quimby Reform"* Presentation for the 2015 California Chapter of the American Planning Association.
- *"Something Old, Something New, Something Borrowed, Something Blue: Climate Adaptation in the 21st Century."* Presentation and conference paper for the 2013 National Association of Environmental Professionals.
- *"Adaptation Planning and U.S. Federal Agencies"* Federal Interagency Forum on Climate Change Impacts and Adaptations, 2012.
- *Adaptation Planning, What U.S. Federal Agencies Are Doing.* Co-authored for the Pew Center on Global Climate Change, Arlington, VA, 2012.
- *Adapting to Climate Change: A Planning Guide for State Coastal Managers—a Great Lakes Supplement.* Co-authored for the NOAA Office of Ocean and Coastal Resource Management, Silver Spring, MD, 2011.
- *Advancing statewide climate change adaptation strategies: Lessons from state and local governments addressing the impacts of climate change.* Center for Climate Action, 2010.
- *Crowding the Rim: Global Consequences of Natural Hazards.* Co-authored for the Stanford University Program on International and Cross-Cultural Education, 2003.
- *HAZPAC: An Interactive Map of Pacific Rim Natural Hazards, Population, and Infrastructure.* Co-authored for the U.S. Geological Survey.
- *"Health Atlas for the City of Los Angeles's Health and Wellness Chapter."* Blog post for the U.S. Department of Health and Human Services's National Partnership for Action to End Health Disparities, 2013.



TROY REINHALTER, LEED GA

INTERMEDIATE PLANNER/DESIGNER

Troy Reinhalter is an accomplished urban designer and planner with multiple years of experience in the California context. Since 2008, Troy has worked on a multitude of community plans, specific/station area plans, and design guideline efforts. He brings expertise in strategic planning, policy development, form-based codes, GIS analysis, graphics/mapping, community outreach, and implementation strategies. Troy has experience in both public sector planning and private sector urban design. Troy's roles have included project management, writing general and specific plans, zoning implementation, graphics, and community workshop facilitation. His recent professional work has focused on creating vibrant downtown urban revitalization plans and sustainable corridor projects for smarter, more successful cities.

EDUCATION

University of California, Berkeley
Masters in City Planning, 2010

Wesleyan University, CT
Bachelor of Arts, Political Science, 2005

AFFILIATIONS & CERTIFICATIONS

LEED Green Associate, 2010

EXPERIENCE

Raimi+Associates
Berkeley, CA
Planner/Designer, 2013-present

City Design Collective
Oakland, CA
Urban Designer, 2012-2013

City of Oakland
Oakland, CA
Planning Intern, 2011-2013

KEY PROJECTS

- **East Palo Alto General Plan Update (East Palo Alto, CA)**
Served as Planner/Designer. Worked with team to develop policies and related plan content. Wrote existing conditions including qualitative/quantitative data analysis and base mapping. Produced maps for land use designations and zoning code.
- **Coachella General Plan Update (City of Coachella, CA)**
Developed policies and drafted general plan content. Created land-use and urban design graphics to represent preferred development typologies.
- **North Bayshore Precise Plan (Mountain View, CA)**
Serving as Planner/Designer. Creating illustrative diagrams for land use, transportation, and open space networks; building heights; and development intensity. Producing 3-D renderings to illustrate proposed future development.
- **El Camino Real Precise Plan (Mountain View, CA)**
Served as Planner/Designer. Contributed numerous graphics, including alternative diagrams and corridor analysis maps. Participated in community outreach and public workshops.
- **Fremont Precise Plan (City of Fremont, CA)**
Created illustrative design diagrams for Downtown Precise Plan. Coordinated layout and production of final plan document.
- **Seaside General Plan Update (Seaside, CA)**
Drafted existing conditions report to guide policy framework. Worked with team to incorporate Ford Ord Base Reuse Plan. Developed map booklet for existing conditions and plan alternatives.
- **Bayfair BART Station Area Plan (San Leandro, CA)**
Assisting with graphics, plan content, and presentation materials for major specific plan for City of San Leandro.
- **Long Beach LEED-ND (Long Beach, CA)**
Performed preliminary Neighborhood Development credit analysis for 4-acre master plan located in downtown Long Beach. Assessed two separate buildings for various ND categories, including local intersection density, stormwater capacity, transit frequency, and various walkability metrics.



STEPHANIE MILLER

PLANNER/DESIGNER

Stephanie's passion for planning began with her interest in urban design, placemaking, and integrating sustainable building methods into the built environment. In particular, she enjoys developing design solutions that unite the community and improve the overall health and well-being of its members. Stephanie's attention to detail and strengths in graphic communication and urban design lead to creative problem solving in plans ranging in size from comprehensive general plan updates to smaller scale community plans. She holds a Bachelor's of Science in City and Regional Planning from California Polytechnic State University, San Luis Obispo. Stephanie's undergraduate design studio was awarded the American Institute for Certified Planners (AICP) Honor Award and the California and California Northern & Central Coast Chapters of the American Planning Association (APA) Award of Merit for Academic Excellence in recognition of their work for the City of Milpitas. Stephanie is fluent in conversational Spanish.

EDUCATION

California Polytechnic University,
San Luis Obispo, CA
Bachelors of Science in City and Regional
Planning

EXPERIENCE

Raimi+Associates
Riverside, CA
Planner, 2015-present

Dahlin Group Architecture | Planning
Pleasanton, CA
Planning Intern

CEDEUS
Santiago, Chile
Planning Intern

KEY PROJECTS

- **Bay Fair BART Specific Plan (San Leandro, CA)**
Supporting project management and team in developing GIS maps and prepared existing conditions report for City staff and public review. Developed design alternatives and various scenarios for the Plan area to achieve the City's vision to create a pedestrian friendly transit district.
- **Seaside General Plan Update (Seaside, CA)**
Created branding materials and an interactive project website that is responsive and reflective of the City's unique character. Worked with project team on the existing conditions report.
- **City of Hermosa Beach General Plan Update (Hermosa Beach, CA)**
Supporting Project Manager in organizing community outreach events, developing workshop materials, drafting Plan elements, and laying out content creating a user-friendly document.
- **Palm Springs Sustainability Master Plan (Palm Springs, CA)**
Providing planning and community engagement support through the preparation of outreach materials, providing vision and policy recommendations, and laying out content into an interactive and user-friendly document.
- **Monterey County Health in All Policies**
Designed Housing Affordability infographics with data from every city and sub region of the county and CPTED Fact Sheets to educate business owners improving safety and vibrancy along the East Alisal Street commercial corridor.
- **Evaluation and Organization Learning Framework (California Wellness Foundation)**
Transformed content into a user friendly and graphically pleasing document.
- **Santa Monica Pedestrian Action Plan (Santa Monica, CA)**
Supported project manager in a comprehensive line edit and redesigned the document to enhance readability.



Stephen Svete, AICP, LEED, AP ND

PRINCIPAL

Stephen Svete is a founding Principal at Rincon Consultants and served as the firm's President from 2000 to 2011. He is currently oversees a range of urban planning and land use studies. He also works to development approaches to community involvement and environmental analysis work. He has directed successful projects ranging from focused central city corridor revitalization studies to general plans and annexation studies in rural areas of California. Mr. Svete has developed an expertise in the area of active transportation, trails, and open space and recreation systems. He is a noted planning commentator, serving for 11 years as Contributing Editor to California.

EDUCATION

M.A., Architecture and Urban Planning, UCLA Graduate School of Architecture and Urban Planning

B.A., Geography, University of California, Riverside

D.E.U.G., Université Paul Valéry, Montpellier, France

AFFILIATIONS

American Institute of Certified Planners (#6943)

LEED AP Neighborhood Development (#10577131)

Member, California State University Channel Islands Campus Planning Committee

EXPERIENCE

Rincon Consultants, Inc. (1994 – present)

Fugro West, Inc. (1988 – 1994)

Envicom Corporation (1986 – 1988)

Urban Innovations Group (1985 – 1986)

Alhambra Redevelopment Agency (1984 – 1985)

PROJECT EXPERIENCE

GENERAL PLANS AND ELEMENTS

- City of Seaside General Plan Update and EIR
- City of City of Millbrae General Plan Update, PDA Specific Plan, and EIR
- City of Novato General Plan Technical Studies and EIR
- City of Alhambra General Plan and EIR
- City of Calipatria General Plan
- City of Avalon General Plan, Local Coastal Plan, and EIR
- City of Calabasas General Plan and EIR
- City of Ventura General Plan
- City of Paso Robles General Plan
- City of Santa Paula General Plan and EIR
- City of Thousand Oaks Safety Element
- City of Santa Monica Circulation Element EIR
- City of Santa Maria Sphere of Influence and Concurrent Annexation Study
- City of San Luis Obispo Land Use/Circulation Elements EIR

OPEN SPACE, PUBLIC FACILITIES, AND INFRASTRUCTURE

- Open Space, Trails, and Greenway Study, Pleasant Valley Recreation and Parks District
- CSUCI University Park Needs Assessment, CSU Channel Islands
- Ventura Botanical Gardens Constraints and Opportunities Analysis, City of Ventura
- Bicycle and Pedestrian Master Plan, City of Marina
- Monterey Bay Sanctuary Scenic Trail EIR, Santa Cruz County Regional Transportation Commission
- Santa Fe Trail Plan and EIR, Tulare County Association of Governments
- City of Ojai Bicycle and Pedestrian Master Plan
- Santa Clara River Trail EIR, City of Santa Clarita



PROJECT EXPERIENCE, CONT'D

SPECIFIC PLANS

- Downtown Vitalization Specific Plan, City of Marina
- California State University Channel Islands Specific Reuse Plan, CSU Office of the Chancellor
- Chandler Ranch Specific Plan, City of Paso Robles
- Santa Monica Civic Center Specific Plan
- Malibu Civic Center Specific Plan, County of Los Angeles
- Ventura Boulevard Specific Plan, City of Los Angeles

CEQA DOCUMENTATION

- California PEO Home Alhambra Senior Living Center EIR, City of Alhambra/New Life Mgmt
- Baldwin Park Transit Center Apartments EIR/EA, City of Baldwin Park
- Olson Company Residential Development IS-MND, City of La Verne
- El Segundo Aquatics Site Feasibility Alternatives Project EIR, City of El Segundo
- Santa Monica Place IS-MND, City of Santa Monica
- 1131 Arizona Ave Rest Home EIR, City of Santa Monica
- 2001 Main Street Mixed Use Development EIR, City of Santa Monica
- Gateway Project EIR, City of Beverly Hills
- 680 East Colorado Blvd EIR, City of Pasadena

AWARDS

American Planning Association, Pleasant Valley Recreation and Parks Open Space, Trails, and Greenway Study, 2013

Southern California Association of Governments, City of Calabasas General Plan, 2010

American Planning Association, City of Paso Robles General Plan, 2004

American Planning Association, City of Santa Maria Sphere of Influence and Concurrent Annexation Study, 1994

PUBLICATIONS

"Combating 'Sameness' with a Formula Business Ordinance." March 2003. Zoning News. Chicago, Illinois

"Farmland Disappears: Does Williamson Act Prevent, or Track Loss?" January 15, 1995. Bakersfield Californian. Bakersfield, California

"Is Metrolink More Than an Insurance Policy against Disaster?" with William Fulton. February 13, 1994. Los Angeles Times. Los Angeles, California

"Is Gold Again Filling Coffers of Golden State Retailers?" November 28, 1994. California Public Finance. Sacramento, California





Matt Maddox, MESM, AICP

SENIOR PROGRAM MANAGER

Matt Maddox serves as a Senior Program Manager within Rincon's Environmental Science and Planning group and the Sustainable Consulting Group. In this capacity, he is involved in a wide range of urban planning and land use studies, sustainable design review, air quality and greenhouse gas analysis, CEQA/NEPA environmental documentation, as well as community involvement and permitting activities. Mr. Maddox has a strong background in environmental management, policy, and environmental planning. He has contributed to successful environmental and planning projects ranging from general plans to focused inner city redevelopment studies, to sustainable design review and documentation for compliance with environmental regulations, to greenhouse gas emissions analysis for industrial facilities. Mr. Maddox has developed a focus in the area of urban planning, sustainable design, and greenhouse gas analysis.

EDUCATION

MESM, Bren School of Environmental Science and Management, University of California, Santa Barbara
B.A., Political Science, Cal Poly-San Luis Obispo

CERTIFICATIONS

American Planning Association – AICP Certified
Accredited Greenhouse Gas Emissions Lead Verifier – California Air Resources Board

EXPERIENCE

Rincon Consultants, Inc.,
Ventura, CA (2007 – present)
California State University,
Sacramento, CA (2005 – 2006)

PROJECT EXPERIENCE

REGIONAL PLANS

- Novato 2035 General Plan Technical Studies and EIR, City of Novato
- Windsor General Plan Update, City of Windsor
- County of Fresno General Plan Update, Fresno County
- Avalon 2030 General Plan and EIR, City of Avalon
- Calabasas 2030 General and EIR, City of Calabasas
- Calipatria 2035 General Plan, City of Calipatria
- Shasta County 2015 Regional Transportation Plan / Sustainable Communities Strategy EIR, Shasta Regional Transportation Agency
- Humboldt County Regional Transportation Plan EIR, Humboldt County Association of Governments
- Tuolumne County General Plan and Regional Transportation Plan Evaluation and Analysis, Tuolumne County
- Rio d' Oro Specific Plan EIR, Butte County

CEQA AND NEPA COMPLIANCE

- Windsor Parks and Recreation Master Plan IS-MND, Town of Windsor
- San Benito County River Parkway and Regional Park EIR, County of San Benito
- Portuguese Bend Landslide Moratorium EIR, City of Rancho Palos Verdes
- Scripps Park West Phase II ISMND, City of San Diego
- LA Water, LLC Chemical Manufacturing Facility EIR, City of Southgate
- Fulton Street Expansion-NEPA, City of Ojai
- Ventura Harbor Public Works Plan Amendment EIR, Ventura County
- West LA and Central City Community Plan EIRs City of Los Angeles



PROJECT EXPERIENCE, CONT'D

ON-CALL CONTRACTS

- Robla School District CEQA/DTSC Compliance, Caldwell Winter Flores
- City of Turlock Environmental Study Services As-Needed
- Manteca On-Call Environmental Services
- Placer County/Alto - On-Call Park, Trail and Landscape Services
- City of Lincoln On-Call Environmental Review Services
- City of Redding On-Call Environmental Services
- City of Shasta Lake On-Call Services

SUSTAINABLE DESIGN

- Reusable Bag Ordinance EIR, City of Sacramento
- Single Use Carryout Bag Ordinance EIR, Marin County Hazardous and Solid Waste Management Joint Powers Agency
- Single-Use Carryout Bag Ordinance EIR, City of Santa Monica
- Plastic Carryout Bag Ordinance EIR Addendum, City of Long Beach
- Single-use Carryout Bag Reduction Ordinance EIR, City of Sunnyvale
- Single Use Bag Ban Ordinance EIR, County of San Mateo
- Disposable Checkout Bag Ordinance EIR, City of Palo Alto
- 2919 Wilshire Boulevard , LEED Certified Mixed Use Development, City of Santa Monica
- Annenberg Project at Lower Point Vicente , Sustainable Animal Education Center, City of Rancho Palos Verdes

AIR QUALITY STUDIES AND GREENHOUSE GAS ANALYSIS

- Greenhouse Gas Analyses for General Plan Housing Elements – Cities of Glendora, Lomita, Glendale, Lawndale, Lake Forest, Hayward, and Walnut
- Transportation Fuel Supplier Greenhouse Gas Verification, Flyers Energy
- Outlets at the Border EIR – Air Quality and Greenhouse Gas Study, City of San Diego
- Los Robles Regional Medical Center – Air Quality Study, City of Thousand Oaks
- Transportation Fuel Supplier Greenhouse Gas Verification, Robinson Oil Supply and Transport
- Dos Colinas Senior Housing Project Greenhouse Gas Study, City of Carlsbad
- Southwestern College Modernization Project Greenhouse Gas Study, City of Chula Vista
- Transportation Fuel Supplier Greenhouse Gas Verification, Jaco Oil Company
- County of Santa Barbara Orcutt Key Site 3 – Health Risk Assessment
- Santa Paula Rock, Gravel, and Sand CUP and Reclamation Plan – Health Risk Assessment
- Downtown San Diego Courtyard by Marriott Greenhouse Gas Study, City of San Diego
- Badlands Landfill-Gas-to-Energy Facility Greenhouse Gas Verification, Riverside County
- Industrial Cogeneration Facility Greenhouse Gas Verification, Kyocera America
- Oil and Gas Facilities Greenhouse Gas Verification, Plains Exploration & Production Company
- Transportation Fuel Supplier Greenhouse Gas Verification, Pro Petroleum, Inc.
- Electricity Generation Facility Greenhouse Gas Verification, Orange Grove Energy





Abe Leider, AICP CEP

SUPERVISING PLANNER/SENIOR PROGRAM MANAGER

Mr. Leider is a Supervising Planner and Senior Program Manager in Rincon's Environmental Sciences and Planning group. He is responsible for management and preparation of planning and environmental documents and specialized technical studies. Mr. Leider has over 17 years of experience in the planning field and has managed or primarily authored successful planning and environmental documents on subjects ranging from regional resource management and land use regulation to complex public and private development projects. He is proficient at interpreting state and federal planning and environmental regulations and guidelines as well as developing thorough and clear environmental documentation. Mr. Leider is experienced at providing professional contract planning support in all facets of the project review and permitting process to small, mid-sized and large jurisdictions throughout California. He has prepared informational and technical reports on a range of planning and environmental topics, including general land use trends, agriculture, biology and aesthetics/visual resources.

EDUCATION

B.A., English and
Environmental Studies,
University of California at Santa
Barbara

CERTIFICATIONS

Professional Certificate in Land
Use and Environmental
Planning, UCSB Extension
American Institute of Certified
Planners, Certified
Environmental Planner

EXPERIENCE

Rincon Consultants, Inc. (2005
– present)
Santa Barbara County Planning
and Development Department
(1997 – 2005)
Center for Urban Agriculture at
Fairview Gardens, Goleta,
California (1995 – 1997)
Yardang, Inc., Crested Butte,
Colorado (1992 – 1995)

PROJECT EXPERIENCE

GENERAL PLANS AND ASSOCIATED CEQA DOCUMENTATION

- General Plan EIR, City of Union City
- Housing Element Rezones IS-MND, City of Union City
- Agricultural Element Implementation, County of Santa Barbara
- Oak Protection Program Development and Adoption, County of Santa Barbara
- Farmland Security Zone Program Adoption and Implementation, County of Santa Barbara
- Open Space Assessment, County of Santa Barbara
- The Grove and Saticoy Gateway Specific Plans, City of Ventura

CEQA AND NEPA COMPLIANCE

- Two Industrial District Zoning Amendment SEIR Addenda, City of Concord
- BayFair BART TOD Specific Plan EIR, City of San Leandro
- Cal Berkeley Aquatics Center SEIR, University of California, Berkeley
- 2211 Harold Way Project EIR, City of Berkeley
- Ashland-Cherryland Business District Specific Plan EIR, County of Alameda
- Four Affordable Housing Project EA-FONSIs, City of San Francisco MOH
- Richmond Refinery Solar PV Project EIR, Marin Clean Energy
- Three Route Restructuring IS-NDs, AC Transit District
- Park Boulevard Office Projects EIR, City of Palo Alto
- Single Use Bag Ban Ordinance EIR, County of Marin JPA
- Single Use Bag Ban Ordinance EIR, County of Sonoma JPA
- Claremont McKenna College Master Plan EIR, City of Claremont
- Biola University Master Plan EIR, City of La Mirada
- Beverly Hills Gateway Project EIR, City of Beverly Hills



PROJECT EXPERIENCE, CONT'D

- El Segundo Aquatics Center Site Feasibility Study EIR, City of El Segundo
- Long Beach North Village Redevelopment EIR, City of Long Beach
- Burbank Media Studios North EIR, City of Burbank
- Oxnard Village Specific Plan EIR, City of Oxnard
- University of California, Santa Barbara San Joaquin Housing EIR
- The Next Downtown Los Angeles – Design Guidelines and Street Standards MND

PUBLIC FACILITIES AND INFRASTRUCTURE

- Gaviota Bridge project permitting, County of Santa Barbara Public Works/California State Parks
- Rincon Creek Bridge Replacements and Highway 150 Realignment project permitting, County of Santa Barbara/Caltrans
- Serena Park Soundwall project permitting, Santa Barbara/Caltrans

CONTRACT PLANNING

- Current Planning Expedited Processing, City of Berkeley
- Subdivision Cases Backlog Reduction, City of Los Angeles
- EIR Review Backlog Reduction, City of Los Angeles
- Major Projects, Cities of Ojai and Port Hueneme

PRESENTATIONS

- Controversy and Collaboration: Vineyards in a Santa Barbara Landscape, Integrated Hardwood Range Management Program Symposiums in Mendocino and Sonoma Counties, 1998 and 1999
- Planning Excellence for Best Practice – The Next Downtown, City of Los Angeles, American Planning Association, Los Angeles Chapter (shared)
- Urban Agriculture in the Goleta Valley, County of Santa Barbara, August 2002
- Status of Agricultural Land Use, County of Santa Barbara, April 1999
- Balancing Oak Protection with Farming Flexibility: Lessons from Santa Barbara County, Integrated Hardwood Range Management Program Fifth Symposium on Oak Woodlands, San Diego, California, October 2001





Education

Master of City Planning
University of California, Berkeley

Bachelor of Arts
Mount Holyoke College
South Hadley, Massachusetts

Professional Experience

Principal
AECOM Economics
San Francisco, California

Senior Associate
Economics Research Associates
San Francisco, California

Planner
Urbana Consultores
Quito, Ecuador

Affiliations

Board Member, Datacenter
Oakland, California

Publications

Transit and Employment, 2011

Transit-Oriented Development and Regional Economic Development, 2011

Community Development Financial Institutions and Transit-Oriented Development, 2010

Contact

510-647-5291 x105
ssrivastava@strategieconomics.com

Ms. Sujata Srivastava has 15 years of experience in urban economics consulting. She specializes in economic development, real estate market analysis, and fiscal impact analysis, particularly in transit-oriented and infill locations. Ms. Srivastava has led the firm in developing new methodologies for estimating housing and employment demand near transit, as well as measuring economic benefits of compact development patterns at the regional level. She holds a Master's Degree in City and Regional Planning from the University of California, Berkeley.

