

ALBANY WATERFRONT PLANNING
OF THE GOLDEN GATE FIELDS PROPERTY



Submitted to
The City of Albany | October 18, 2006



DESIGN, COMMUNITY & ENVIRONMENT

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CITY OF ALBANY

ALBANY WATERFRONT PLANNING OF THE GOLDEN GATE FIELDS PROPERTY

Background

The Albany waterfront is a place of paradox. Although much of the land there today is artificial fill dumped and engineered over the past 60 years, Fleming Point is one of the last remaining natural features in this stretch of the bay shore. The views from the Albany shoreline are unparalleled, and yet the shoreline today is virtually deserted. At the edge of a vast expanse of asphalt, nature is clinging on in the form of grebes, plovers, egrets, saltgrass, and goldenrod.

Given these dramatic contrasts, and the prominence of the site along the Bay, it is not surprising that opinions about its future are so divergent. Although Albany residents don't yet agree on what should happen at the waterfront, all agree that there will only be one chance to "get it right." The decisions the community makes now will affect residents and visitors for decades to come. Moreover, the results of that decision will be visible to the world. The stakes are high, and the community's emotions are equally strong. Although Albany residents have consistently urged careful thought and thorough analysis over rushed decisions, there is also a sense that it's time for a breakthrough in the divisive and protracted controversy over the site. The

challenge of this waterfront planning process is to create an environment that convinces Albany citizens to reconsider entrenched positions, get accurate information about what is feasible at the waterfront, listen to their neighbors and work towards consensus on a vision for the future. In addition to creating an environment of trust and openness, the process must also encourage creativity and innovation from citizens, consultants, City staff and the property owner.

DC&E's Approach

DC&E's award-winning skills in community involvement, land use and open space planning, transportation planning and urban design make us ideally suited to lead this complex and demanding process. Over the past decade,



DC&E has completed dozens of alternatives-based planning projects for communities throughout the Bay Area. Based on this experience, and on our understanding of the City and community goals for the process, we anticipate that we will follow four general steps:

1. Understand Background Conditions

The project will begin with an intensive site visit by our team members and a careful review of past technical studies and regulatory documents. As the site of several past development proposals, the waterfront has been extensively studied. Biological resources, cultural resources, soils, hydrology, noise, and traffic have been analyzed, some as recently as 2002 as part of the Rancho San Antonio proposal. As a bayshore site, it is subject to regulations not only by the City of Albany, but by myriad local, regional, State and federal agencies that will influence what can and cannot be developed. We will review technical studies and regulatory documents to establish a sound understanding of what exists today and what would be allowed by current policies. We will summarize this information in clear, easy-to-read language that can be understood by all participants in the process.



2. Prepare Land Use Alternatives

After we have established a solid foundation of technical knowledge, we will begin the process of creating land use alternatives. This step will involve significant community input to explore ideas for the components of the alternatives and how they should be combined. For example, participants may work with large-scale maps of the waterfront. We may present examples of recent waterfront parks or developments in other communities in California or beyond and ask participants what components of those should be considered. Based on the most recent waterfront proposal, which spurred this planning process, we expect that this process will result in three or four land use alternatives that will include relatively intensive, conventional commercial development; more limited, “sustainable” development; parkland with recreational facilities such as ballfields and snack shops; or open space with trails and passive recreation only. DC&E offers a thorough understanding of each of these types of development and the technical ability to offer land use planning, urban design, landscape architecture and environmental review for each. Our experience with specific relevant projects is detailed in Chapter 2 of this proposal.

3. Evaluate Land Use Alternatives

Once the range of alternatives has been created, based on community desires, DC&E will work with our team of technical consultants to determine the environmental and fiscal impacts of the alternatives. Preliminarily, we expect to produce an alternatives report that provides text, graphics and tables describing the components of each alternative and the results

of our impact analysis. We will explain each alternative's fiscal benefits and impacts to the City of Albany; the financial feasibility of the alternative from the perspective of a potential developer; impacts to vehicular traffic and pedestrian and bicycle circulation; impacts to infrastructure such as water, storm water, and sewer systems, aesthetic impacts to views from the site and across the site to the Bay, impacts to plants and animals on the site, including the wetlands along Codornices Creek; and potential geotechnical impacts resulting from development on fill.

4. Select and Refine a Preferred Alternative

Once the public has an understanding of the expected physical and economic implications of the land use alternatives, we will again solicit their input on what a "preferred" alternative might look like. It is important to note that the four broad categories of alternatives outlined above are not mutually exclusive, and the preferred alternative that results from this process will probably contain some elements from two or more of the original alternatives. For example, an expanded and/or off-limits area for dune restoration might be combined with some amount of development on a different part of the site. The step of formulating a single scenario that appeals to the community, the City, the landowner, and regulatory agencies is the crux of the waterfront planning process. Success will require not only skilled facilitation by DC&E, but also the willingness of all involved to consider compromises. If this willingness is present, then the final preferred alternative will offer every constituency something they want.