Selected Projects

Alameda Economic Development Strategic Plan, Alameda, CA; 2016-Ongoing

Sujata is the Principal-in-Charge for the City of Alameda's economic development strategic plan. She is currently overseeing the completion of the technical analysis, including analysis of employment trends, commercial real estate markets, retail, and tourism and visitation.

San Francisco Economic White Paper, San Francisco, CA; 2016-Ongoing

As the Principal-in-Charge of this research assignment, Sujata is analyzing San Francisco's economic history from the 1970s to the present, with the goal of better understanding how employment, land use, and demographic trends have evolved over time. This analysis will play a critical role as the City grapples with balancing economic growth with the need for affordable housing and transportation infrastructure improvements.

Central Healdsburg Avenue, Healdsburg, CA; 2010-2011

Sujata conducted analysis of employment trends in Healdsburg in order to inform the Central Healdsburg Avenue Plan. The analysis considered the types of jobs present in the study area, and evaluated the potential for additional commercial office uses.

San Jose General Plan 4-Year Review, San Jose, CA; 2015-2016

Sujata provided economic analysis to assist with a review of the city's General Plan. The results of the analysis provided the City with the necessary economic rationale to make potential modifications to the General Plan's assumptions regarding the amount and allocation of future job growth.

East Bay Economic Development Alliance Business Climate and Jobs Analysis, East Bay, CA; 2011

Sujata co-authored the final report entitled, *Building Our Assets* which describes the economic and land use characteristics of different sub-areas within the East Bay, highlights the region's strengths and weaknesses for economic development, and makes recommendations for strategies to advance the East Bay's economic health and prosperity.

Redwood City General Plan Economic Analysis, Redwood City, CA; 2009

As a member of the MIG consulting team, Sujata conducted an economic base analysis for the Redwood City General Plan. Her work included a profile of employment trends and a real estate market analysis which informed the land use element of the General Plan, as well as the economic development element.



Education

Master of Planning
University of Southern California

Bachelor of Science, Management
Case Western Reserve University

Professional Experience

Project Area Intern,
Community Redevelopment
Agency of the City of Los Angeles

Economic Development Intern
JWA Urban Consultants

Memberships and Distinctions

SPUR San Francisco

American Institute of Certified
Planners Award for Outstanding
Achievement in the Study of
Planning, Sol Price School of
Public Policy, USC

Comprehensive Examination Prize
for Economic Development, Sol
Price School of Public Policy, USC

Contact

510-647-5291 x112
dbraun@strategiceconomics.com

Derek Braun specializes in analyses of market opportunities and demand, employment and industry trends, and the economic and fiscal impacts of development. Mr. Braun's market analysis expertise includes targeted studies for niche real estate product types, such as experiential retail projects. He is also skilled in matching market trends and conditions to financial feasibility for new construction by product type.

Selected Projects

Alameda Economic Development Strategic Plan, Alameda, CA; Ongoing As project manager and lead analyst, Mr. Braun is conducting market and economic analyses in support of the Alameda Economic Development Strategic Plan, including an analysis of the maritime industry, and the tourism and visitor market in Alameda.

Long Beach General Plan Update, Long Beach, CA; 2009 Mr. Braun examined the spatial distribution of jobs within Long Beach, identified key industry sectors in the city, and examined industry trends in several key subareas featuring employment-supportive land uses. Additionally, Mr. Braun applied the findings of the spatial economic analysis to draft the plan's economic development language.

South Fremont/Warm Springs Area Studies: Economic Strategic Plan and Fiscal and Economic Impact Analyses, Fremont, CA; 2012 Mr. Braun conducted market and economic analyses to support development of a specific plan guiding the future growth of this regionally-significant industrial location, which included a planned regional rail station. Mr. Braun managed the project and also led the fiscal and economic impact analyses comparing the plan alternatives.

Downtown Menlo Park and El Camino Real Specific Plan, Menlo Park, CA; 2012 Mr. Braun conducted technical analyses and research as part of an effort to develop a specific plan for the Downtown and El Camino Real areas of Menlo Park. His analyses included market analysis, examination of retail opportunity sites, research into senior housing development opportunities, and a fiscal impact analysis of the plan alternatives.

Downtown Addition Fiscal Impact Analysis, King City, CA; 2014 As part of its conditions of approval, the "Downtown Addition" development project was required by King City to achieve a fiscally neutral impact on the General Fund. Mr. Braun analyzed the fiscal impacts of six project scenarios, and provided analysis and recommendations regarding potential funding mechanisms to cover costs.

East Bay Economic Development Alliance Business Climate and Jobs Analysis, East Bay, CA; 2011 Mr. Braun conducted research and analysis of employment trends and the business environment in the East Bay Region, identifying the composition of major employment clusters, business dynamics over the past fifteen years, historic land use shifts, labor market shifts, and relative strengths and challenges affecting sub-areas.



Damian has over 29 years of experience in transportation planning and travel demand forecast modeling. He has worked for various consultants in the Bay Area on regional and national projects, including model development, major investment studies, transit studies, and planning projects. He previously worked in South Africa and was involved in numerous transportation modeling and traffic projects, including metro rail studies for the City of Johannesburg. He currently specializes in general plans and support of CEQA EIR development studies. He also provides support for development and application of travel demand models for highway and transit projects using many types of software, including EMME/2 and CUBE/Voyager. Damian has experience with many San Francisco Bay Area models, including the MTC Model, C/CAG Model, TAM Model, Alameda Countywide Model, and Solano Model. He has applied these for numerous regional transit and highway studies, including the MTC 2005 RTP, I-580 HOV Lanes, US-101 Express Lanes, Hayward 238 Corridor Study, I-80 MIS, Fremont-South Bay Transit Corridor, AC Transit BRT, and I-580 BART Extension to Livermore. He also has experience with the Florida FDOT FSUTMS models.

DAMIAN STEFANAKIS

Principal Planner

EDUCATION

Graduate Transportation Engineering, University of the Witwatersrand, Johannesburg, SA

BS Civil Engineering, University of the Witwatersrand, Johannesburg, SA

YEARS OF EXPERIENCE

29

AFFILIATIONS

Institute of Transportation Engineers

PLANNING PROJECTS

Damian has conducted numerous planning studies, including general plans, specific plans, and CEQA traffic studies. Projects include Hayward General Plan, San Leandro General Plan, San Leandro Kaiser Medical and Retail Environmental Impact Report (EIR), Oakland Army Base EIR, Lake Merritt Specific Plan EIR, Mission Boulevard Specific Plan EIR, West Oakland Specific Plan EIR, El Charro Road Specific Plan/Outlet Mall EIR, South Hayward BART Specific Plan EIR, Route 238 Corridor EIR, and SR 84 East-West Connector Project Study Report (PSR) and EIR. He has also conducted freeway corridor studies, including I-580 Westbound HOV Lane EIR, I-880 HOV Lanes, I-880/Marina Boulevard PSR, US 101 HOT/HOV Lanes, AC Transit BRT FEIR, and the BART to Livermore Extension EIR. Selected projects are discussed in more detail below.

TRANSPORTATION IMPACT STUDIES/EIR'S

Damian has managed a number of transportation impact studies and EIRs that involved the analysis of traffic operations, on-site access and circulation, parking, and impacts on alternative modes. Such projects include transit-oriented developments, large scale mixed use projects, general plans, station area plans and traffic impact studies. A sample of his projects are provided below:

- General Plans – Livermore, Hayward, San Leandro, Pacifica, Belmont, East Palo Alto
- Housing Elements – Marin County Housing Element
- Transit-Oriented Developments – Lake Merritt Station Area Plan, San Leandro TOD, Livermore Isabel Station Area Plan
- Large-Scale Mixed-Use Projects – San Leandro Shoreline EIR, Alameda Point EIR, Kaiser San Leandro Mixed Use EIR, El Charro Specific Plan EIR (Livermore)
- Specific Plans – South Hayward BART Specific Plan EIR, Mission Boulevard Specific Plan EIR, West Oakland Specific Plan, San Leandro Shoreline Specific Plan

TAM MODELING ON-CALL, MARIN COUNTY, CA

Since 2009, KAI has been the on-call consultant for the Transportation Authority of Marin (TAM), providing modeling services using the Marin Countywide travel demand model. Damian has been the KAI project manager since 2009. Task orders have included traffic forecasts for development projects and general plans, traffic forecasts for highway projects, transit ridership forecasts, support of CEQA projects conducted in Marin County, development of the 2040 Plan Bay Area Projections, and a white paper on development options for the next-generation countywide model.

SAN LEANDRO GENERAL PLAN UPDATE AND EIR, SAN LEANDRO, CA

Damian was project manager for the circulation and transportation elements of the San Leandro General Plan. Damian worked closely with the prime consultant team and city staff on the existing conditions, circulation policies, complete streets, SB 743 VMT analysis, and traffic analysis for the CEQA EIR. Damian utilized the Alameda CTC Countywide Model with ABAG Projections Plan Bay Area to evaluate the land use changes for the proposed General Plan Project for 2035 buildout conditions. Damian analyzed up to 12 roadway segments and 24 study intersections using SYNCHRO intersection LOS software to quantify potential impacts and identify feasible mitigations required beyond the Policy mitigating ones. The General Plan was approved together with the EIR on August 2016.

HAYWARD GENERAL PLAN UPDATE AND EIR, HAYWARD, CA

Damian was project manager for the circulation and transportation elements of the Hayward General Plan. Damian worked with the prime consultant team and city staff on the background reports, circulation policies, potential for incorporating complete streets, and traffic analysis for the CEQA EIR. Damian utilized the Alameda CTC Countywide Model with ABAG Projections 2009 to evaluate the land use changes for the proposed General Plan Project for 2035 buildout conditions. Damian analyzed up to 25 roadway segments and 42 study intersections using Traffix intersection LOS software to quantify potential impacts and identify feasible mitigations required beyond the policy mitigating ones. The General Plan was approved together with the EIR on June 2012.

LAKE MERRITT BART STATION AREA TOD PLAN EIR, OAKLAND, CA

Through the Lake Merritt Station Area Plan, the City of Oakland engaged in a process with the community and stakeholders to provide a framework based on a community-based vision for this area, which is a key focus point of this study area for the Downtown Circulation Study. From this community effort, a strategy for circulation improvements was developed. The Phase II Circulation Improvement Strategy included long-term improvements that were vetted through community meetings and stakeholder discussions to prioritize improvements, such as the two-way street conversion. Damian was the project technical lead on a planning team preparing the traffic studies for the EIR. Kittelson completed existing conditions, travel model forecasts for cumulative 2035 conditions with the proposed project, and traffic operations to identify potential impacts on all modes, including autos, transit, ped, and bike.

SAN LEANDRO SHORELINE SPECIFIC PLAN EIR, SAN LEANDRO, CA

Damian was project manager on a team to prepare the transportation studies in support of the San Leandro Shoreline Development and EIR. Kittelson completed existing conditions, travel model forecasts for cumulative 2035 conditions with the proposed project, and traffic operations to identify potential impacts at 31 key intersections. Kittelson used the SYNCHRO intersection level of service software to assess impacts and test potential feasible mitigations at study intersections. The project was approved in 2015.

SAN LEANDRO KAISER MEDICAL MIXED USE RETAIL CENTER EIR, SAN LEANDRO, CA

Damian was project manager for the KAI team that provided full traffic services for the Medical and Mixed Use Retail specific plan and EIR located in San Leandro west of I-880 near the Marina Boulevard/I-880 interchange. Kittelson staff performed all aspects of the traffic analysis, including data collection, level of service analysis at 25 intersections using SYNCHRO LOS software, travel forecasting using the ACCMA P05 Countywide Model for 2015 and 2030, identification of impacts and mitigations, queuing analysis, and microsimulation. Kittelson completed the detailed traffic report and assisted the prime consultant with the EIR traffic sections. The project was successfully approved in May 2011.



Laurence Lewis is a principal transportation engineer and planner in KAI's Oakland, California, office whose career has focused on the integration of land use and transportation. His successful local and national project experience includes multimodal corridor studies, Complete Streets planning, local government mobility plans, TOD studies, and transportation analyses. He has worked on a wide variety of transit planning, traffic engineering, land use policy, and urban design projects throughout many parts of the United States. Laurence brings a unique blend of experience in the integration of transportation with issues such as urban design, land use, and environmental sustainability.

LAURENCE LEWIS, AICP, LEED AP

Principal Planner

EDUCATION

MS City and Regional Planning, University of North Carolina

BS Civil Engineering, Princeton University

YEARS OF EXPERIENCE

16

LICENSES

American Institute of Certified Planners

LEED Accredited Professional

Professional Engineer: FL

AFFILIATIONS

Panelist: TCRP H-45 Livable Transit Corridors: Methods, Metrics and Strategies (2011–present)

Institute of Transportation Engineers, Member

American Planning Association, Member

Urban Land Institute, Member

City of Orlando Municipal Planning Board, Member (2012–2014)

BAY FAIR BART TRANSIT VILLAGE TOD SPECIFIC PLAN, SAN LEANDRO, CA

Laurence currently serves as transportation planner and KAI's lead (as subconsultant to another firm) for the development of a TOD plan for the area surrounding the Bay Fair BART station in San Leandro. KAI is responsible for all transportation system elements, including bicycle and pedestrian circulation, transit routing and circulation, parking, and traffic operations. The TOD plan includes several potential complete streets improvements and new street connections to improve multimodal safety and connectivity.

KEYSTONE CORRIDOR STATION AREA PLANNING, MIDDLETOWN AND MOUNT JOY, PA

Laurence served as project manager for transportation planning and urban design services around Keystone Corridor Amtrak stations for the Pennsylvania Department of Transportation (PennDOT). Tasks for the Middletown station included the evaluation of alternative station locations, with transportation network and land use plans for each. Work for the Mount Joy station included pedestrian circulation, wayfinding, urban design, and streetscape planning for Main Street in conjunction with a redesigned station. *Completed prior to joining KAI.*

ALTAMONTE EAST TOWN CENTER TOD PLAN, ALTAMONTE SPRINGS, FL

Laurence served as transportation lead for the development of a master plan for the East Town Center area of Altamonte Springs, Florida. The plan focuses on creating a transit-oriented development district around the SunRail commuter rail station that opened in 2014. The plan also addresses the SR 436 corridor west of the station. Transportation elements of the plan include new local street connections, a redesigned bus staging/transfer area, accommodations for shared parking facilities, and revised parking standards to promote transit within the district. *Completed prior to joining KAI.*

SOUTH CORRIDOR LIGHT RAIL STATION AREA PLANNING, CHARLOTTE, NC

Laurence served as transportation and land use planner for the station location and analysis for light rail stations along Charlotte's South Corridor. The analysis considered physical aspects such as access, proximity to passenger generating uses, parcel size, current and proposed land uses, and topography, in addition to demographic and social criteria such as neighborhoods and income levels. The 9.6-mile corridor opened for service in 2007. *Completed prior to joining KAI.*

MARTIN LUTHER KING JR BLVD BRT STUDY, STOCKTON, CA

Laurence served as transportation planner and KAI's lead (as subconsultant to another firm) for a study of a planned bus rapid transit line for the San Joaquin RTD. The MLK Boulevard corridor is located in south Stockton, a lower-income community highly dependent on transit for access to employment and services. Laurence and KAI participated in community meetings and led the development of initial transit alternatives, including route structures, stop locations, and traffic operations improvements. KAI also completed the transit ridership analysis and evaluated environmental justice considerations associated with the proposed improvements.

CENTRAL COUNTY COMPLETE STREETS IMPLEMENTATION, ALAMEDA COUNTY, CA

Laurence serves as project manager for complete streets implementation expertise and planning services for Alameda County, the City of San Leandro, and the City of Hayward. Project goals are to provide technical assistance in incorporating complete streets principles into everyday practices such as development review, infrastructure design, and street maintenance. KAI is currently preparing a series of implementation tools such as street design guidelines, project delivery checklists, and staff training sessions. These implementation tools will build upon input from earlier stakeholder interviews and incorporate best practices from other jurisdictions with successful implementation experience.

US 192 BRT ALTERNATIVES ANALYSIS, OSCEOLA COUNTY, FL

Laurence served as deputy project manager for a study of transit improvement options for US 192, a corridor that forms the southern border of Walt Disney World. Project goals focused on mobility needs for a highly transit-dependent population; improvements to transit reliability and capacity; connections to the planned SunRail commuter rail system; and land use redevelopment along the corridor. The locally preferred alternative is a 23-mile BRT system, six miles of which would be median-running. Laurence managed the traffic analysis, community outreach, and land use components of the analysis. *Completed prior to joining KAI.*

WHITE FLINT SECTOR PLAN, NORTH BETHESDA, MD

Laurence served as project manager for the White Flint Partnership (a group of developers and landholders) in coordination with Montgomery County's update to the White Flint Sector Plan. The plan addressed long-term growth around the White Flint Metro station outside of Washington, DC. A key recommendation of the plan was the creation of an urban boulevard cross-section for Rockville Pike that will establish slower travel speeds, provide better pedestrian and transit accommodations, and support urban development patterns along the corridor, and that can be phased over time. Additional services included the identification of policy options for shifting from a roadway-based level of service system to one that supports all modes. *Completed prior to joining KAI.*



Aaron Elias is a senior engineer with a wide range of transportation experience focusing on traffic operations, multimodal level of service, and safety work. He has worked on a wide range of large-scale traffic studies for environmental impact reviews in California, and has been a peer reviewer for the Florida Department of Transportation on Development of Regional Impact (DRI) reports. Aaron has completed two large projects in and around the Port of Oakland, including the 2012 Oakland Army Base EIR Addendum and the West Oakland Specific Plan EIR. In addition, Aaron has been involved in numerous smaller projects within the Port of Oakland for both the port itself as well as private developers.

AARON C. ELIAS, TE

Senior Engineer

EDUCATION

Master of Engineering in Civil Engineering, University of Florida, Gainesville

Bachelor of Science in Civil Engineering, University of Florida, Gainesville

YEARS OF EXPERIENCE

8

LICENSES

Traffic Engineer: CA

AFFILIATIONS

Institute of Transportation Engineers

PUBLICATIONS

Elias, Aaron. "Automobile-Oriented or Complete Street? Pedestrian and Bicycle Level of Service in the New Multimodal Paradigm." Transportation Research Record #2257, Transportation Research Board, pp. 80-87. 2011.

Dowling, Richard, and Aaron Elias. "Extent of Highway Capacity Manual Use in Planning." NCHRP Synthesis 427. Transportation Research Board. 2012.

Fang, F. Clara, Lily Elefteriadou, and Aaron Elias. "Field Data for Evaluating 2010 Highway Capacity Manual Operational Analysis Methodology for Interchange Ramp Terminals." Transportation Research Record #2286, Transportation Research Board, pp. 1-11. 2012.

Dowling, Richard, and Aaron Elias. "Active Traffic Management on Arterials." NCHRP Synthesis 447. Transportation Research Board. 2013.

OAKLAND ARMY BASE EIR ADDENDUM, CA

As part of a larger environmental team, KAI participated in the 2012 Oakland Army Base Addendum to the 2001 Oakland Army Base Redevelopment Plan Area EIR. The addendum covered a change in land use from more office/R&D to more warehouse/distribution and maritime-related logistics uses. KAI led the transportation analysis for this addendum studying intersections and freeways in and around the Port of Oakland. Aaron performed the technical analysis for KAI and developed mitigation measures for significantly impacted intersections. The owner of this work was both the City of Oakland and the Port of Oakland.

PORT OF OAKLAND TRAFFIC STUDIES, CA

Aaron has been KAI's project manager on a number of projects completed for the Port of Oakland under subcontract to the Port. Work completed under this contract has included: traffic calming measures on Middle Harbor Road to help deter illegal street racing; analysis of a new transload facility for containerizing cold products for shipment overseas and vice-versa; performing a drayage truck parking survey for the entire west Oakland neighborhood; and analyzing changes in truck access to various terminals within the Port of Oakland. The owner of this work was the Port of Oakland.

TRAFFIC STUDIES WITHIN THE PORT OF OAKLAND, CA

Aaron has been KAI's project manager for transportation studies for a number of projects within the Port of Oakland but not under contract to the Port. Projects include: investigating the traffic impacts of installing a temporary BART spur line to assist with retrofitting the transbay tube on 7th Street; traffic analyses and design support for the construction of the Oakland Maritime Support Services facility at Maritime Street and Burma Road; and providing traffic operations analyses and design support for the reconstruction of Maritime Street north of 7th Street. The owners of these works included BART, Oakland Maritime Support Services, and Architectural Dimensions.

WEST OAKLAND SPECIFIC PLAN, CA

Aaron was the primary traffic analysis engineer on the consultant team that prepared the West Oakland Specific Plan and EIR for the City of Oakland. Aaron analyzed the impacts of the proposed specific plan and recommended improvements to better accommodate traffic, transit, pedestrian, and bicycle operations in the neighborhoods immediately adjacent to the Port of Oakland. The owner of this work was the City of Oakland.

GRAND AVENUE ROAD DIET, OAKLAND, CA

As project manager, Aaron led KAI's efforts to assist the City of Oakland in performing a road diet on Grand Avenue between the Piedmont city limits and Elwood Avenue. The road diet reallocated the roadway cross section from four lanes to two lanes with a center two-way left turn lane in order to accommodate bicycle lanes and improve bicycle safety. KAI performed the following tasks to support the City of Oakland in this road diet implementation: led the community outreach, performed a traffic operations analysis, designed the new roadway striping plan, and performed a before and after study on the effects of the road diet. This was a City of Oakland project with KAI directly contracted with the city to complete this work.

LAUREL ACCESS TO MILLS, MAXWELL PARK & SEMINARY (LAMMPS), OAKLAND, CA

Aaron served as KAI's project manager to support the redesign of MacArthur Boulevard between High Street and Richards Road near Mills College in Oakland, California. This streetscape project will reduce lanes, improve intersection geometries, and provide better walking and biking facilities for the communities around Mills College. KAI's tasks, which Aaron led, included: performing an operations analysis as part of the environmental clearance for the project, assessing intersection control for the Caltrans intersection located within the project, and providing assistance to the engineering team in developing the roadway design concept for MacArthur Boulevard. The owner of the project was the City of Oakland.

LAKESIDE GREEN STREETS, OAKLAND, CA

KAI performed a traffic study to refine the street system adjacent to picturesque Lake Merritt in Oakland, California, to improve pedestrian and bicycle access in support of the expansion of Snow Park and the creation of a pedestrian promenade leading to an amphitheater on the lake. Aaron served as the KAI project manager for this project, overseeing traffic operations analyses for the proposed geometric changes, developing improved pedestrian crossing opportunities, improving bicycle operations, and developing the traffic memo in support of the NEPA clearance for the project. KAI has also been providing on-call traffic engineering support as the project has moved from environmental clearance through design and the construction bidding process. All work was completed for the City of Oakland.

SAN LEANDRO SHORELINE, CA

KAI was on a team to prepare the transportation studies in support of the San Leandro Shoreline Development and EIR. The project involved the redevelopment of the San Leandro Marina area to mixed-use retail and hotel uses. Aaron was the primary analyst for KAI on this project, conducting existing conditions and cumulative 2035 conditions with the proposed project analyses on 32 key intersections for weekday and weekend conditions. The owner of this work was the City of San Leandro.

04. Project List

04. project list

Project Experience

Raimi + Associates has extensive experience in development General Plans throughout California. Below is a partial list of Raimi + Associates’ General Plan experience. Select detailed project descriptions, including General Plans and other projects related to this effort, are located on the following tables.

Project descriptions from our potential sub-consultants can be found following Raimi + Associates’ project descriptions.

Raimi + Associates General Plan Experience	Consultant Role
West Hollywood General Plan Update	Prime Consultant
Palm Desert General Plan Update	Prime Consultant
Coachella General Plan Update and EIR	Prime Consultant
East Palo Alto General Plan Update	Prime Consultant
Seaside General Plan Update	Prime Consultant
Hermosa Beach General Plan Update	Prime Consultant
District of Columbia Comprehensive Plan Amendment	Prime Consultant
South Gate General Plan, EIR, and Code	Sub Consultant but responsible for managing and producing all the General Plan content and overseeing the EIR.
City of Los Angeles Health Element	Prime Consultant
Fontana General Plan Health Element	Sub Consultant
Santa Monica Land Use and Circulation Element	Consultant
Mountain View General Plan Update	Sub Consultant
Santa Clara County General Plan Health Element	Prime Consultant
Riverside County Health Communities Element	Prime Consultant
El Monte Health Element	Prime Consultant

FIRM DESCRIPTION

RAIMI+ASSOCIATES

WHO WE ARE At Raimi + Associates, we are advocates, collaborators, organizers and pioneers committed to creating healthy and enduring places. We have managed dozens of focused and comprehensive planning efforts in California and across the nation. Over the years, we have served dozens of communities in California and across the nation as trusted advisors, skilled practitioners, imaginative problem solvers, and skilled communicators. We help communities achieve their long-term visions by listening to and learning from ordinary people, partnering closely with our clients, and relying on our keen eye for place.

WHAT WE DO Raimi + Associates is a multidisciplinary planning firm based in Berkeley, with offices in Riverside and Los Angeles, California. We have been in business since 2006. Our body of work includes Comprehensive and General Plans, specific and precise plans, TOD plans and corridor plans, form-based zoning codes, vision plans, community outreach and participation, neighborhood-scale sustainability planning, and environmental review. Our firm's community planning expertise is complemented and informed by a dual focus on planning for public health and sustainability, and nearly every project is focused on improving health and making communities more sustainable. Our expertise in LEED and LEED for Neighborhood Development is some of the most extensive in the country.

OUR VISION We understand how to create lasting value through planning. We have honed a process that draws on careful observation and analysis, direct and open community engagement, and the ability to think three-dimensionally about how form and character impact community vitality. Whether it's developing a City's General Plan, planning a transit-oriented district, creating a targeted neighborhood retrofit plan or generating a vision for a multi-jurisdictional corridor, we think holistically and examine the health, environmental, and socioeconomic impacts of planning and design.

OUR SPECIALTIES

- Comprehensive and General Plans
- Health Planning and Analysis
- LEED-ND and district-scale sustainability
- Vision Plans
- Specific and Precise Plans
- Form-Based Zoning Codes
- Corridor Plans and TOD Plans
- Community Outreach and Participation
- Project Management and Extension of Staff



EAST PALO ALTO GENERAL PLAN AND WESTSIDE AREA PLAN

EAST PALO ALTO, CA

DESCRIPTION Raimi + Associates updated the General Plan and zoning code for the City of East Palo Alto, one of the most ethnically diverse cities in the Bay Area. The updated General Plan emphasizes pressing community issues such as affordable housing, public safety, infrastructure deficiencies and financing, increased employment opportunities, public realm improvements, public health, fiscal health, and the need for better pedestrian and bicycle infrastructure. It includes specific design and development guidance for each unique neighborhood of the City.

As part of the planning effort, R+A also created a stand-alone community plan for the East Palo Alto's Westside, which provides a significant percentage of the San Francisco Peninsula's existing affordable housing stock. In coordination with the City's existing rent stabilization ordinance, the Westside Community Plan clarifies and strengthens protections for affordable housing. The Plan ensures a right of return for existing residents, no net loss of affordable housing units, and community benefits and open space in the event of future development. Throughout the General Plan and Westside process, R+A engaged with as many members of the community as possible with a multi-lingual citywide visioning and outreach process.

CLIENT
City of East Palo Alto

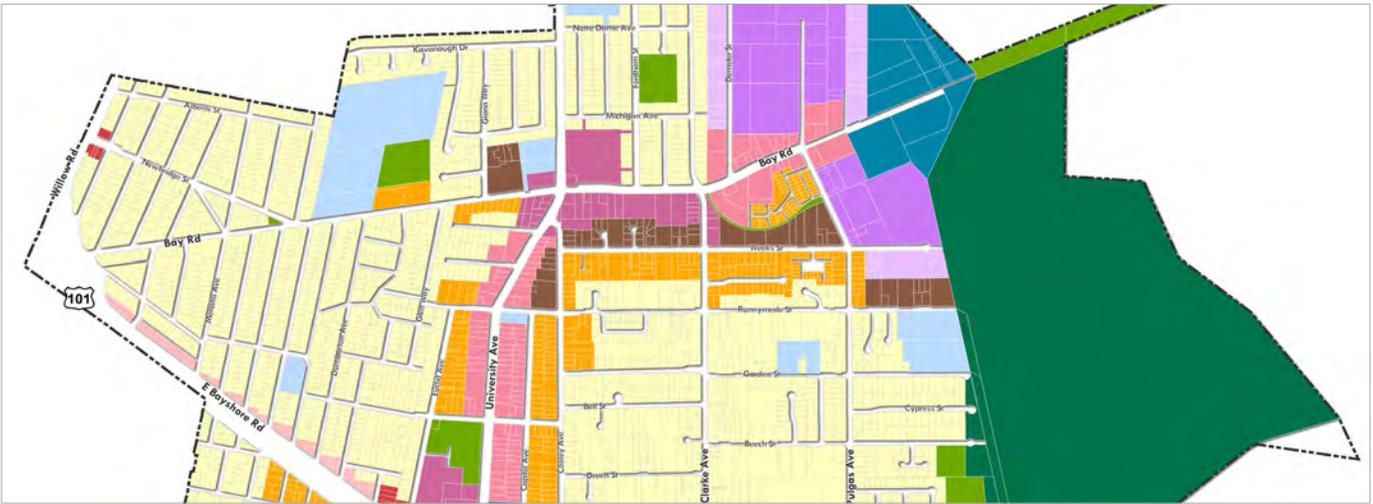
SERVICES
General plan update, area plan, community engagement, zoning code update, health and equity analysis

TIMELINE
2014 - Present

CONTACT
Sean Charpentier, Assistant City Manager
City of East Palo Alto
(650) 853-3150
scharpentier@cityofepa.org

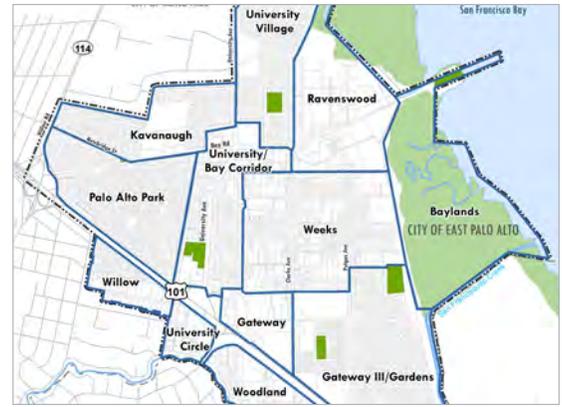
HIGHLIGHTS

- Simultaneous General Plan and Westside Area Plan.
- Multi-lingual outreach.
- Community health element.
- Funded by the California Strategic Growth Council.



GENERAL PLAN PROCESS

- Simultaneous General Plan and Westside Area Plan.
- Focused on quality of life, economic opportunity, health and equity, community identity, and affordable housing.
- Identification of refined neighborhood boundaries and character areas, and creation of related policies.
- Update of all General Plan Elements, which are outdated.
- State funding through the Strategic Growth Council.
- Coordinated revision of the City's Zoning Code.



WESTSIDE AREA PLAN

- Stand-alone Area Plan will address key issues including affordable housing in a growing economy, connectivity to the east side of the City, and accommodation of future growth in an already dense area.
- Extensive community facilitation and negotiation between different parties and stakeholders.
- Development of scenarios and illustration of existing development parameters to inform community input.



COMMUNITY OUTREACH

- Community engagement plan includes targeted bi-lingual outreach methods to engage largely Spanish-speaking population.
- Project website, listserv targeted to Westside and citywide General Plan, Facebook page and Twitter account, and texting campaign to reach the broadest range of residents.
- Collaboration with community based organizations and local vendors to facilitate outreach process.
- Facilitation of Westside Advisory Committee and General Plan Advisory Committee.



HEALTH AND EQUITY PLANNING

- General Plan Update will include the first ever Health Element for the City.
- Extensive analysis of current healthy trends and conditions.
- Focus on issues of environmental justice, access to healthy food, environmental health and hazards reduction, and active transportation.
- General Plan focus on innovative jobs creation and local skill matches.



HERMOSA BEACH GENERAL PLAN

HERMOSA BEACH, CA

DESCRIPTION In 2013, Hermosa Beach hired the Raimi + Associates team to update and integrate the City's important, but outdated planning documents (GP – 1979, LCP – 1981). The Plan update process is focused on maintaining the quality of life in this quintessential small beach town by embedding the community's vision, into the City's land use and planning policies and articulating the community's priorities for the future. The project is funded through a combination of grants from the Strategic Growth Council, California Coastal Commission, and City General Funds. Throughout the process, R+A staff have worked side by side with the City's small but dedicated team to enhance staff capacity and resources by providing project coordination, grant reporting, and management support, in addition to helping the City securing additional grant funding from the California Coastal Commission.

HIGHLIGHTS

- Creative ways to organize and access the General Plan – including an e-Plan that organizes information by user or interest.
- An integrated General Plan and Local Coastal Program – where the Coastal Land Use Plan topics are incorporated throughout the General Plan.
- An unwavering commitment to creating a sustainable, resilient, low-carbon future – including development of a sustainability framework with measurable metrics, a sea level rise vulnerability assessment, and a carbon scenario planning tool.
- Innovative methods to engage the community – including community fairs, walking tours, community working group, and an educational series.

CLIENT

City of Hermosa Beach

SERVICES

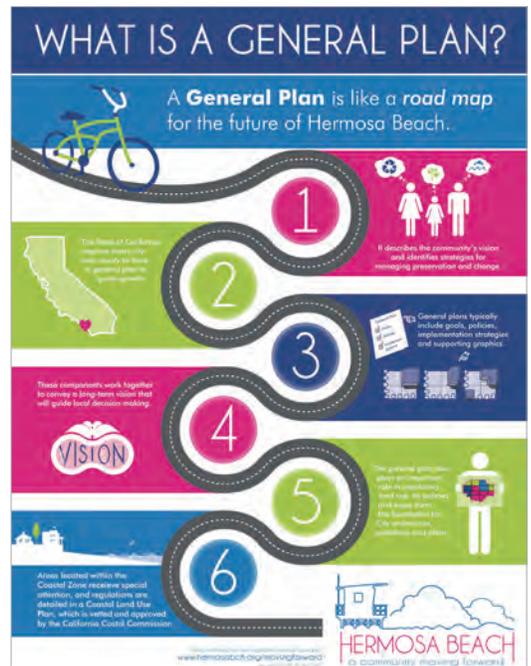
Health element, community engagement, sustainability

TIMELINE

2013 - Present

CONTACT

Ken Robertson, Community Development Department
City of Hermosa Beach
(310) 318-0242
krobertson@hermosabch.org



COACHELLA GENERAL PLAN UPDATE

COACHELLA, CA

2016 APA COMPREHENSIVE PLAN AWARD

CLIENT

City of Coachella

SERVICES

CEQA, climate action planning, community engagement, community health needs assessments, community planning, comprehensive planning, design guidelines, GIS, health assessment, health and equity analysis, Health Impact Assessment, Health-in-all-policies technical assistance and training, neighborhood sustainability, policy writing, process and outcome evaluation, program evaluation, Sustainability planning, sustainable neighborhoods

TIMELINE

2011 - 2015

CONTACT

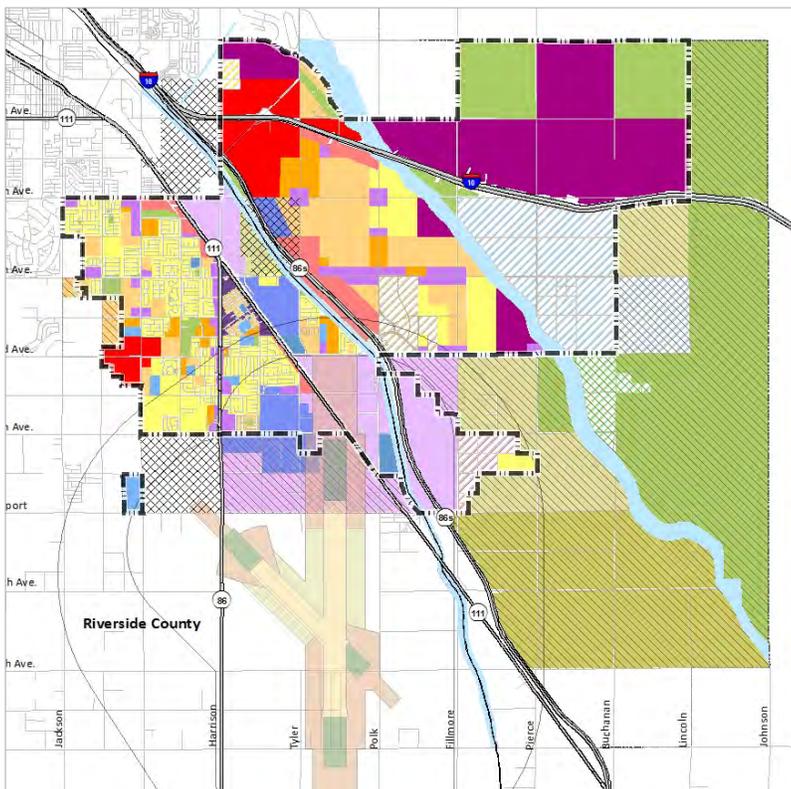
Luis Lopez
Community Development Dir.
City of Coachella
(760) 398-3102
llopez@coachella.org

DESCRIPTION

Raimi + Associates led a team of sub-consultants through an extensive comprehensive plan update, Climate Action Plan, and Health and Wellness Element for the community of Coachella located in the heart of the Coachella Valley. The R+A-led team worked with the General Plan Technical Advisory Committees, General Plan Wellness Advisory Committee, stakeholders, city staff, and community members to develop a vision for the City's anticipated growth from its current population of 40,000 to 135,000 by 2035. Throughout the process, the community and consultant team worked closely to address sustainability, health, and social equity in all aspects of the plan, elements, and policy. The update entailed a complete re-write and re-organization of the City's previous 2007 City's General Plan, and incorporates new maps, graphics, charts, and descriptive text to better illustrate the placemaking, vision, and concepts that are central to Coachella future as a healthy, safe, and sustainable community.

HIGHLIGHTS

- A standalone Health Element and Sustainability Element addressing region-specific equity, environmental, and health challenges and developed policy, land use, and urban design solutions.
- Wide reach of numerous well-attended workshops and local cultural events to capture public input for the General Plan Update.
- Comprehensive citywide greenhouse gas inventory, reduction strategies for climate change action, and adaptation.



Go to <http://bit.ly/1LUJECj> for more information about our award!

LAND USE AND DESIGN ELEMENT

The Vision + Guiding Principles Chapter establishes the community-supported vision for the ideal city Coachella is striving to become over the next 20 years. The Coachella 2035 General Plan covers each of the State-mandated topics and additionally emphasizes community character, health and wellness, and sustainability. The Land Use + Community Character element includes sub-area designations as well as “form and character” descriptions for each of the City’s envisioned neighborhoods through the use of “Intent and Purpose” statements, physical character descriptors, land use/intensity allowances, and street network guidance. The vision for the future of Coachella is as follows:

“Coachella will become a community of walkable neighborhoods, tied together by multi-modal transportation corridors and interspersed with vibrant districts for shopping, working, entertaining and commerce.”



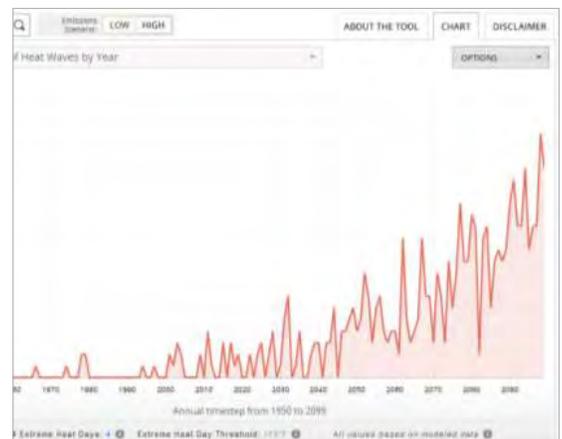
COMMUNITY HEALTH AND WELLNESS ELEMENT

The Community Health + Wellness Element addresses not only existing community health concerns and preventing future health issues through proactive management of the built environment and development review process. Through a California Endowment’s Building Healthy Communities Initiative grant, the City and consultant team worked closely with the Riverside County Department of Public Health and numerous community-based organizations to expand the reach and depth of the project’s outreach and engagement effort to various communities in Coachella including migrant farmworkers, seniors, youth, and low-income families. The bilingual public engagement program included a Wellness Advisory Committee, stakeholder interviews, well-attended community workshops, and a community outreach toolkit.