5. Create a Policy Document

The final outcome of the waterfront planning process needs to be a concise policy document that can be put on the ballot, in accordance with Measure C, that can be used as an adequate project description for legally-required environmental review, and that will ultimately become part of the Albany General Plan. We envision a document that combines easy-to-read site plans, compelling perspective sketches or visual simulations, and clear, readable text explaining the overall goals and objectives of the project as well as its specific physical and policy components.

Public Involvement Methodology

Public input and coordination with the City's existing groups and committees will be crucial at each step of this process. Because an open, transparent and inspiring community involvement process is absolutely fundamental to the success of this planning effort, we wanted to present our proven tools for successful involvement in their own section.

Developing and implementing strong public outreach and participation processes is a cornerstone of DC&E's practice. When designing and implementing these programs, DC&E adheres to the following proven principles for successful public processes:

- ◆ **Interest-Based Decision-Making.** DC&E's success in bringing communities to consensus on difficult issues is based in part on our use of interest-based decision-making processes. We educate the public on the fundamental concepts of interest-based decision-making, then ask them to separate people they dislike from the problem itself, to focus on interests instead of positions, and to be open-minded and creative to invent solutions that offer mutual gain. We have found that these techniques are particularly effective in helping communities with a history of deep divisions and cycles of attacks and accusations make progress on contentious issues.

- ◆ **Balanced Interests.** DC&E will work hard to ensure that input is received from *all* points of view. We will plan public workshops that provide a forum for all participants in the process and allow time for discussion of a full range of opinions, in both large-group and small-group formats. For example, as workshop participants arrive at the workshop and check in, we will assign different group numbers to friends, spouses, and members of the same organization. In this way, we will help to ensure that the range of opinions is spread among many groups rather than concentrated at one or two tables. Our facilitators are trained to maintain the

overall balance of different interest groups, ensuring that the discussion is not unduly slanted toward one particular point of view. With this kind of discussion, each participant will know that he or she has been heard, even if not all of his or her ideas are included in the final consensus-based plan.

- ◆ **Education.** In the volatile climate of the recent development proposals and unsuccessful ballot measure effort, rumors about what would be planned or allowed at the waterfront have spread and multiplied. We believe that many of the disagreements about the waterfront's future are based on a lack of clear information. As one of the first steps in the planning process, DC&E will make sure that all participants in the process have a basic understanding of broad key land use, economic, and environmental issues and how these issues are at play on the site and in Albany as a whole. DC&E will present accurate, relevant, and unbiased information in an engaging and easily understood form, with an emphasis on visuals to illustrate concepts.

- ◆ **Substantive, Structured Involvement.** We believe in the importance of hands-on, substantive involvement in building understanding of and support for a waterfront plan. In order to ensure that community members have time and space for substantive involvement, we will structure each public workshop to achieve specific goals. We will focus the public workshops on those issues most critical to developing a workable, consensus-based plan. Our experience in both facilitation

and preparation of materials will ensure that each workshop, staff meeting, or public hearing throughout the planning process concludes with concrete results and moves the project forward.

- ◆ **Open Outcomes.** While the workshops we run are highly structured, it is equally important that the workshop materials and facilitation do not lead toward any pre-ordained outcome. DC&E's approach to meeting facilitation is aimed at explaining background information, clarifying points of view and allowing meeting participants to reach their own conclusions about each issue. We are not entering the waterfront planning process with a specific notion of what the future of the site should be; nor will we come to workshops or meetings with predetermined solutions. We will ask participants to come to the process with a similar sincere willingness to listen, and we will use our proven methods to help the community come to consensus and compromise.
- ◆ **Usefulness.** Because DC&E specializes in both land use planning and public process, we have the skills needed to keep the waterfront planning process moving towards practical, implementable results. Specifically, we will help the community understand from the outset of the project that the goal is a clear, concise document that can be voted on by Albany residents and will ultimately become a part of the City's General Plan.

Key Issues

In preparation of this SOQ, DC&E staff have reviewed the City's RFQ and its attachments closely, attended the public meeting of the consultant selection committee on October 4, visited and photographed the Albany waterfront, researched past planning efforts and read the numerous background reports, technical documents and presentations available to the public. Based on the information we have gathered from these myriad sources, we see the following issues as critical to a successful plan for the waterfront, no matter what its components ultimately are:

Minimize Environmental Impacts

Whether the final plan calls for pure open space or a movie theater, both the Albany public and the various regulatory agencies with jurisdiction over the site will expect to see a high degree of respect for the fragile environment on the site. Any proposal must be founded on a sincere respect the unique biotic resources along the bay shore and Codornices Creek, as well as for the geotechnical challenges stemming from the site's history as a landfill. In addition to our services in land use planning and urban design, DC&E also offers environmental review services, and has led the environmental review of dozens of complex, high-profile projects over the past decade. Although this process will not include an Environmental Impact Report, we understand the technical and legal complexities of the CEQA process. More importantly, we approach all of our projects, regardless of discipline, with a sincere respect for the environment.

Prioritize Aesthetics

The aesthetics of the site have three fundamental components: views of the site, from the Bay, from I-80, and from homes in Albany, and views from the site, to Ceasar Chavez Park, the Bay Bridge, San Francisco, the Golden Gate, Mt. Tamalpais, El Cerrito, Albany and Berkeley. The sweeping vistas of world-famous landmarks the waterfront offers cannot be ignored during this process. Instead they should be highlighted as a key quality that gives the site tremendous meaning and incorporated into the land use alternative to preserve its unique identity. Public art could play an important role in responding to and enhancing the site's setting. DC&E's staff of talented urban designers, architects and landscape architects frequently conduct sophisticated visual and aesthetic analyses of our projects as key elements of a design that recognizes and cultivates an authentic sense of place.

Encourage Recreation

The majority of participants in past planning efforts have supported public access and recreation at the Albany waterfront. The site is included in the Eastshore State Park General Plan and is bordered by established sections of both the park to the north and south. Existing Bay Trail segments already reach from Emeryville to Gilman Street to the south and extend along the Albany Bulb and north to Marina Bay in Richmond. Any project along the waterfront should complete this segment of the Bay Trail and link the Albany Beach, the Bulb and the plateau to the parks to the south and north. The planning process may also consider the feasibility and potential impacts of

additional recreational opportunities such as fishing, kayaking, windsurfing, ball fields, playgrounds, or picnic areas. DC&E has completed master plans for parks and recreational facilities ranging from several-thousand-acre open space preserves to neighborhood playgrounds to citywide bicycle networks, so we understand the needs of different user groups and how those needs can best be accommodated.

Ensure Coordination

Numerous parties have a say in the future of the waterfront, and the planning process must engage all of them in order to be successful. In addition to the Albany public, some of the key stakeholders who should be involved are the landowner (Magna Entertainment), the City's Community Development Department, the Recreation and Community Services Department, the Arts Committee, the Economic & Social Justice Commission, the Park & Recreation Commission, the Planning & Zoning Commission, the Traffic & Safety Commission, the Waterfront Committee, the Citizens for the Albany Shoreline (CAS), Citizens for East Shore Parks (CESP), the Sierra Club, and the Albany Waterfront Coalition. The City of Berkeley, the Bay Conservation and Development Commission, the Coastal Conservancy, the East Bay Regional Park District and the California Department of Parks and Recreation may have input into the process. DC&E has extensive experience with large projects that demand interagency coordination and multi-stakeholder involvement.

Improve Connectivity

Albany's waterfront is separated from the rest of the City by the formidable barrier of Interstate 80 and a tangle of on- and off-ramps. Currently, access to the waterfront is only available at Gilman Street and Buchanan Street, both of which pose serious traffic problems. Moreover, access to the waterfront for bicyclists and pedestrians is challenging and convoluted. In order to link Albany residents to the site and to regional amenities such as the Bay Trail and the Eastshore State Park, the waterfront planning process must take a "big picture" view of the site and consider how visitors from all of Albany will get to their shoreline to enjoy its amenities. DC&E's work on the *Albany Bicycle Plan*, the *San Pablo Avenue Vision Plan* and the *Marin Avenue Reconfiguration Expanded Initial Study/Negative Declaration*, all for the City of Albany, means that we are very familiar with Albany's roadway and bikeway network and understand current traffic patterns and conditions.

Understand Economics

The debate about the waterfront's future returns repeatedly to economic issues: the racetrack's financial stability, its contributions to the City's employment and tax rolls, the feasibility of a hotel on the site, or potential impacts to merchants along San Pablo and Solano Avenues. The planning process must incorporate a sophisticated analysis of these issues that can be translated into lay terms to answer questions, clarify rumors and resolve misperceptions. All of DC&E's work is based on a sound understanding of economic factors. We regularly collaborate with economic

consultants on urban design and comprehensive planning projects, such as our work on the *Richmond Waterfront TOD Plan* for the San Francisco Bay Water Transit Authority or the *Oakland Army Base Pre-Development Planning* for the Oakland Army Base Reuse Authority's site at the eastern foot of the Bay Bridge.