CLIMATE ACTION PLAN

Recognizing the important role that cities will play in the transition to a low-carbon economy, R+A prepared a Climate Action Plan (CAP) in conjunction with a General Plan Update as a roadmap for achieving community-wide greenhouse gas emissions reductions. The CAP builds on the 2013 General Plan Update, quantifying emissions from the build-out of the proposed plan and includes additional policies and implementation actions to help Coachella further reduce emissions. It also includes strategies to protect public health and make the community more resilient to climate change.



SEASIDE GENERAL PLAN UPDATE

SEASIDE, CA

DESCRIPTION The City of Seaside has embarked on an exciting multi-year process to update the City's General Plan. Called "Seaside 2040," the Seaside General Plan update will serve as the City's blueprint for future development and decision-making. Raimi + Associates is acting as the project lead.

Seaside 2040 will build on the community's unique history and character as a center of the Civil Rights movement and the closure of the first integrated military base (Fort Ord) to update the General Plan policy and implementation framework, and to provide a design and planning vision for change areas within the City. The General Plan includes a robust community engagement and collaboration process to enable all Seaside residents to create a common vision for the City's future.

HIGHLIGHTS

- Extensive, multi-lingual community engagement and collaboration process including workshops, open houses, a statistically-valid survey, focus groups, and a community-led task force.
- General Plan and zoning code updates to bring the policies, development standards, and regulations into conformance with the Fort Ord Base Reuse Plan.

CLIENT

City of Seaside

SERVICES

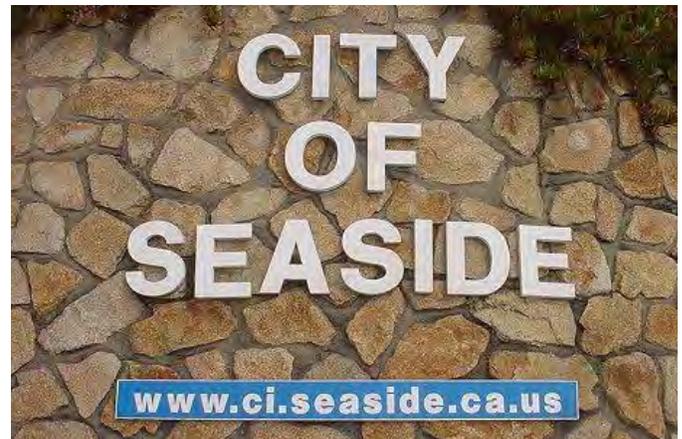
Community engagement,
Comprehensive planning, policy
writing, visioning

TIMELINE

2016 - Present

CONTACT

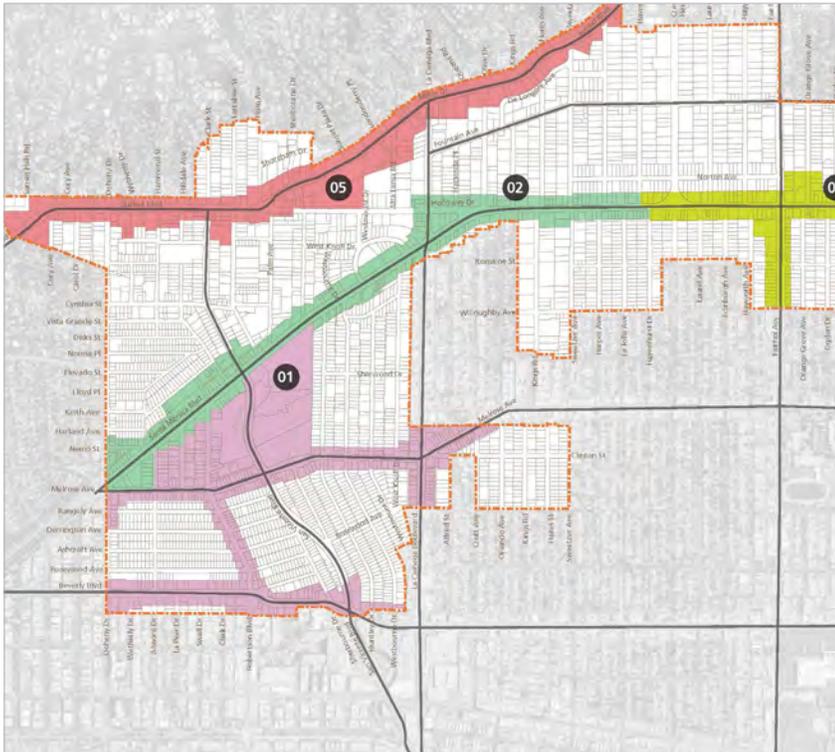
Kurt Overmeyer
Economic Development Manager
City of Seaside
(831) 899-6839
kovermeyer@ci.seaside.ca.us



WEST HOLLYWOOD GENERAL PLAN

WEST HOLLYWOOD, CA

2011 LOS ANGELES SECTION APA AWARD FOR SMALL JURISDICTION COMPREHENSIVE PLAN



CLIENT

City of West Hollywood

SERVICES

General Plan, GIS analysis, community outreach, health and sustainability policies, corridor planning, extension-of-staff

TIMELINE

2009 - 2011

CONTACT

Bianca Siegl

Director of Long Range and Mobility Planning

City of West Hollywood

(323) 848-6853

BSiegl@weho.org

KEY STAFF

Matt Raimi (Principal-in-Charge and Project Manager)

Aaron Welch (Deputy Project Manager)

Beth Altshuler (Planner)

Eric Yurkovich (Planner)

DESCRIPTION

West Hollywood is a diverse, vibrant and progressive community located in the heart of the Los Angeles region. It is home to many world-renowned places including the Sunset Strip, the Avenue of Arts and Design and the Pacific Design Center. Raimi + Associates updated the City of West Hollywood's General Plan, drafting or managing all elements of the general plan in coordination with city staff.

The new general plan focuses on maintaining the community's unique character while providing a design and planning vision for change areas of the City. General Plan policies created a framework for preserving West Hollywood's values of diversity, inclusivity, and environmental responsibility while promoting new investment and improved public space in key locations. The West Hollywood General Plan was adopted in 2012.

HIGHLIGHTS

- Winner of the 2011 Los Angeles Section APA Award for both Innovation in Green Planning and Small Jurisdiction Comprehensive Plan.
- Design and streetscape standards focused on the various unique districts within West Hollywood.
- Specific policies related to health and wellness, sustainability and climate change, and arts and culture.
- Lean, user-friendly General Plan with a focus on document layout and design.
- Identification of change areas within the City, including detailed design and policy guidance for each.

PALM DESERT GENERAL PLAN UPDATE

PALM DESERT, CA

DESCRIPTION Raimi + Associates is leading the Palm Desert General Plan Update and University Neighborhood Specific Plan. The City, which currently encompasses 17,000 acres, and is home to 50,500 residents is expected to grow to 61,000 by 2040. The multi-disciplinary consultant team is assisting the city in development a comprehensive update that will identify long-term goals; provide a basis for decision-making; provide citizens a forum for input on their community's direction; and inform community members, developers, decision-makers, and local jurisdictions development guidelines for Palm Desert.

Raimi + Associates is working with city staff, a Technical Working Group, local organizations, and stakeholders to develop a policy framework, and guidance on organization and development of the General Plan Update and Specific Plan. The project also includes detailed policy guidance, development standards, and design guidelines for the transformation of the Highway-111 corridor into a walkable, mixed-use city center. The end result of the project will be a comprehensive report on goals and policies that will enhance the overall wellbeing for all residents, business owners, and visitors of Palm Desert.

CLIENT

City of Palm Desert

SERVICES

Community engagement,
comprehensive planning,
policy writing, visioning

TIMELINE

2014-Present

CONTACT

Ryan Stendell,
Director of Community Development
City of Palm Desert
(760) 346-0611
rstendell@cityofpalmdesert.org

HIGHLIGHTS

- A Specific Plan and corridor focused area plan for key change areas in the city, incorporated into the General Plan.
- General Plan Update that mends well with previously adopted documents, including the 2013 Strategic Plan goals and objectives.
- High level of community engagement and input into the vision and guiding principles for Palm Desert 2040.

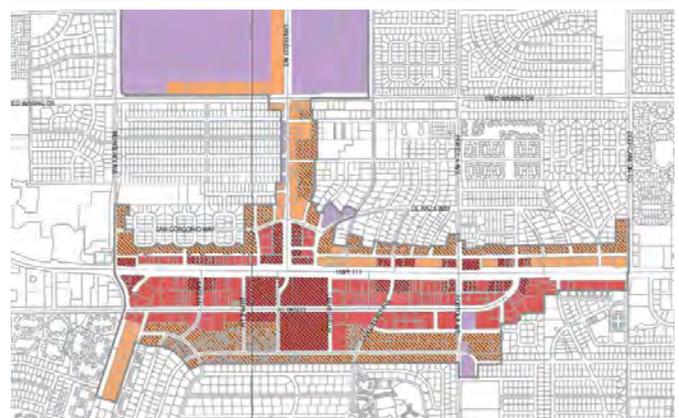
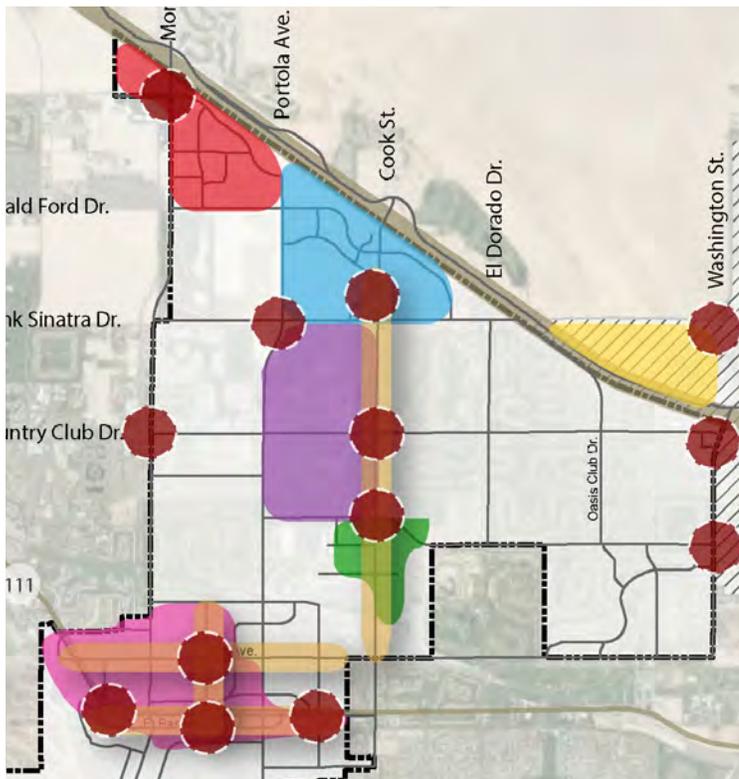


Image courtesy of Sargent Town Planning

SOUTH GATE GENERAL PLAN & FORM-BASED CODE

SOUTH GATE, CA

2007 APA LOS ANGELES SECTION PUBLIC OUTREACH AWARD

DESCRIPTION Raimi + Associates completed an update of the South Gate General Plan. Located 10 miles south of downtown Los Angeles, the City of South Gate is home to over 100,000 people, including stable neighborhoods as well as multiple corridors in transition. Raimi + Associates was the lead consultant on the General Plan update, managing the General Plan technical update process, including the Community Design Element, the Green City Element, and the Public Facilities and Services Element. One of the key accomplishments of the General Plan was to organize the City into neighborhoods, districts and corridors, and develop a targeted land use, transportation and design approach for each. The South Gate General Plan incorporates the principles of New Urbanism and – like a “form-based” building code – focuses on urban design solutions that guide the form and character of community, as opposed to conventional land use designations. The General Plan Update was adopted in 2009.

HIGHLIGHTS

- One of the first “form-based” comprehensive plans in the United States.
- Stand-alone Healthy Community Element was one of the first public health elements adopted in California.
- Interim form-based zoning code for the major change areas of the community. This interim zoning met HCD requirements and enabled the City’s Housing Element to be certified by the State.

CLIENT

City of South Gate

SERVICES

Form-Based zoning code, community health GP element, implementation strategies

TIMELINE

2006 - 2010

CONTACT

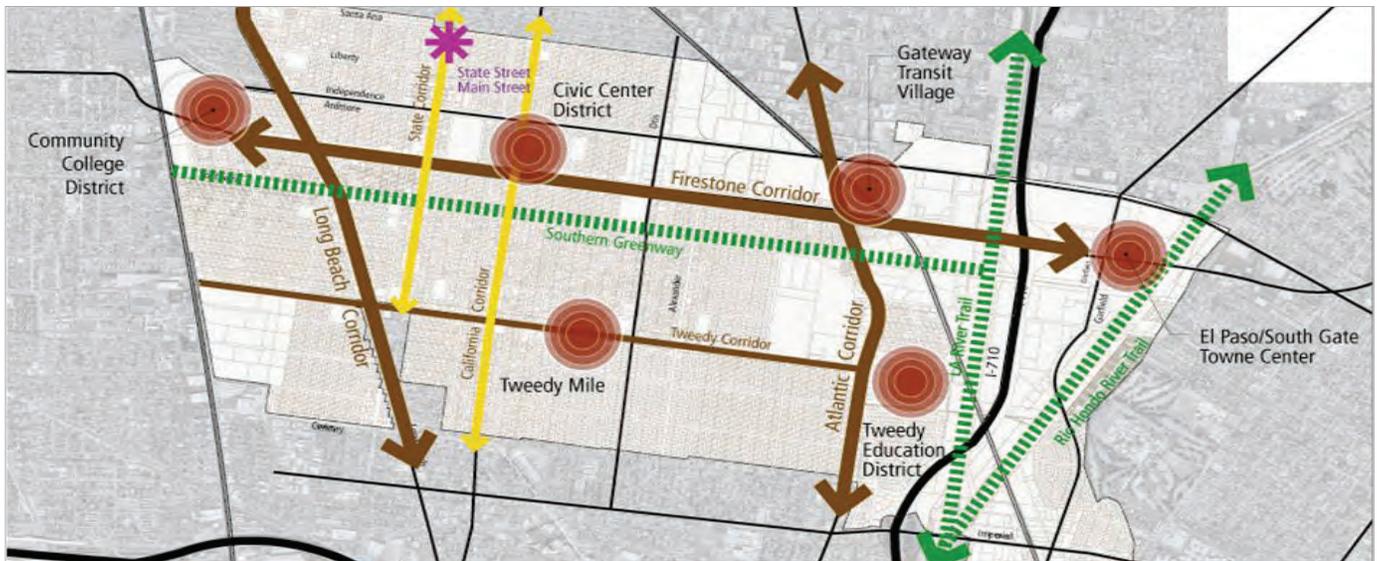
Steve Lefever
Community Development Director
(retired), City of South Gate

KEY STAFF

Matt Raimi (Principal-in-Charge)
Aaron Welch (Planner)

BUDGET

\$325,000



PLAN FOR A HEALTHY L.A.

LOS ANGELES, CA

2014 LOS ANGELES APA AWARD OF EXCELLENCE FOR INNOVATIVE USE OF TECHNOLOGY
2016 LOS ANGELES APA + CALIFORNIA APA AWARD OF EXCELLENCE: COMPREHENSIVE PLAN, LARGE JURISDICTION

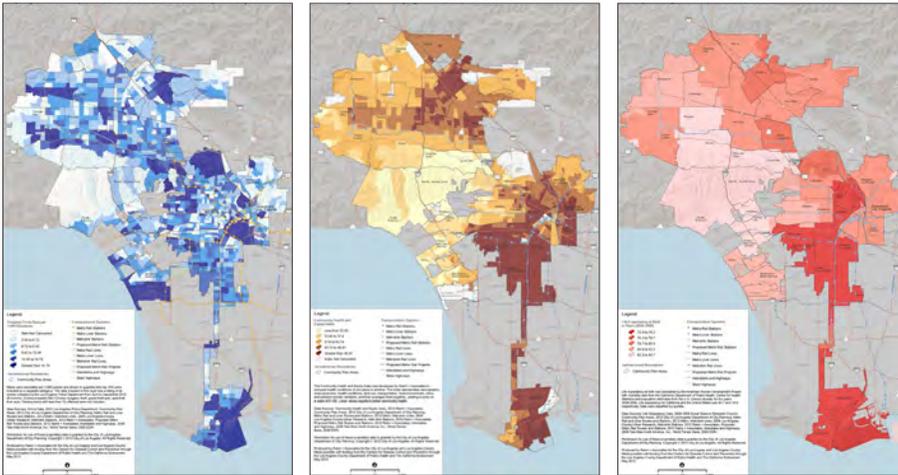
DESCRIPTION Los Angeles is the second-largest city in the United States, with an unparalleled diversity of residents, neighborhoods, and urban environments. Through funding from the Centers for Disease Control and Prevention, the Los Angeles County Department of Public Health, the City of Los Angeles Department of City Planning, and The California Endowment Foundation, R+A provided two staff members to the City's Department of City Planning - as well as firm resources in GIS analysis, planning, and project management - to envision, take stalk, create, and implement the "Plan for a Healthy Los Angeles"

CLIENT
City of Los Angeles

SERVICES
General Plan element, GIS analysis and mapping, community outreach, health and sustainability, on-call staffing

TIMELINE
2012 - 2015

CONTACT
Claire Bowin
City Planner
Los Angeles Department of City Planning
(213) 978-1213
claire.bowin@lacity.org



THE HEALTH ATLAS (PRINT/PDF & INTERACTIVE WEBSITE)

First the first project milestone, R+A created The Health Atlas for the City of Los Angeles, which provides a point-in-time snapshot of the city's socio-demographic, physical, economic environments that contribute to health inequities within and among Los Angeles' numerous neighborhoods. This Atlas mapped and analyzed over 100 indicators (including health outcomes and behaviors) to document the geographic concentration of health disparities and inequities throughout Los Angeles. The work confirmed that the neighborhoods that Angelenos live in influence their health and wellbeing. These indicators set baseline measurements for the Plan's objectives. The Atlas culminates with the "Community Health and Equity Index" which is a compilation of all the indicators to gain an understanding of cumulative impacts. The index helped target the process' engagement in the highest burdened areas.

To make the data in the Health Atlas more accessible, the data was translated into the dynamic, innovative, and user-friendly Neighborhood Health Profiles. The Neighborhood Health Profiles connect Angelenos to city-wide and neighborhood-level data, and users are encouraged to explore the rich datasets to identify relationships between neighborhoods and among indicators. The Neighborhood Health Profiles are deployed through the website www.healthyplan.la. This Atlantic CityLab called this effort "The neighborhood data portal that every city needs" and the "gold standard for civic data delivery."



COMMUNITY ENGAGEMENT

Throughout the Atlas and policy development process R+A managed a multi-lingual, multi-cultural, multi-generational citywide community engagement process. R+A produced and facilitated community workshops in neighborhoods all across the city, attended neighborhood events and association meetings, managed Twitter, Facebook, and e-mail engagement, and coordinated and facilitated three advisory committees (a Community Advisory Committee with over 40 organizations; a Technical Advisory Committee with over 30 City departments and other public agencies; and a Park Advisory Committee comprised of advocates, developers, and City staff). R+A also convened an expert panel of 15 Los Angeles visionaries to provide ideas to and peer review the Health Atlas analysis and the Comprehensive Plan Element.



THE PLAN FOR A HEALTHY LA (HEALTH ELEMENT OF THE COMPREHENSIVE PLAN)

In March 2015, the LA City Council unanimously adopted the Plan for a Healthy LA (the new Health Element for the City's comprehensive Plan). This document contains guiding principles, objectives, policies, and an implementation program that applies a health and social equity lens to traditional urban planning topics (i.e., land use, transportation, housing, parks, environment, economic development, etc.) as well as to cross-disciplinary topics (i.e., health and social services, education, criminal justice and safety, food, civic engagement, cultural arts, etc.). You can learn more about the plan in the Los Angeles Times. As part of the implementation, R+A is training City of LA staff to operationalize and take ownership of the Health Element. Finally, R+A is managing the EIR Addendum to the Plan to provide the California Environmental Quality Act (CEQA) clearance for the project.

LONG-TERM PLANNING STRATEGIC PLAN

R+A completed a strategic plan for the Los Angeles Department of City Planning, providing a framework and implementation recommendations for the City's long-range planning process. L.A.'s comprehensive planning system relies heavily on 35 different community plans for areas around the City. These different community plans can be difficult to maintain and update in a timely fashion, and R+A worked with the City to streamline and consolidate its process for maintaining, staffing, and implementing the plans. R+A also recommended improvements to the comprehensive plan update process for different topic areas, while ensuring alignment with the goals and policies set forth in the new Health Element.

PARK DEVELOPMENT FEE ORDINANCE UPDATE

There are stark disparities in park access and acreage among LA's neighborhoods. Residents who have lower incomes and/or are persons of color are more likely to live in park-poor neighborhoods. While the City has an existing park development fee, the relatively-low fee and existing policy constraints on spending have further contributed to the inequity between park-rich and park-poor neighborhoods. R+A is working with City staff and an advisory committee to conduct background spatial analysis and mapping, analyze fee levels for different housing prototypes, and write a new park development fee ordinance that amends the existing general plan policies and zoning code.

COMPREHENSIVE PLANNING POLICY AND FRAMEWORK

R+A completed a master consolidation and re-organization of all existing policies from Los Angeles' 35 community plans, identifying which existing community plan policies could be used for the City's updated comprehensive plan. The resulting collection of policies revealed areas for which there was broad citywide support and guidance, and areas where new citywide policy may be needed. This process of curating and understanding existing city policy is an important first step in the upcoming process to update Los Angeles' Comprehensive Plan, and provides an initial topic framework for the updated comprehensive plan. R+A also determined the level of existing policy guidance for emerging planning themes such as equity, resiliency, sustainability, and health.

MOUNTAIN VIEW GENERAL PLAN

MOUNTAIN VIEW, CA

DESCRIPTION Raimi + Associates worked for the City of Mountain View and as a subconsultant to MIG on the preparation of the City of Mountain View General Plan update. R+A helped develop policy and write the General Plan, assisting with a variety of topics including land use, urban design, infrastructure, health, and sustainability. R+A also completed a sustainability existing conditions report in preparation for creation of the General Plan. R+A was a natural fit for the City's strong focus on health and sustainability, which has including funding staff time, convening an Environmental Sustainability Task Force and a City Council sub-committee on sustainability, committing funding for environmentally preferable purchases, and securing a grant to address health more fully in its planning work. The General Plan set the stage for precise plans in multiple change areas throughout the City. Many of these precise plans have been or are being directed by R+A, including North Bayshore, El Camino Real, and East Whisman.

CLIENT

City of Mountain View

SERVICES

General Plan, GIS analysis, community outreach, health and sustainability analysis

TIMELINE

2009 - 2011

CONTACT

Martin Alkire

Principal Planner

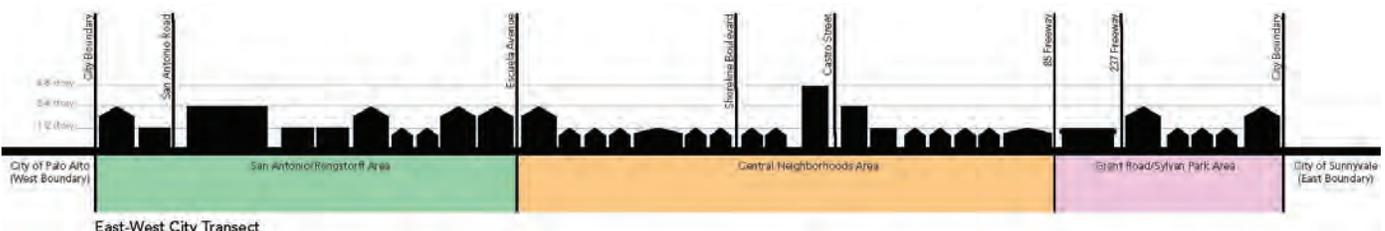
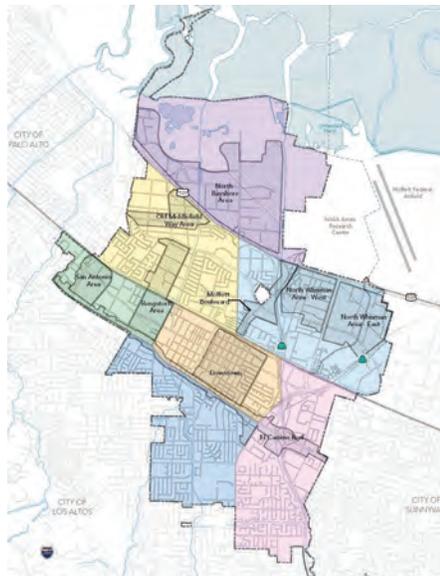
City of Mountain View

(650) 903-6529

martin.alkire@mountainview.gov

HIGHLIGHTS

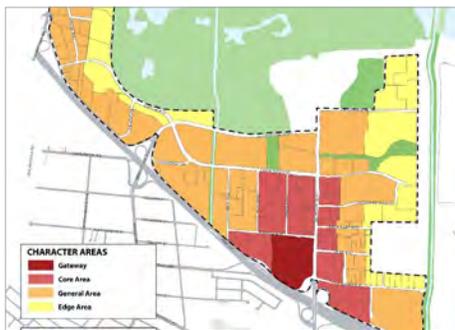
- Completed the project on an expedited schedule.
- Emphasis on health and sustainability in the General Plan.
- Coordinated with existing city work and explored innovative but feasible new policy directions for the City.
- Drafted key land use policies, neighborhood-scale guidance, and vision content.



NORTH BAYSHORE PRECISE PLAN

MOUNTAIN VIEW, CA

2015 NORTHERN CALIFORNIA SECTION AND CALIFORNIA APA AWARD OF EXCELLENCE: COMPREHENSIVE PLAN SMALL JURISDICTION



CLIENT

City of Mountain View

SERVICES

Employment district planning, development standards, policy and program creation

TIMELINE

2013 – 2014

2015- Present

CONTACT

Martin Alkire

Principal Planner

City of Mountain View

(650) 903-6529

martin.alkire@mountainview.gov

KEY STAFF

Matt Raimi (Principal-in-Charge)

Eric Yurkovich (Deputy Project Manager)

Troy Reinhalter (Urban Designer)

DESCRIPTION

Raimi + Associates is the lead consultant for the North Bayshore Precise Plan. Covering 650 acres, and home to high tech businesses such as Google, Microsoft, and LinkedIn, the North Bayshore area is located in the northernmost portion of the City of Mountain View, bordering Shoreline at Mountain View Regional Park and the San Francisco Bay.

The Precise Plan for North Bayshore will present a bold vision for a 21st Century employment district that emerges as a model of innovative and sustainable development and protects natural habitat. The character of New Bayshore will evolve over time from an auto-oriented, suburban office district into a higher density mixed-use district with walkable blocks, ground floor retail and high-frequency transit service. To achieve this vision, the Precise Plan provides detailed development standards, green building requirements, guidelines to protect sensitive habitat and species adjacent to the plan area, and policies and programs to reduce vehicle trips to North Bayshore. The plan was originally adopted in 2014. R+A is currently leading the integration of residential uses into North Bayshore as requested by City Council.

HIGHLIGHTS

- An incentive system of bonus floor area ratio to encourage new construction to achieve high levels of environmental performance.
- A Habitat Overlay Zone and Transfer of Development Rights Program that protects sensitive habitat.
- A Transportation Demand Management Program designed to achieve a district-wide 45% single-occupancy vehicle target.

SANTA MONICA LAND USE AND CIRCULATION ELEMENT

SANTA MONICA, CA

2010 LOS ANGELES SECTION APA COMPREHENSIVE PLAN AWARD FOR A SMALL JURISDICTION

CLIENT

City of Santa Monica

SERVICES

Land use planning, sustainability

TIMELINE

2008-2010

CONTACT

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Strategic Planning and
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310.458.8341
Francie.Stefan@smgov.net

DESCRIPTION Raimi + Associates, in coordination with City of Santa Monica staff and a team of consultants, updated the Land Use and Transportation Elements of Santa Monica's General Plan. The Plan won the 2010 Comprehensive Plan Award for a Small Jurisdiction from the California Chapter of the American Planning Associates, Los Angeles Section. As part of the project, Raimi + Associates also completed a stand-alone section of the General Plan update outlining how the City will approach sustainability and climate change. Raimi + Associates served as an extension of staff, assisting with a number of project management and technical policy development tasks. Raimi + Associates also led the development of the land use designation map; helped guide the identification of individual neighborhoods, districts and boulevards in the City; and helped translate the ideas and recommendations from the public workshops into specific policies and actions in the General Plan. In the General Plan, each individual neighborhood, boulevard and district and each major topic area (e.g., sustainability, public health, public facilities and services, etc.) included a discussion of existing conditions, a vision for the future and detailed policies and actions.

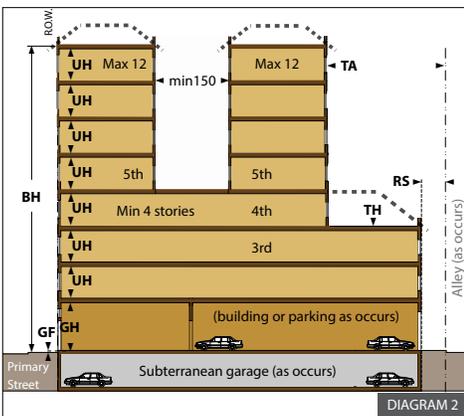
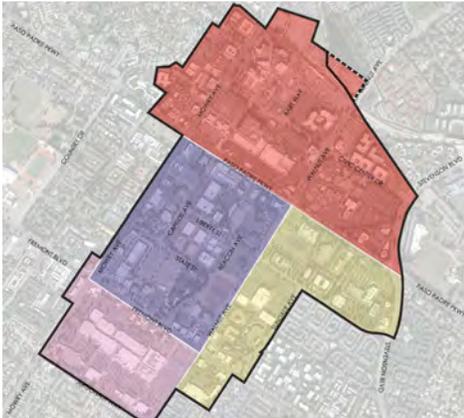
HIGHLIGHTS

- Citywide direction for addressing sustainability and climate change.
- On-call extension of staff for diverse land use, design, and transportation topics arising throughout the planning process.
- Place-based General Plan typologies for neighborhoods, districts, and corridors.



FREMONT CITY CENTER COMMUNITY PLAN & FORM-BASED CODE

FREMONT, CA



CLIENT
City of Fremont

SERVICES
Station area planning, form-based zoning, land use policies and vision, public realm design guidance

TIMELINE
2012 - 2015

CONTACT
Wayne Morris
Principal Planner
City of Fremont Planner
(510) 494-4729
wmorris@fremont.gov

KEY STAFF
Matt Raimi (Principal-in-Charge)
Aaron Welch (Project Manager)
Troy Reinhalter (Planner/Designer)

DESCRIPTION Raimi + Associates led a multi-disciplinary team of consultants in the preparation of a Community Plan and Form-Based Zoning Code for the approximately 430-acre City Center. The area includes the Fremont BART station and anchor institutions such as Washington Hospital, Kaiser Medical Center, Palo Alto Medical Center, City Hall, and an up-and-coming Downtown District. A critical component of the project was directly coordinating with the three medical centers in the area to ensure safe pedestrian crossings and access, implement architecture and urban design that activates public space, and support the area's transition into a mixed-use "health district." The project included targeted outreach and coordination with stakeholders, property owners, and city staff and elected officials, an extensive existing conditions analysis that included an analysis of health conditions, a user-friendly community plan, a detailed implementation program, a phasing plan, and a flexible form-based code.

HIGHLIGHTS

- Creation of a "health district" that focuses on walkability, pedestrian-oriented design, and a diverse mix of uses.
- Incremental transformation of a low-density, suburban area into a vibrant, mixed-use neighborhood.
- Development of a detailed implementation program, including a form-based zoning code.
- A community plan that includes a vision, goals, policies, development standards and street typologies.

TREASURE ISLAND LEED-ND AND DESIGN FOR DEVELOPMENT

TREASURE ISLAND, CA



CLIENT

Lennar Urban

SERVICES

Sustainability Planning, LEED-ND, Entitlement Support, Design Guidelines

TIMELINE

2015 to current

CONTACT

Ellen Warner
Senior Development Manager
Lennar Urban
(916) 813-6822
ellen.warner@lennar.com

DESCRIPTION

Raimi + Associates is directing LEED for Neighborhood Development implementation for the Treasure Island/ Yerba Buena Redevelopment Project, the largest and highest scoring LEED-ND project in the world. The ambitious effort aims to create a new neighborhood on Treasure Island and Yerba Buena Island while providing extensive public benefits to San Francisco and its residents. The project includes significant amounts of new affordable housing, large amounts of new public space and natural habitat, transportation improvements, extensive infrastructure improvements, and distinct-scale sustainability features such as stormwater retention and wastewater capture.

R+A led the LEED for Neighborhood Development effort, focusing not just on immediate certification but on future implementation, creating design specifications to ensure high LEED-ND performance and best practices in sustainability and urban design. R+A continues to work with members of the design team - including many of the Bay Area's leading landscape architects, civil engineers, architects, and urban designers to ensure that buildings, streets, infrastructure, and site planning are completed consistently with the LEED-ND commitments and aggressive sustainability goals. This project builds on past R+A work with TIDA and Perkins + Will to complete the Treasure Island Design for Development.

HIGHLIGHTS

- Largest, highest-scoring LEED-ND Platinum project in the world (85 points).
- Final master plan includes approximately 8,000 residential units; bicycle, transit, and pedestrian facilities; a ferry terminal and intermodal transit hub; and other infrastructure.
- Build out will be implemented in phases, from approximately 2016 through 2034.
- Integrated with previous R+A work on the Treasure Island Design for Development with TIDA and Perkins + Will.

RICHMOND CLIMATE ACTION PLAN

RICHMOND, CA

CLIENT

City of Richmond

SERVICES

Community engagement, strategy and action development, health co-benefit analysis, monitoring tool

TIMELINE

2015 - Present

CONTACT

Adam Lenz
Environmental Manager
City of Richmond, CA
(510) 620-5537
adam_lenz@ci.richmond.ca.us

DESCRIPTION Raimi + Associates is working with ESA to develop a climate action plan for the City of Richmond. The Richmond Climate Action Plan is a roadmap for how the City will reduce greenhouse gas emissions and prepare for the impacts of climate change on public health, infrastructure, ecosystems, and public spaces in the community. The Plan will support the community's goals and policies in the City's General Plan, and build upon the City's Health in All Policies Strategy which identified health equity and climate justice as important aspects of the Climate Action Plan.

R+A is leading a robust community engagement effort by conducting community workshops, facilitating luncheons with key stakeholders such as community-based organizations, local businesses, utilities, and industry groups, and developing an interactive project website. R+A is also developing climate action plan objectives and actions, conducting a vulnerability assessment, quantifying the co-benefits of greenhouse gas mitigation measures, and contributing to a health and climate change monitoring tool.

HIGHLIGHTS

- Integrating health and equity into the City's Climate Action Plan.
- Facilitating robust community and stakeholder engagement process.
- Preparing a framework to reduce greenhouse gas emissions and prepare for the potential impacts of climate change.



SILICON VALLEY 2.0

SANTA CLARA COUNTY, CA

DESCRIPTION Home to approximately 3 million people, Silicon Valley represents one of the most ethnically and culturally diverse communities in the country. The region is an engine for innovation technology, venture capital, and agriculture with a gross domestic product of nearly \$200 billion. Although these characteristics make Silicon Valley a desirable place to live and work, regional climate change presents a challenge to future health, safety, and regional prosperity.

Raimi + Associates worked with AECOM to create a regional plan to minimize the anticipated impacts of climate change on Santa Clara County. R+A led the effort for the public health sector. Working closely with the County Public Health Department, R+A evaluated the vulnerability of County residents to likely climate impacts and developed adaptive strategies that improve community resiliency. R+A prepared the public health chapter of the climate change adaptation plan, identifying the region's top priorities and near-term strategies for an effective and equitable response to climate change.

HIGHLIGHTS

- Wrote climate adaptation strategies for extreme heat; vector-, food-, and water-borne diseases; sea level rise; worsening air quality; and health care facility and professional preparedness.
- Facilitated County Public Health and Climate Change Strategic Plan working group.
- Developed heat- and air quality-related vulnerability assessments of residents in Santa Clara County to gain a better understanding of the spatial patterns of climate vulnerability.
- Conducted county-wide, multi-sector policy gap analysis.

CLIENT

Santa Clara County

SERVICES

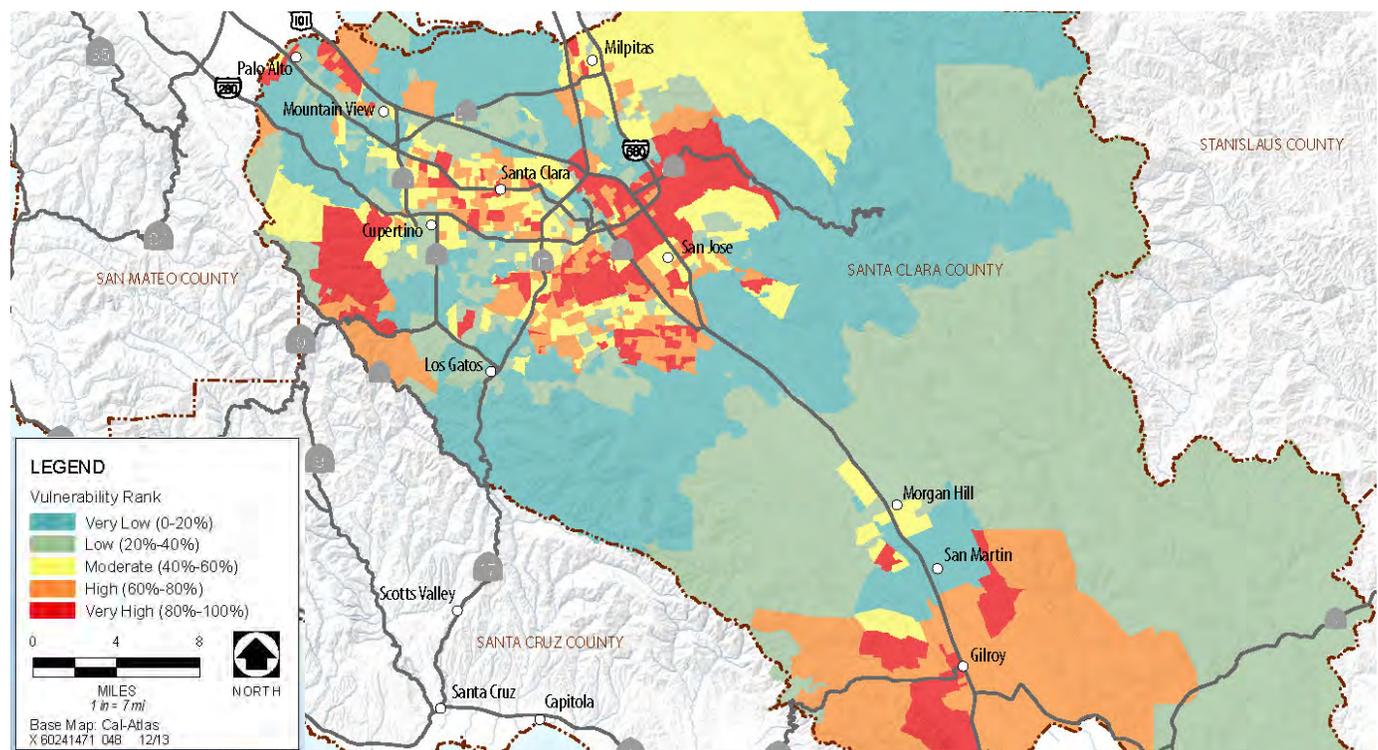
Climate adaptation planning, vulnerability assessment, policy analysis and strategy development

TIMELINE

2013 - 2015

CONTACT

Demetra J. McBride,
Director, Climate Action &
Sustainability County Executive's
Office
Santa Clara County
(408) 299-6413
demetra.mcbride@ceo.sccgov.org



EQUITABLE CLIMATE PREPAREDNESS AND ADAPTATION

NATIONWIDE

DESCRIPTION Raimi + Associates, collaborating with cities and national and local non-profit partners, is working to develop a planning model to assist cities in their efforts to ensure equity is a cornerstone of their climate preparedness planning work. R+A will develop a benchmarking report highlighting the research findings from a scan of best practices, which address root causes of disproportionate climate vulnerability, community engagement, and community-driven climate planning tactics. R+A will also help facilitate a convening of city leaders with climate justice organizations and state and federal partners to discuss strategies for equitable climate preparedness and adaptation.

The planning efforts will develop a planning model based on the benchmarking report, interviews, and the convening. Partner cities will pilot test and assess the planning model, providing feedback that R+A will use to revise the planning model. Partner cities include Baltimore (MD), Cleveland (OH), Denver (CO), Providence (RI), San Antonio (TX), Seattle (WA), Toronto (ON), and Washington (DC).

HIGHLIGHTS

- Planning model that identifies specific climate resilience strategies, which will advance both equity and climate preparedness goals.
- A convening of city planners, climate justice experts, and state and federal partners.

CLIENT

Urban Sustainability Director's Network

SERVICES

Climate adaptation planning, Health and equity analysis, Community planning, Technical assistance

TIMELINE

2016 to present

CONTACT

Tracy Morgenstern
Seattle Office of Sustainability & Environment
206-386-4595
Tracy.Morgenstern@seattle.gov



AWARDS

Santa Monica Pedestrian Action Plan

Transportation Planning Award, Los Angeles APA Section

2016

Plan for Health Los Angeles

Comprehensive Plan Award, Large Jurisdiction, Los Angeles APA Section

El Camino Real Precise Plan

Comprehensive Plan Award, Small Jurisdiction, Northern California APA Section

Coachella General Plan Update

Comprehensive Plan Award, Small Jurisdiction, IES-APA Section

Emerging Planning and Design Firm

APA National Planning Excellence Award

2015

City of Coachella General Plan Update

Sustainability Award, Southern California Association of Governments

North Bayshore Precise Plan

Comprehensive Plan Award, Small Jurisdiction, Northern California APA Section

Emerging Planning and Design Firm

California APA Chapter, Northern California APA Section, Inland Empire APA Section

2014

City of Delano Health and Sustainability Element

Innovation in Green Community Planning, California APA Chapter

City of Los Angeles Health Atlas

Innovative Use of Technology, Los Angeles APA Section

Orange Line BRT Sustainable Corridor Implementation Plan

Sustainability Award, Southern California Association of Governments

City of Delano Health and Sustainability Element

Innovation in Green Community Planning, Central APA Section

International Boulevard TOD Plan

APA Northern California Grassroots Projects Award, California APA Chapter

West Hollywood General Plan

Comprehensive Plan Award, Small Jurisdiction, Los Angeles APA Section

2011

Oakland International Boulevard TOD Plan

Grassroots Award, California APA Chapter, Northern California APA Section

County of Riverside Healthy Communities Element

Best practices, Inland Empire APA Section

Santa Monica General Plan Land Use and Transportation Elements

Compass Blueprint Recognition Award, Sustained Leadership Award

2010

Florence Firestone Vision Plan

Compass Blueprint Recognition Awards, Visionary Planning, Los Angeles APA Section

TESTIMONIALS

"Raimi + Associates helped us create a General Plan that is both innovative and highly usable at the same time, bringing their expertise in health, sustainability, form-based approaches, and implementation. The General Plan has increased our City's visibility and reputation in the LA metropolitan area, enabling us to attract more grant funding and investment than was possible before and to more fully realize the community's vision. That's a pretty good return on investment."

-Bryan Cook, former Assistant City Manager, City of South Gate, CA

"Raimi + Associates was a pleasure to work with. They stepped in to a leadership role mid-stream in our General Plan update, recognized our need, established great working relationships with staff and a large consultant team, and offered both the flexibility and experience to bring a tricky project to a successful conclusion."

-Bianca Siegl, Senior Planner, Community Development Department, City of West Hollywood

"The Healthy Community Element approval would not have happened without the excellent work of Matt Raimi and R+A. They worked with Dept. of Public Health's Task Force, created many drafts of the Element and helped with numerous presentations to the General Plan Advisory Committee and the Planning Commission."

-Michael Osur, Deputy Director, Riverside County Department of Public Health

"The staff at Raimi + Associates plans and executes community workshops and advisory committees that are interactive, engaging, and sophisticated, yet still accessible to diverse community members. They know how to get the right people in the room, provide the necessary education, and ask meaningful and thoughtprovoking questions."

-Miguel Vazquez, Healthy Communities Urban Regional Planner, Riverside County Department of Public Health

"Not only does Raimi + Associates possess a strong knowledge of the practice and policy behind sustainable communities in the United States from their work advising local governments, but Aaron is one of a small handful of national LEED for Neighborhood Development experts."

- Sophie Lambert, former Director of LEED-ND, U.S. Green Building Council, Washington D.C.

"Matthew and his team were particularly helpful in the guidance and insight they provided to the City. This is a rapidly changing field and their practical perspectives on effective measures, the structure of the plan, the application of resources, and their understanding of the regulatory context was a great support to the City's process. Matthew is professional and willing to consider other points of view and working with City staff to develop a viable CAP."

-Diane Langager, Principal Planner City of Encinitas, CA

Firm Profile

Rincon Consultants, Inc. is a multi-disciplinary environmental sciences, planning, and engineering consulting firm that provides quality professional services to government and industry. Our professionals are experienced in urban, land use, and environmental planning; sustainability and climate action planning and adaptation; regulatory compliance; biological resource evaluation and habitat enhancement; soil evaluation and remediation; and related studies including problem-solving services in geology, hydrology, and waste management. Our approach to projects is focused on well-designed solutions that respond to our clients' specific needs in a cost-effective manner.

Rincon staff has extensive formal training and on the job experience related to project management skills. These skills, coupled with our technical knowledge, allow us to meet the budgetary and scheduling constraints inherent to each project. We take pride in our profession, our work products, and ensuring that all of our clients are satisfied with the selection of Rincon to serve their environmental consulting needs.

FirmName: Rincon Consultants

Founded: 1994

Legal Form: California "S" Corporation

Professional Staff: 150

California Offices: 9 (Oakland, Monterey, Sacramento, Fresno, San Luis Obispo, Santa Barbara, Ventura, Los Angeles, Carlsbad, Fresno)

Website:
www.rinconconsultants.com

General Plan and General Plan EIR Experience

Rincon has provided long-range planning services for programs and projects since 1994. We have experience preparing General Plans that address all seven state-mandated elements for communities across California, and have been awarded for our work by several industry groups. In addition to preparing comprehensive General Plans, we have drafted policy documents for all seven state-mandated elements (Land Use, Circulation, Open Space and Conservation, Noise, and Safety Elements), and have prepared associated program-level environmental review for communities across California. Our body of work also includes CEQA documents (typically Environmental Impact Reports) for broad programs such as General Plans, Specific Plans, and facilities master plans. Most of these projects involve comprehensive analysis of a broad range of impact issues and development of programmatic mitigation measures required to minimize adverse effects.

Relevant Experience

Project Title	Position	Status	General Plan	EIR
Novato General Plan Technical Studies and EIR	Prime	Active		◆
Town of Windsor General Plan and EIR	Sub	Active	◆	◆
Union City General Plan and EIR	Sub	Active	◆	◆
Millbrae General Plan and EIR	Sub	Active	◆	◆
Tuolumne County General Plan and RTP EIRs	Prime	Active		◆
Morro Bay General Plan/LCP Update	Sub	Active	◆	
Seaside General Plan Update	Sub	Active	◆	
County of Fresno General Plan Update and EIR	Sub	Active	◆	◆
Calabasas General Plan Update	Prime	Active	◆	
Kings County General Plan EIR	Prime	Complete		◆
Alhambra General Plan Update and EIR	Prime	Active	◆	◆
Avalon General Plan Update, EIR, & LCP Update	Prime	Complete	◆	◆
Lompoc General Plan Update and EIR	Prime	Complete	◆	◆
Ventura General Plan Supplemental EIR	Sub	Complete		◆
Calabasas General Plan Update & EIR	Prime	Complete	◆	◆
Paso Robles General Plan Update and EIR	Prime	Complete	◆	◆



Union City General Plan Update and Environmental Impact Report

Rincon is working as part of a team to complete an update to the City of Union City General Plan and associated EIR. Union City is a suburb of the San Francisco Bay Area in Alameda County, and has a population of more than 70,000. It is a highly urbanized city of nearly 19 square miles bay-side frontage. As part of the General Plan, Rincon staff assisted in preparing the Background Report, highlighting future opportunities and constraints and laying the groundwork for subsequent policy development. Specifically, Rincon prepared the Hazards and Public Safety, Natural and Cultural Resources, and Climate Action Planning chapters. In addition, Rincon is entirely responsible for the General Plan EIR which will establish the cumulative, growth-inducing, unavoidable, and irreversible significant effects framework for consideration of the environmental impacts of subsequent development projects.

Client: City of Union City (subconsultant to Mintier Harnish)

Contact: Jim Harnish, Principal, 916-446-0522, jharnish@mintierharnish.com

Project Duration (Start/Completion Dates): 2014 –2017 (in progress)

Total of Value of Services Provided: \$182,000





Windsor General Plan Update and Environmental Impact Report

Rincon is working as part of a team to complete an update to the Town of Windsor General Plan and associated EIR. Windsor is an incorporated town in Sonoma County, California, with a population of around 25,000. Rincon is assisting with updating background data through review/update of existing conditions reports and participating in focus group sessions. Staff is also assisting with preparation of the General Plan focus area alternatives and review of the current General Plan documents including goal, policy and implementation program review and update. Following these tasks, Rincon will prepare a Program EIR.

Client: Town of Windsor (subconsultant to Mintier Harnish)

Contact: Jim Harnish, Principal, 916-446-0522, jharnish@mintierharnish.com

Project Duration (Start/Completion Dates): 2014 –2017 (in progress)

Total of Value of Services Provided: \$180,000





Avalon General Plan Update and Environmental Impact Report

Rincon Consultants assisted the City of Avalon with preparation of a Comprehensive Update of the City's General Plan and Local Coastal Plan, Housing Element Update, and associated Environmental Impact Report.

The City of Avalon is the only incorporated city on the otherwise unincorporated Santa Catalina Island, the most developed of California's Channel Islands. The City encompasses an area of three square miles and had an estimated population of 3,540 in 2009. The goal of the General Plan/Local Coastal Plan Update is to help the City serve the needs of its permanent residents and the tourist population while protecting the natural resources that make it a popular destination. As such, the General Plan/Local Coastal and EIR address a number of issues that are important to the coastal community including environmental conservation, sustainability, and cultural resources.

The General Plan/Local Coastal Plan includes a number of policies and implementation measures that are designed to be consistent with AB32 and SB375 including promoting infill development rather than sprawling development on the hillsides surrounding Avalon, providing circulation improvements that reduce vehicle miles traveled and encourage bicycling and walkability, and encouraging renewable energy infrastructure projects to meet the energy increased demands of residents and tourists in the future.

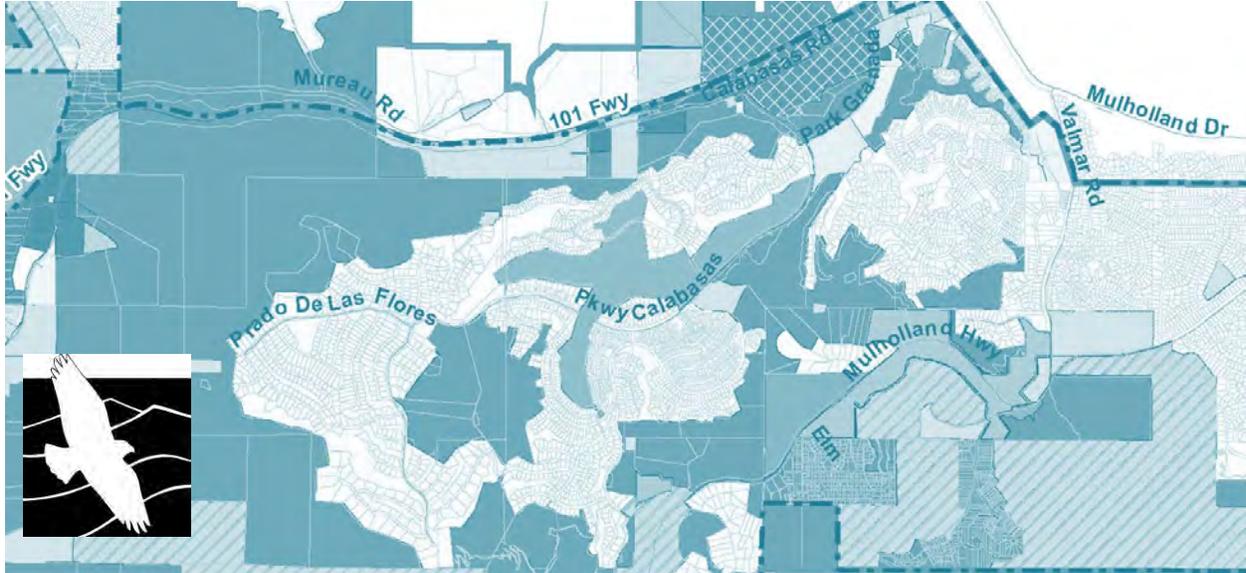
Client: City of Avalon

Contact: Amanda Cook, Planning Director - 310-510-0220 x110, planning@cityofavalon.com

Project Duration (Start/Completion Dates): 2010 –2012

Total of Value of Services Provided: \$166,000





Calabasas 2030 General Plan and Development Code Update and Environmental Impact Report

Rincon completed the 2030 General Plan Update and Environmental Impact Report (EIR) for the City of Calabasas. The 2030 General Plan update program was designed to build upon the vision and community values that have made Calabasas a special place to live, work, and visit and to address new issues that had emerged since the development of the previous long range planning program. Key issues in the environmentally-conscious community revolved around the preservation of open space, development of new recreational opportunities, and incorporation of sustainability and green building concepts. GIS and graphics design capabilities were a very important component of the work program for this study as the environmental consultant needed to use, update, and create new layers within the City's existing GIS database. The database was used to identify constraints and opportunity areas, specifically identifying the opportunity to re-focus future development potential into newly created mixed use districts along the City's main commercial corridors.

Rincon's responsibility for the General Plan Update was overall management, public outreach, and development of the updated General Plan Elements, including Land Use (with RRM Design Group), Conservation, Open Space, Noise, Safety, Parks and Recreation, Cultural Resources, and Communication, Technology, and Infrastructure.

The comprehensive General Plan update and its associated EIR were completed (Phases 1-3) and adopted in less than two years and at 3% less than the City Council authorized expenditures. The accompanying Development Code update was completed in 2010. In 2010, Rincon's work on the project was recognized by the Southern California Association of Governments (SCAG) as the report received the *Compass Blueprint Achievement for Visionary Planning for Sustainability*.

Client: City of Calabasas, 100 Civic Center Way, Calabasas, CA 91302

Contact: Tom Bartlett, 818-224-1600

Project Duration (Start/Completion Dates): 2006 - 2009

Total of Value of Services Provided: \$1,100,000





Novato General Plan Technical Studies and Environmental Impact Report

Rincon is currently preparing the General Plan EIR for the City of Novato. Rincon's scope of work includes preparing a noise technical study (including noise contour maps that will be included in the Noise Element of the General Plan), a traffic study (to be prepared by subconsultant W-Trans), and a Program EIR. Rincon will also lead a public scoping meeting, prepare all CEQA noticing and provide staff support at public hearings. The focus of the impact analysis in the Program EIR will be related to the policy changes in the Draft General Plan, assessing the proposed land use changes in four focus areas in the City, and reviewing alternatives to the proposed General Plan.

Client: City of Novato

Contact: Steve Marshall, Planning/Environmental Services Mgr. - 415-899-8942, smarshall@novato.org

Project Duration (Start/Completion Dates): 2016 – 2017 (In Progress)

Total of Value of Services Provided: \$231,810





Firm Description

Strategic Economics, Inc. is a nationally recognized urban economics consulting firm. We provide governmental entities, developers, community groups, and non-profit organizations with the economic analyses and strategic approaches necessary to create sustainable, high-quality places for people to live and work.

Our work focuses on ways to encourage investment in infill and transit-served locations, including:

- Public Finance
- Fiscal and Economic Impact Analyses
- Economic Development and Retail Strategies
- Market and Feasibility Analyses
- Real Estate Advisory Services
- Transit-Oriented Development

We are widely recognized for our strength in addressing complicated projects requiring innovative analysis and cross-disciplinary teamwork. Our staff brings extensive expertise in many disciplines including urban planning, economics, public policy and finance, and real estate development. We combine depth of technical knowledge with an understanding of “the big picture,” and excel at translating our work into materials that are accessible to any audience.

Founded in 1998, Strategic Economics has 14 employees. The firm is a Berkeley, California-based corporation and a certified Women-Owned, Small Business, Alameda County Small Local Business, and California Small Business Enterprise.



Project: Envision San Jose 2040 General Plan 4-Year Review

Client: City of San Jose

Location: San Jose, CA

The Envision San Jose 2040 General Plan, adopted in November 2011, sets the vision and road map for the city's growth through 2040. Employment growth is one of the central strategies of Envision San Jose 2040. The Plan envisions adding 470,000 jobs by 2040, and increasing the ratio of jobs to employed residents (J/ER) in San Jose to 1.3. This is a significant change from the current (2014) J/ER ratio of 0.84. The Envision San Jose 2040 General Plan also identifies strategic Growth Areas to accommodate future jobs and housing, including Employment Areas and Urban Villages. The Plan allocates approximately 25 percent of the 470,000 planned new jobs to Urban Villages. However, while the majority of recent development in San Jose has been located in designated Growth Areas – largely in Employment Areas – the Urban Villages have not attracted significant office or retail development in recent years. Envision San Jose 2040 requires a major review every four years in order to evaluate progress in achieving key General Plan goals, identify significant changes in the planning context, and consider mid-course adjustments toward implementation of the General Plan. Strategic Economics assisted the City's review process by providing economic analysis of the land use implications of future job growth in San Jose.

Strategic Economics analyzed recent employment and commercial development trends in San Jose, evaluated demand for employment land uses, and determined the amount of employment lands required to accommodate future development under different job growth scenarios. The report also includes a spatial analysis of employment and real estate markets in San Jose in order to identify the strongest subareas for office, industrial and retail development, and to identify the Urban Villages that have the greatest market potential to attract jobs in the next decade. In order to identify which Urban Villages are most likely to accommodate non-residential development in the short term (between 2015 and 2025), Strategic Economics developed a methodology for measuring each Urban Village's market potential. Because the market factors that guide industrial and office/R&D development are distinct from those that drive retail development, Strategic Economics developed two distinct indices of market strength: one for office/industrial uses and one for retail uses. The results of the analysis provided the City with the necessary economic rationale to make potential modifications to land use in some of the Urban Villages.

Reference: Michael Brilliot, Planning Division Manager
City of San Jose
Phone: (408) 535-7831
Email: Michael.Brilliot@sanjoseca.gov



Project: Alameda Economic Development Strategic Plan

Client: City of Alameda

Location: Alameda, CA

Strategic Economics is currently working with the City of Alameda to update its Economic Development Strategic Plan (EDSP). The EDSP is a document that will guide the City's efforts over the next five to ten years to support Alameda's economic prosperity. Strategic Economics has completed technical analysis to describe the dynamics of Alameda's economy in order to provide a basis for identifying the city's opportunities and challenges for future growth.

Due to its unique waterfront access, Alameda has particular strengths in maritime industries and tourism. However, both of these industries face constraints. Given the high demand for housing in Alameda, there is strong market interest in converting industrial areas to residential or mixed-use development, potentially resulting in displacement of maritime businesses. Alameda's tourism attractions are challenged by community ambivalence to increased visitation on the island, due to concerns about traffic and quality of life.

Strategic Economics' analysis and outreach – which includes interviews and meetings with stakeholders, business representatives, City staff, the Mayor's Economic Development Advisory Panel, and City Council – will lead to the development of the EDSP. The implementation items in the EDSP may include strategies that address the challenges faced by the maritime and tourism industries in Alameda.

Reference: Eric Fonstein
Development Manager
Phone: (510) 747-6895
Email: efonstei@alamedaca.gov



Project: Central Healdsburg Avenue Plan

Client: City of Healdsburg

Location: Healdsburg, CA

Strategic Economics conducted an economic and market assessment for the Central Healdsburg Avenue Plan in Healdsburg, California. Healdsburg is a small community located in Sonoma County that has become a well-established visitor destination. The Central Healdsburg study area includes a future SMART commuter rail station and is located adjacent to the downtown. The report evaluated the potential for future development in the study area in light of broader trends in the city and Sonoma County. It included analysis of demographics, employment trends, visitor and tourism trends, and the market potential for future development in the Central Healdsburg study area. The retail analysis considered market demand from both visitors and permanent residents, in order to understand the types of retail that could be supported in the study area. Strategic Economics also created a financing and phasing plan for the public and private improvements required in the study area.

Reference: David Mickaelian
Assistant City Manager
City of Healdsburg
401 Grove Street Healdsburg, CA 95448
Phone: (707) 431-3318
Email: dmickaelian@ci.healdsburg.ca.us

FIRM PROFILE

Kittelison and Associates, Inc. (KAI) provides comprehensive **transportation engineering, planning, and research services** to government and private organizations. KAI's team of skilled professionals and national experts offer decades of progressive research, technological innovation, and a diverse portfolio of industry-leading work.

HISTORY

Founded in 1985 in Portland, Oregon, KAI comprises 18 offices and a staff of over 180. In 2012, the firm merged with Dowling Associates, Inc. (DAI), a traffic engineering and transportation planning consulting firm based in **Oakland, California**. The merger of the two firms builds on a collaborative relationship dating back more than 25 years, and offers clients broader service capabilities and geographic presence.

EXPERIENCE

KAI's Oakland office brings a demonstrated understanding of local issues, developed through more than 30 years of project experience in the San Francisco Bay Area. Recent project experience includes:

- Gate 6 Road Intersection Improvements Study, Sausalito, CA
- City of San Leandro General Plan Update
- Transportation Authority of Marin (TAM) Countywide Model On-Call
- City of Hayward General Plan Update
- Bay Fair Mall Area Specific Plan/EIR, San Leandro
- Hayward Mission Boulevard Specific Plan

The firm provides support for all stages of planning and environmental analysis, from site analysis through approval and construction.

KAI's Oakland office is particularly knowledgeable about California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance. Our staff approach each project by building an understanding of client and project needs and jurisdiction requirements, and tailoring work to assist clients in successfully fulfilling environmental requirements in an efficient and cost-effective manner.

KAI has a long history of providing traffic engineering/operations and modeling services for over 20 general plan updates for various cities and counties in California. KAI is familiar with local, regional, and state transportation planning processes and analysis requirements for general plans, complete streets, and SB 743. Unique skills and services that KAI brings within this specialization area include active transportation planning, travel demand modeling, land use alternative evaluation, traffic operations analysis, air quality modeling, smart mobility, and GIS analysis applications. KAI specializes in tailoring and linking these analysis tools to provide a wide array of information for multimodal, air quality, and environmental justice regional performance measure evaluations.

KAI specialties also include bicycle/pedestrian planning and transportation circulation element planning. KAI, through DAI, authored the CompleteStreetsLOS™ and TRAFFIX™ programs, which aid professionals in designing complete streets and assessing the impacts of land development and redevelopment on traffic operations and greenhouse gas emissions. These programs are designed to be part of the toolbox for designing sustainable communities.

SAN LEANDRO GENERAL PLAN UPDATE

SAN LEANDRO, CA

KAI was on a team to prepare the transportation studies in support of this general plan update. KAI conducted an existing conditions assessment and used the Alameda Countywide model with Plan Bay Area Projections to prepare travel forecasts for 2020 and cumulative 2035 conditions. These forecasts were then used to evaluate the proposed plan and identify potential impacts at 24 key intersections and 8 freeway segments. KAI also prepared VMT projections to comply with SB 743 requirements, and conducted operational analysis using the SYNCHRO intersection level-of-service software to assess impacts and test potential feasible mitigations at study intersections after application of all new proposed policies. The general plan and EIR were approved in 2016 by San Leandro’s city council.



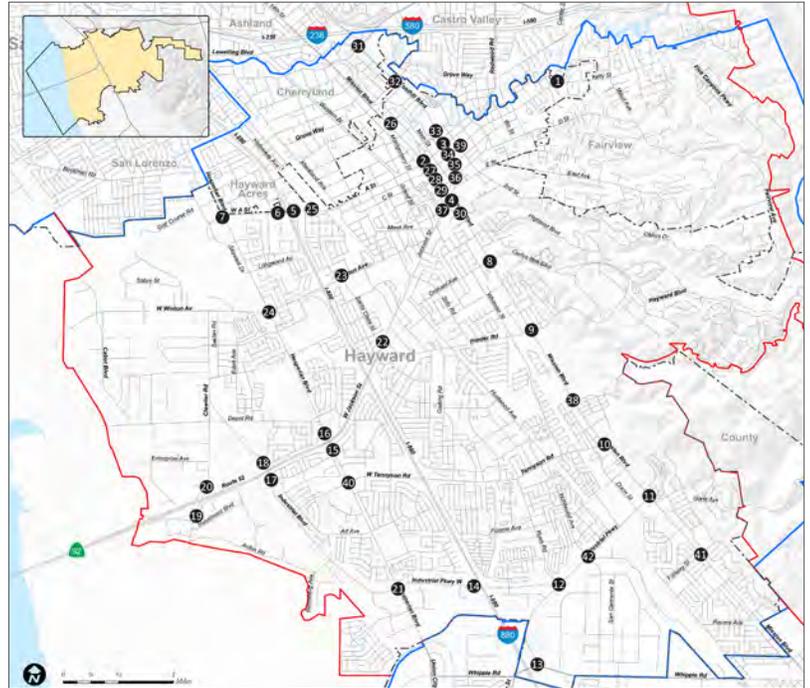
PROJECT DETAILS

<i>Client</i>	City of San Leandro
<i>Dates of Service</i>	2014–2016
<i>Client Contact</i>	Tom Liao, Deputy Community Development Director, City of San Leandro 510-577-6003 tliao@ci.san-leandro.ca.us
<i>KAI Staff</i>	Damian Stefanakis, Aaron Elias

HAYWARD GENERAL PLAN UPDATE

HAYWARD, CA

KAI was on a team to prepare the transportation studies in support of the Hayward General Plan Update and EIR. The study included identification of transportation issues affecting the City of Hayward, development of GIS information for existing conditions, and development of 2035 traffic forecasts using the Alameda CTC Countywide model. The study required analysis of 42 intersections and 20 roadway segments. KAI conducted studies related to traffic operations, transit service, pedestrian and bicycle systems, scenic roadways and aviation facilities as the basis for an environmental impact report (EIR). Concurrently with work on the policy document and the EIR, KAI and the team developed policies to address impacts identified during the EIR analysis. The study involved working closely with city staff, and KAI responded to questions at the public hearings during the EIR approval process. The general plan was successfully approved in 2014.



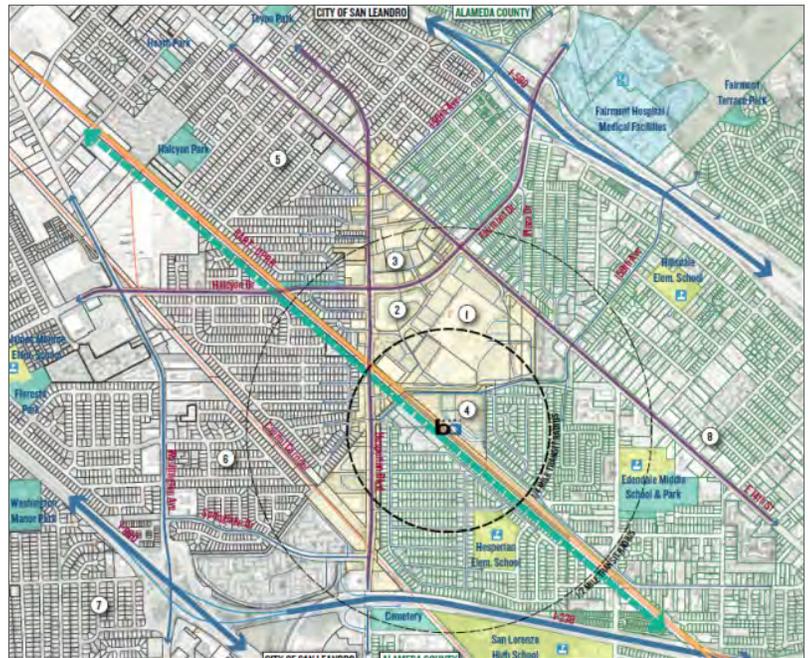
PROJECT DETAILS

<i>Client</i>	City of Hayward
<i>Dates of Service</i>	2012–2014
<i>Client Contact</i>	Sara Buizer, Planning Manager, City of Hayward 510-583-4191 sara.buizer@hayward-ca.gov
<i>KAI Staff</i>	Damian Stefanakis

BAY FAIR MALL AREA SPECIFIC PLAN/EIR

SAN LEANDRO, CA

KAI is on a team to prepare the transportation studies in support of the Bay Fair Mall Area Specific Plan and EIR. KAI conducted an existing conditions assessment and is preparing the transportation studies in support of the plan. Tasks will include travel model forecasts to test the proposed plan for cumulative 2040 conditions consistent with the recently completed San Leandro General Plan and to identify potential impacts at 15 key intersections. KAI is using the SYNCHRO intersection level of service software to assess impacts and test potential feasible mitigations at study intersections.

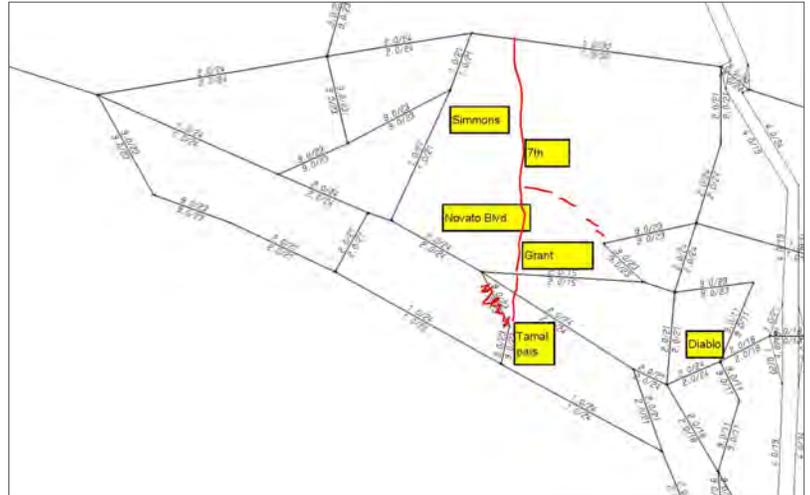


PROJECT DETAILS

<i>Client</i>	City of San Leandro
<i>Dates of Service</i>	2014–Present
<i>Client Contact</i>	Tom Liao, Deputy Community Development Director, City of San Leandro 510-577-6003 tliao@ci.san-leandro.ca.us
<i>KAI Staff</i>	Damian Stefanakis, Laurence Lewis, Aaron Elias

TAM COUNTYWIDE MODEL ON-CALL MARIN COUNTY, CA

KAI has been an on-call consultant to the **Transportation Authority of Marin (TAM)** since 2009, supporting TAM and its member agencies with travel forecasting and modeling services. During this period, KAI has developed travel forecasts for small traffic studies and general plan updates, corridor studies, and land use assessments. In 2014, KAI updated the model to 2040 conditions with Association of Bay Area Governments (ABAG) Plan Bay Area projections. Recently, KAI evaluated and recommended several options for a next-generation countywide model for TAM that would be consistent with the activity-based Metropolitan Transportation Commission (MTC) regional model. The TAM model is currently under development.



PROJECT DETAILS

<i>Client</i>	Transportation Authority of Marin
<i>Dates of Service</i>	2009–Present
<i>Client Contact</i>	Derek McGill, Planning Manager, Transportation Authority of Marin 415-226-0825 dmccgill@tam.ca.gov
<i>KAI Staff</i>	Damian Stefanakis

GATE 6 ROAD INTERSECTION IMPROVEMENTS STUDY SAUSALITO, CA

KAI provided traffic counts and analysis for this study to improve safety and operational efficiency for motor vehicles, pedestrians, and bicyclists at the Gate 6 Road intersection. This intersection is the northern gateway to Sausalito, a waterfront community and tourist destination north of the Golden Gate Bridge. Sausalito is bounded at the south and west by the Golden Gate National Recreation Area.

The Gate 6 Road intersection is a signalized, five-legged intersection (composed of four motor vehicle roads and the southern terminus of the Sausalito–Mill Valley multiuse path) that is problematic for pedestrians and the many cyclists who pass through it. Existing traffic signals at the intersection are owned and operated by Caltrans, with signal maintenance costs shared between Caltrans, Marin County, and the City of Sausalito. The KAI team, with Caltrans, county, and city input, conducted concept and traffic analysis toward the development of six alternatives for safety and operations improvements at the intersection, which alternatives were presented to the community. The final design is awaiting construction, and includes an exclusive bicycle signal to facilitate the connection between the Sausalito–Mill Valley multiuse path and downtown Sausalito.



PROJECT DETAILS

<i>Client</i>	City of Sausalito
<i>Dates of Service</i>	2013–2014
<i>Client Contact</i>	Todd Teachout, City Engineer, City of Sausalito 415-289-4110, Ext. 111 tteachout@ci.sausalito.ca.us
<i>KAI Staff</i>	Aaron Elias

05. Critical Overview

05. critical overview

The General Plan, adopted by the City of Sausalito in 1995, has served a critical role in shaping the community and focusing decision-makers on the long-range vision for Sausalito over the last twenty years. The 1995 General Plan was successful in doing so because it highlights the evolution of the community – whether physical, social, or political – that defined the community in 1995, and looked ahead to the next twenty years to articulate the challenges and opportunities that the community might face.

As noted in the General Plan Introduction, the community of Sausalito has

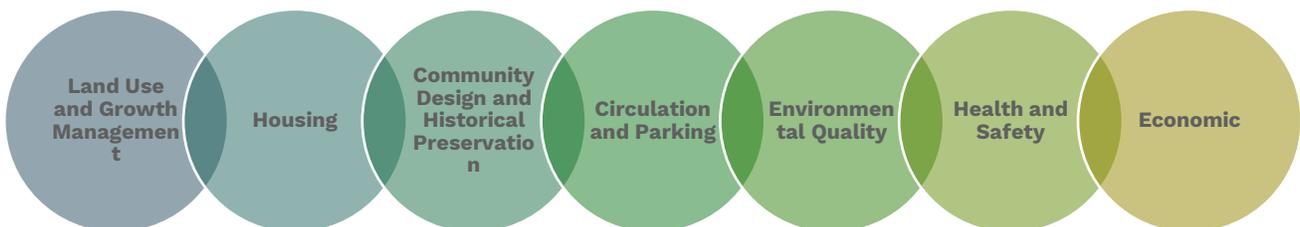
“evolved as a cohesive small town partially by happenstance; spring water, weather, contours of the land, war, transportation, and job opportunities all played a role. But most of all, an ever-changing mix of people and viewpoints have shaped Sausalito.”

While the statement is timeless, when looking back now, it is clear that the 1995 General Plan anticipated and addressed many of the challenges and opportunities that the City has faced over the *last* twenty years ... and that the General Plan is in need of a comprehensive update to anticipate and address the challenges the community may face over the *next* twenty years.

Summary of 1995 General Plan

The last comprehensive update to the Sausalito General Plan was initiated in 1989 with the appointment of 15 residents to a steering committee to assist City Staff. At that time, the goal was to involve the community updating the 1974 General Plan to assure the key planning issues were identified and addressed and that the goals, policies, and programs reflected the concerns of the community. The 1995 General Plan is uniquely reflective of the collaborative nature of the community - various members of the committee were engaged in writing various parts of the introduction – highlighting the level of engagement and sense of ownership from the community of the General Plan.

The General Plan was adopted in 1995 and the structure of the document was unique and reflective of the values of Sausalito - from the assessment of future trends and clearly articulated objectives to the organization of the chapters and incorporation of perspectives of the steering committee. The 1995 General Plan breaks from the traditional General Plan elements to include topics such as growth management, community design, environmental quality, and health and safety. Each Element of the 1995 General Plan is further organized with an Introduction; the Objectives, Policies, and Programs; and Background Information.



Opportunities for Update

While the framework and overall direction of the 1995 General Plan remains relevant it is likely that the General Plan is in need of update to:

- Meet recent legislation or guidance adopted at the state or regional level;
- Leverage opportunities to integrate the General Plan with other relevant planning documents;
- Integrate new and emerging planning practices and key community issues; and
- Refine General Plan design and structure to support use and implementation.

While it is difficult to assess exactly which topics or policies may need to be modified without input from the community and more detailed technical analysis, using these benchmarks to focus in on where revisions and additions the General Plan are most needed. Provided below is a summary assessment of the recent legislation, opportunities to integrate with other documents, and evaluation of community priorities that will likely need to be addressed in Sausalito's General Plan Update.

Recent Legislation and Guidance

Below is a selection of recent state legislation and guidance that is most relevant to the Sausalito General Plan update process.

Native American Tribal Consultation (SB 18 – 2004, AB 52 - 2014). Requirements for tribal consultation practices were initiated in 2004 with the adoption of SB 18 requiring local governments to contact and consult with California Native American Tribes prior to amendment or adoption of General Plan, Specific Plan, or designation of open space. AB 52, signed into law in 2014, expanded the scope of tribal consultation practices to require notification of the relevant tribes on the Native American Heritage Commission list, consultation with interested tribes, and consideration of tribal cultural values in all CEQA processes.

Relative Need in Sausalito GP. The consultation process will determine the extent to which new context or additional policies/programs are needed in Sausalito's General Plan to address this topic – both to meet the process requirements of SB 18 and to ensure future CEQA projects adequately consider tribal resources.

Flood Risk Management (AB 162 - 2007). In 2007, Assembly Bill 162 was passed as part of a package of six bills addressing flood risk management and flood protection in California. This bill specifically requires additional consideration of flood and other risks in local land use planning throughout California, including updating flood related information in General Plans.

Relative Need in Sausalito GP. With Sausalito lying adjacent to Richardson Bay and the presence of multiple creeks in the city, there are several low-lying areas of the community that are subject to flooding, inundation, erosion, and sea level rise. The 1995 General Plan addresses these risks with multiple policies and programs in the Health and Safety Element, however, there may be a need to further refine these policies and programs, and consider linking policies and programs with the Land Use and Growth Management Element after conducting more robust technical analysis on current and future flooding risks.

Complete Streets Act (AB 1358 - 2008). The Complete Streets Act, signed into law in 2008 requires jurisdictions to plan for a balanced, multimodal transportation network within the Circulation Element so that it is safe and convenient for the needs of all users and modes of

travel. The law was adopted to fulfill the state’s commitment – and changing attitude toward travel patterns – to reduce greenhouse gas emissions, improve public health, and utilize land and transportation infrastructure efficiently.

Relative Need in Sausalito GP. Sausalito’s Circulation and Parking Element already incorporates objectives, policies, and programs related to many modes of transportation include the network and infrastructure for pedestrians, bicycles, transit, ferries, handicap accessibility, among other topics that support implementation of complete streets policy. While the existing Element is consistent with the intent of the Complete Streets Act, additional data, analysis, and community input through a General Plan update may result in recommended changes to the objectives, policies, and programs.

Transportation Metrics in CEQA (SB 743 – 2103). In 2013 Governor Brown signed into law Senate Bill 743, which eliminates the use of auto delay or level of service – the metrics used most frequently in transportation analysis – to an efficiency based metric that better aligns with the greenhouse gas reduction and infill goals of the state. This is a fundamental change in how communities evaluate transportation impacts under the California Environmental Quality Act and the Office of Planning and Research is currently preparing and refining guidance for local agencies to transition analysis away from level of service. This guidance is expected during the time horizon of the General Plan update process.

Relative Need in Sausalito GP. Sausalito’s Circulation and Parking Element currently includes a standard to achieve LOS C or better with street capacity improvements, and includes technical analysis evaluating various intersections and roadway segments based on existing and future traffic conditions. This Circulation and Parking Element would benefit from new and more comprehensive analysis, improved modeling and data, and potentially new policies and programs informed by the analysis and data to support a transition away from LOS analysis and to utilizing alternative metrics. If the City wishes to maintain a LOS standard, we would recommend that the LOS metric go below LOS C and that the analysis examine weekday and weekend peak periods to evaluate the impact of tourism on the community. Finally, the analysis should include a multimodal analysis that includes vehicles, bikes, pedestrian and transit (including ferry service).

Climate Change Vulnerability (SB 379 - 2015). As California confronts mounting climate change impacts, local governments are now required, in accordance with Senate Bill 379, to include a climate change vulnerability assessment, measures to address vulnerabilities, and comprehensive hazard mitigation and emergency response strategy in General Plan Safety Elements. Communities may use the safety element as a vehicle for defining “acceptable risk” and the basis for determining the level of necessary mitigation. Policies may include methods of minimizing risks, as well as ways to minimize economic disruption and expedite recovery following disasters.

Relative Need in Sausalito GP. Sausalito’s recently adopted Climate Action Plan, as well as the 1995 General Plan begin to touch upon some of the risks associated with climate change that are or may be present in Sausalito in the future. However, the current analysis and policies in these documents is unlikely to meet the expectations of SB 379, and an update to Sausalito’s Health and Safety Element would need to identify and address both the risks and populations or facilities most vulnerable to those risks.

Environmental Justice (SB 1000 - 2016). In the most recent legislative session, SB 1000 was signed by the Governor to require and provide recommendations for incorporating the topic of environmental justice within General Plans. The legislation, which will be further supported by forthcoming guidance from the Office of Planning and Research, requires jurisdictions to identify any disadvantaged communities in the city and lay out an action plan to reduce the unique or compounded health risks in disadvantaged communities.

Relative Need in Sausalito GP. With this legislation being signed into law within the last six weeks, the impact of this law on local jurisdictions like Sausalito is still being determined by the Governor's Office of Planning and Research. Based on early discussions, it may up to each jurisdiction to define what constitutes a disadvantaged community and determine what format – whether integrated or as a stand-alone element – makes the most sense for each community. Whether required by law or not, the community's interest in topics like health and sustainability, and presence of areas like Marinship that have a history of industrial use may warrant environmental justice topics be integrated into the General Plan update.

2015 Draft General Plan Guidelines. Beyond legislated changes to General Plan law, the Governor's Office of Planning and Research has recently developed a draft update to the General Plan Guidelines that identifies new data mapping tools, graphics, and topics that communities should consider addressing when updating a General Plan. The 2015 Draft General Plan Guidelines include:

- A [General Plan Mapping Tool](#)
- New and expanded sections on equity and environmental justice, healthy communities, and climate change.
- Additional best practices and sample policies to address mandatory elements.

These resources will be a useful tool in the update of Sausalito's General Plan to evaluate and address the policy topics mandated and recommended for General Plans. A revised version of the General Plan Guidelines is expected to be released in the coming months by the Office of Planning and Research.

Other Plan Integration

In recent years, Sausalito has initiated, completed, or identified a desire to prepare various plans that can be integrated and leveraged as part of Sausalito's General Plan update. By considering the following plans in conjunction with the General Plan, there is opportunity to provide consistency between these plans and leverage technical analysis to serve multiple planning documents.

Marinship Specific Plan. The Marinship Specific Plan Steering Committee was formed in 2013 to evaluate the degree to which the area is adding to the health and vitality of the community and determine opportunities to enhance the area. The General Plan offers the opportunity to examine the contributions of commercial areas like the Marinship to the City's fiscal base, as well as the trade-offs of potential redevelopment, in order to develop land use policies that consider the City's longer term economic development goals. Given that the Marinship area functions as a key job and economic center for the City, the General Plan update process can rely upon the community engagement, economic analysis, and vision for the Marinship Area to identify the land use and circulation concepts for the Marinship Specific Plan to build upon.

Climate Action Plan. Adopted in 2015, the Sausalito Climate Action Plan includes an inventory and forecast of greenhouse gas emissions, and a series of policies to reduce greenhouse gas emissions. With the recent adoption of Senate Bill 32, there is an opportunity to use the General Plan process and associated Environmental Review process to identify longer-term greenhouse gas reduction goals and develop policies and programs to achieve those goals.

Bicycle and Pedestrian Master Plan. Originally adopted in 2008, and currently undergoing an update, the City's Bicycle and Pedestrian Master Plan serves a critical role in setting the network for the Circulation and Parking Element of the General Plan update. Since this update is already soliciting input from the community on infrastructure and programming, and relies

upon surveys and count data, there is an opportunity to rely upon this work to easily be integrated into the General Plan.

Sausalito Community and Economic Development Study. Completed in 2012, this study provides a synopsis of community preferences, business trends, and capacity in Sausalito for community and tourism-oriented economic development. This study provides valuable data and insight that can be leveraged in the General Plan process related to land use, mobility, and economic development goals, policies, and programs.

Hazard Mitigation Plan. The Sausalito 2014-2020 Strategic Plan indicates the desire to develop and adopt a Local Hazard Mitigation Plan in the next few years. The update of the Health and Safety Element in conjunction with the development of a Hazard Mitigation Plan offers the City the opportunity to rely on consistent mapping of hazards, identification of risks, and development of policies and programs that comply with SB 379 requirements and can result in greater opportunities and access to hazard mitigation grants.

Ordinances, Policies and City Council Goals. In addition to the above planning documents, there are multiple other city initiatives that occur on a regular basis that are critical to integrate into the General Plan update. These include, but are not limited to, the goals developed by City Council, the Capital Improvement Plan, and various other city policies and ordinances. During the update process, it will be critical to work with staff from all City departments to ensure that the most relevant plans and ideas are incorporated into the updated General Plan.

Emerging Planning Practice Areas and Community Topics

The following section highlights emerging practices in comprehensive planning relevant for Sausalito. Incorporating these topics presents an opportunity to develop a forward-thinking document and to ensure long-term success of the General Plan.

Community Health. Sausalito's existing General Plan already addresses a range of health issues, including seismic safety, bicycle safety, and air quality. Specific direction about how community planning decisions shape healthy food access, active transportation, and physical activity can be strengthened. Whether integrated as a separate health element or integrated throughout General Plan elements, Sausalito can use the General Plan to promote health and wellbeing consistent with OPR's General Plan Guidelines.

Climate Change and Resilience. Building on the City's Climate Action Plan, the potential Hazard Mitigation Plan, and SB 379, Sausalito may incorporate policies and programs to reduce greenhouse gas emissions, adapt to the potential impacts of climate change, and build resiliency in the groups that are most likely to be impacted by climate change. While sea level rise is anticipated to impact on Sausalito's waterfront, including on tourism and maritime activities, other climate hazards, such as heat and regional wildfires, may have health consequences for the Sausalito's residents and should also be considered. Like community health, climate change and resilience could be added as a standalone element or integrated into other General Plan elements.

Evaluation. Evaluation is emerging a useful tool for communities to ensure the planning process is responsive in real time to community concerns, and to support the final plan's successful implementation.

- *Process evaluation.* Process evaluation is a method to assess how the planning process is being implemented. Sausalito can use process evaluation techniques to

receive immediate feedback at community events, including understand who's participating in the events and areas for improvement, which can be used to shape future engagement outreach and activities.

- *Outcome evaluation.* Once the Sausalito General Plan is complete, an evaluation plan can be used to track progress toward achieving the goals outlined in the plan and allow the City to adjust implementation actions to achieve community goals. Baseline indicators can be established to understand progress made in implementing the General Plan, effectiveness of specific implementation actions, and whether the implementation actions are making a difference for larger community indicators. These indicators can be consolidated into a data dashboard to allow community members, stakeholders, and decision makers track General Plan implementation.

The update to the General Plan for Sausalito will also need to consider how the community's demographics, the local economy, and priorities have changed since 1995, and may further change in the next twenty years. While the technical analysis and community engagement process for the General Plan will further refine which priorities and emerging topics that need to be addressed in the General Plan update, some of the key considerations may include:

- **Growth projections.** The General Plan update will need to closely evaluate growth potential in the City, identifying realistic growth projections and ensuring these are compatible with the Regional Housing Needs Allocation. The 1995 General Plan estimated maximum development could be 4,900 dwelling units by 2010. However the City added only about 200 units between 1990 and 2010, approximately 1/3 of that estimate. Regional estimates from ABAG call for the City to add another 260 units by 2040.
- **Neighborhoods.** The 1995 General Plan Land Use Element identified eight historic neighborhoods in Sausalito. The updated General Plan could review the neighborhood boundaries to ensure they are still relevant today and evaluate the expected level of change within each area during the time horizon of the General Plan. The General Plan could also provide specific goals and policies for each area while also identifying development character appropriate to each area.
- **Preservation of industrial businesses on the waterfront.** Sausalito is one of a few communities in the area that offers an industrial and recreational waterfront for maritime businesses. There is high market demand for waterfront sites and existing maritime and industrial businesses find it increasingly difficult to compete with higher revenue generating uses. However, conversion or redevelopment of industrial sites may result in displacement of businesses, as well as potential losses in local revenues to the City of Sausalito.
- **Trends in the national retail industry.** Since the last General Plan, the retail industry has gone through many changes, most notably the rise of online shopping. Many "soft goods" retailers are struggling to compete with internet sales. Meanwhile, there is increasing leasing activity from "experiential" retail businesses like restaurants and salons that can provide a unique experience for their customers.
- **Commuting patterns.** Sausalito has a high rate of in-bound commuters – with approximately 93% of the 5,400 employees coming from outside of the city, and more than 3,000 of those employees working in the Marinship area.

- **Demographics.** Sausalito is growing older 21.2% of residents were 65 or over in 2010 - and there is a relatively new focus on age-friendly design.
- **Food access and diverse business.** A survey conducted as part of the Community and Economic Development Study indicated residents desire greater choice in neighborhood serving uses like grocery stores and have expressed a desire for more non-retail based businesses in Sausalito.
- **Housing affordability.** Housing costs are high and more than 42% of the community is considered housing cost burdened (paying more than 30% of income on housing).

General Plan Design and Structure

To ensure the General Plan is used for years to come, Sausalito may consider presenting the General Plan in a way that is both easy for the public to visualize and understand and for the City to use on a day-to-day basis.

General Plan structure. In addition to refining and updated policies and programs in the General Plan to address new and emerging issues that Sausalito may face in the future, the following actions may be taking to improve document use.

- **Vision and guiding principles.** While the 1995 General Plan includes goals, it does not contain a vision or guiding principles. While not required components of a General Plan, the vision and guiding principle provide an important framework for decision makers and community member to develop more specific goals, policies, and implementation actions.
- **Implementation actions and programs.** The 1995 General Plan contains implementation actions nested under individual policies. Many of these programs are written as policies and, while this approach illustrates the pathway from policy to action, it also creates significant duplication among implementation actions. (Example: Notice the number of times that the program is an update to the zoning code). Pulling the implementation actions out of each element and placing them in a standalone implementation chapter can make the document easier to use and execute. Further, the implementation programs should be better tied to departmental workplans and should identify a level of priority and a responsible department.
- **Indicators.** To monitor General Plan implementation, a series of indicators may be developed to assess the impact of General Plan policies and actions. These indicators may be tied to a formal outcome evaluation, as described above.

Document design. In our experience, the most-effective General Plans are easily viewed, accessed, referenced, and utilized by the community, staff, development applicants, and agencies. This means creating a searchable, graphically-rich, and user-friendly interactive document using new technology and e-publishing techniques.

- **Graphic design.** Good graphic design can be used to communicate key concepts in the General Plan and help users navigate the document. The Sausalito General Plan update should use best practices in design to ensure the document is visually-rich and beautiful.

- **Online plan.** One innovation the City can make is an interactive, online E-Plan that can be customized to the end-user: decision-makers, general public, residents, advocates, or as determined. The E-Plan can link General Plan policy and programs to adopted codes and other existing planning resources. It should be easy to navigate and update.

06. References

06. references

Raimi + Associates References

Project	Client	Contact
Mountain View General Plan 2009 - 2011	City of Mountain View	Terry Blount, Planning Manager 500 Castro Street PO Box 7540 Mountain View, CA 650.903.6017 terry.blount@mountainview.gov
West Hollywood General Plan 2009 - 2011	West Hollywood	Bianca Siegl, Senior Planner City of West Hollywood 323.848.6853 bsiegl@weho.org
East Palo Alto General Plan Update and Westside Area Plan 2014 - 2016	City of East Palo Alto	Sean Charpentier, Assistant City Manager 1960 Tate Street East Palo Alto, CA 94303 650.853.3150 scharpentier@cityofepa.org

Rincon References

Project	Client	Contact
Novato General Plan 2035 Update EIR 2016 - Present	City of Novato	Steve Marshall, AICP 922 Machin Avenue Novato, CA 94945 415.899.8942 smarshall@novato.org
Calabasas General Plan Update and EIR 2006-2009	City of Calabasas	Tom Bartlett, AICP City Planner 100 Civic Center Way Calabasas, CA 91302 818.224.1703 tbartlett@ci.calabasas.ca.us
Alhambra 2015 General Plan Update and EIR 2015 - Present	City of Alhambra	Vanessa Reynoso Deputy Director 111 S. First Street Alhambra, CA 91801 626.570.5030 vreynoso@cityofalhambra.org

Strategic Economics References

Project	Client	Contact
Project: Alameda Economic Development Strategic Plan [July 2016-Ongoing]	City of Alameda	Eric Fonstein, Development Manager 510.747.6895 efonstei@alamedaca.gov
Project: Central Healdsburg Avenue Plan [November 2010-December 2011]	City of Healdsburg	David Mickaelian Assistant City Manager Phone: 707.431.3318 Email: dmickaelian@ci.healdsburg.ca.us
Project: Envision San Jose 2040 General Plan 4-Year Review [July 2015-January 2016]	City of San Jose	Michael Brilliot Planning Division Manager Phone: 408.535.783 Email: Michael.Brilliot@sanjoseca.gov

Kittelson + Associates References

Project	Client	Contact
City of San Leandro General Plan 2014–Current	City of San Leandro	Tom Liao, Deputy Community Development Director City of San Leandro 835 E. 14th Street San Leandro, CA 94577 510.577.6003 tliao@sanleandro.org
City of San Leandro Shoreline Specific Plan EIR 2013–2015	City of San Leandro	Reh-Lin Chen, City Traffic Engineer City of San Leandro 835 E. 14th Street San Leandro, CA 94577 510.577.3438 rchen@sanleandro.org
Hayward General Plan 2040 2012–2014	City of Hayward	Sara Buizer, Planning Manager City of Hayward 777 B Street Hayward, CA 94541 510.583.4191 Sara.buizer@hayward-ca.gov

07. Availability

07. availability

The Raimi + Associates team is committed to providing the City of Sausalito with an experienced and responsive team. Our team members are available and have the capacity now and over the next three years to meet the needs of the General Plan Update process. Team members have worked on and managed similar projects and are able to maintain communication with City staff during the project and increase availability at critical times during the planning process.

08. Fee Schedule

08. fee schedule

Our team has provided the follow fee schedules for your use. Fees are updated annually to address the changing costs of doing business in California.

Raimi + Associates 2016 Billing Rates

The following is the Rate Schedule for Raimi + Associates through December 31, 2016.

Labor

Principal / Associate Principal (Raimi, Burris, Dorman)	\$195/hour
Senior Associate/Associate (Welch, Altshuler, Yurkovich)	\$165/hour
Senior Planner/Designer (Singleton, Yuen)	\$150/hour
Intermediate Planner/Designer/Researcher (Reinhalter, Grabowski, Kruza, Guerra)	\$125/hour
Planner/Designer (McKiernan, Benzel, Johnson, Navarro)	\$100/hour
Clerical/Intern (Munson, Interns)	\$75/hour

Reimbursable Expenses

General Office Expenses	Billed at 2.5% of labor
Sub-consultant Markup	5%
Travel mileage	\$0.575/mile or current IRS rate
Travel - Airfare, Hotel, Meals	At cost / Per Contract
Printing (in-house)	11x17 Color - \$0.75/ea 8.5x11 Color - \$0.40/ea 11x17 B/W - \$0.15/ea 8.5x11 B/W - \$0.10/ea Binding - \$2.50 per document (8.5x11) Large Format Printing/Plotting – at cost from vendor
Other Reimbursable Expenses	Cost plus 10%
On-line Surveys (direct costs)	\$250-\$1,000 per survey (depending on complexity)
Interactive Websites (MindMixer)	\$1,000 - \$3,000 per year (depending on complexity)





RINCON CONSULTANTS, INC.

Standard Fee Schedule for Environmental Sciences and Planning Services

The Rincon Consultants fee schedule illustrates how professionals and support time is charged to projects. Direct costs associated with project labor are billed to the project as described under Reimbursable Expenses.

Professional, Technical & Support Personnel*	Hourly Rate
Principal II	\$220
Principal I	\$205
Senior Supervisor II	\$185
Supervisor I	\$175
Senior Professional II	\$155
Senior Professional I	\$145
Professional IV	\$130
Professional III	\$115
Professional II	\$100
Professional I	\$89
Environmental Technician/Field Aide	\$78
Senior GIS Specialist	\$125
GIS/CADD Specialist II	\$110
GIS/CADD Specialist I	\$95
Graphic Designer	\$90
Technical Editor	\$100
Clerical/Administrative Assistant II	\$80
Clerical/Administrative Assistant I	\$68

*Professional classification includes: environmental scientists, urban planners, biologists, geologists, marine scientists, cultural resources experts and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$295.

Photocopying and Printing

Photocopies will be charged at a rate of \$0.16/copy for single-sided copies and \$0.32 for double-sided copies. Colored copies will be charged at a rate of \$1.50/copy for single-sided and \$3.00/copy for color, double-sided or 11"x17" copies. Oversized maps or display graphics will be charged at a rate of \$8.00/square foot.

Reimbursable Expenses

Reimbursable Expenses are costs associated with completing a project that are not include the hourly billing rates described above. Reimbursable expenses include, but are not limited to, the following:

1. Direct costs associated with the execution of a project are billed at cost plus 15% to cover General and Administrative services. Direct costs include, but are not limited to, laboratory and drilling services charges, subcontractor services, authorized travel expenses, permit charges and filing fees, printing and graphic charges, mailings and postage, performance bonds, sample handling and shipment, rental equipment and vehicles other than covered by the above charges, etc. Communications charges and miscellaneous office expenses (including PDAs, cell phones, phone, fax, and electronic data transmittals, digital cameras, photo processing, etc.) are billed at 3% of total labor.
2. Transportation fees; company-owned vehicles will be billed \$85/day for light-duty vehicles and trucks \$135/day for 4-WD/off road vehicles, plus \$0.65/mile for mileage over 50. Mileage rate of \$0.65/mile applies to all miles incurred in employee-owned vehicles.



RINCON CONSULTANTS, INC.

Equipment Schedule for Environmental Sciences and Planning Services

Equipment	Day Rate
Environmental Site Assessment	
Brass Sample Sleeves, Bailers, Disposable Bailers	\$25
Water Level Indicator, DC Purge Pump	\$40
Hand Auger Sampler	\$55
Oil-Water Interface Probe	\$85
Four Gas Monitor or Photo-Ionization Detector	\$120
Photo-Ionization Detector	\$120
Soil Vapor Extraction Monitoring Equipment	\$140
Flame Ionization Detector	\$200
Natural Resources & Multi-Services Field Equipment	
Trimble GPS (sub-meter accuracy)	\$190
Pettersson Bat Ultrasound Detector/Recording Equipment	\$150
Spotting or Fiberoptic Scope	\$150
Amphibian Survey Field Package: (digital camera, GPS, thermometer, decon chlorine, waders, float tube, hand net)	\$150
Remote Field Package, (digital camera, GPS, thermometer, binoculars, field computer and mifi, Delorme Satellite Beacon, 24-Hour Safety Phone)	\$125
Sound Level Metering Field Package: anemometer, tripod and digital camera.	\$100
Construction Monitoring Field Package: (digital camera, GPS, thermometer, binoculars, field computer, safety equipment)	\$95
Standard Field Package (digital camera, GPS, thermometer, binoculars, and botanic collecting equipment)	\$50
Minnow trap	\$85
Infrared Sensor Digital Camera or Computer Field Equipment	\$50
Scent Station	\$20
Laser Rangefinder/Altitude	\$10
Net, Hand/Large seine	\$10/\$50
Pit-fall Traps, Spotlights, Anemometer, GPS Units, Sterilized Sample Jar	\$8
Mammal Trap, Large/Small	\$1.50/\$.50
Water & Marine Resources Equipment	
Refractometer (salinity) or Turbidity Meter	\$35
Multi Parameter Sonde (Temp, Cond, Turbidity, DO, pH) with GPS	\$200
Boat (20 ft. Boston Whaler or Similar)	\$300
Side Scan or Single Beam Sonar	\$700
Underwater & Marine Sampling Gear includes: Photo/Video Camera, Dissolved Oxygen Meter, Temp-pH-Conductivity Meter, Tanks, BCD, Regulators, Binoculars, Tapes, Buoys, Floats, etc.	\$50
Marine Field Package: (Personal Flotation Devices (PFDs), 100 ft. Real Tapes w/ Stainless Carabiners, Pelican Floats, Underwater Slates, Thermometer, Refractometer, Anemometer, various Field Guides)	\$50
Insurance, Hazard & Safety Fees	
L & H Dive Insurance	\$50 person
Hazard Premium (In or Underwater ONLY per/hour)	1.25 X hourly
Level C Health and Safety	\$60 person



Name	Title	Hourly Rate
Dena Belzer	President	\$250
Nadine Fogarty	Vice President/Principal	\$210
Sujata Srivastava	Principal	\$205
Sarah Graham	Principal	\$195
Derek Braun	Senior Associate	\$170
Alison Nemirow	Senior Associate	\$170
Flavio Coppola	Associate	\$120
Jake Cummings	Associate	\$120
Emily Heard	Associate	\$120
Carline Au	Associate	\$120



KITTELSON & ASSOCIATES, INC.
BILLING RATE SCHEDULE

Effective January 1, 2016

The current billing rates for Kittelson & Associates, Inc., staff are as follows and are subject to change:

Staff	Billing Rate
Principal / Senior Principal	\$225 - \$310
Associate Engineer/Planner	\$190 - \$220
Senior Engineer/Planner	\$160 - \$185
Engineer/Planner	\$140 - \$155
Transportation Analyst	\$125 - \$135
Associate Technician	\$150 - \$175
Senior Technician	\$140 - \$145
Technician II	\$125 - \$135
Technician I	\$105 - \$120
Office Support	\$60 - \$90

Service	Billing Rate
Travel	At Cost
Mileage	\$.54/mile



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associates