Key DC&E Qualities

DC&E is particularly well suited to address the planning, process and design issues involved in a successful plan for the Albany waterfront. Our distinctive combination of award-winning facilitation skills, technical expertise in land use, urban design and environmental impacts, and experience with waterfront planning will ensure a successful process for all parties.

Proven Success at Building Consensus

DC&E has a record of using the public outreach methodology outlined above to help communities and decision-makers understand and come to consensus on land use and urban design concepts, as well as a range of other issues. For example:

- ◆ In Sebastopol, DC&E struck a balance between private property owners and strong environmental groups to allow appropriate infill development in the northeastern part of the City, within the context of flood management and riverside enhancement. We are now beginning the process of expanding the consensus-based land use plan into a full Specific Plan. DC&E will also complete the EIR on the Specific Plan.

- ◆ During DC&E's work on the *Windsor Downtown Plan* for the Town of Windsor, two of the Town's City Council members were undergoing a recall vote initiated by the other three Councilmembers. Nevertheless, DC&E worked closely with the entire council to explain and build support for the Plan, resulting in a unanimous vote for adoption. Today, downtown Windsor is home to walkable, mixed-use development that was selected by the Sierra Club for inclusion in their 2005 *Guide to America's Best New Development*.
- ◆ As a consultant to the Bay Area Air Quality Management District (BAAQMD), DC&E facilitated a series of meetings between refinery staff, industry representatives, environmentalists and environmental justice advocates to bring them to agreement on regulation of and means for review of flare operations.

Our successes in creating consensus on the *Richmond Waterfront Transit-Oriented Development Plan* for the San Francisco Bay Water Transit Authority, the *Marinwood Shopping Center Master Plan* for Marin County, and the *Livermore Visioning Project* for the City of Livermore is described below.

A Commitment to Openness

DC&E's work is founded on the belief that an inclusive process not only builds support for the final plan, it also creates a richer plan by including many voices and ideas in the final concept. To encourage people to get involved, we must create an environment of honesty and transparency. The City has already made a significant commitment to an open process by

forming the consultant selection committee and establishing methods for public access to the proposals and consultant interviews. DC&E will build on that foundation by requiring a high standard of thoroughness and accuracy in our analysis of the site and potential scenarios; broadcasting news about the planning process and public workshops to the largest possible audience; making project reports, presentations and other materials available to the public easily and quickly; and fostering an attitude of integrity and candor. Our process will allow all sides to get equal time and access to the process, working towards a solution that offers something to all parties. The ultimate success of the project will be based on the willingness of participants to be open to dialogue and compromise.

Knowledge of Waterfront Development

DC&E has extensive experience with development around the San Francisco Bay, and offers a strong understanding of the regulations and agencies involved in waterfront projects. DC&E has secured permits for development along South San Francisco's Bay front, has conducted environmental review projects on the Benicia waterfront, and is currently creating a Specific Plan for the DuPont Bridgehead site adjacent to the San Francisco Bay Delta in Oakley. Cryer Site Park and Brooklyn Basin Park, adjacent to the Oakland Estuary. These projects give us a strong understanding of the agencies with permitting authority for the Oak-to-Ninth area, such as BCDC, the State Lands Commission and the US Army Corp of Engineers.

Exemplary Design Abilities

DC&E brings a team of talented and experienced designers to the waterfront planning process. Our urban designers and landscape architects have a wide range of design skills that include site and land planning, building design, streetscape design, and landscape and open space design. Thus, DC&E brings the full complement of design knowledge and understanding necessary for the creation of a successful land use vision that integrating effective linkages to the rest of Albany, multi-modal circulation that accommodates people, cars and bikes, and design guidance to ensure that any development on the site, whether a public restroom or private hotel, enhances rather than diminishes this exceptional site.

A High Level of Professionalism

The high visibility of this project, both literal and figurative, calls for a consultant that is experienced, adept and conscientious. DC&E has created dozens of master plans, open space plans, Specific Plans and General Plans, often authoring the accompanying CEQA document. Over years of managing complex projects with many subconsultants, we have developed strategies for reviewing background information efficiently, coordinating the work of other team members, maintaining communication with our client, and producing polished, compelling plans and graphics.

Local Familiarity

Based in North Berkeley since 1995, DC&E staff are very familiar with Albany and its East Bay context. We have completed several past projects for the City, including the *Albany*

Bicycle Plan, the *San Pablo Avenue Streetscape Master Plan*, the *San Pablo Avenue Vision Plan*, an Initial Study on improvements to Codornices Creek between San Pablo Avenue and the UPRR tracks, and the *Marin Avenue Reconfiguration Expanded Initial Study/Negative Declaration* for the City of Albany. In addition, we have assisted Bay Area Economics with land use issues, and conceptual site plans for alternative development schemes as part of their analysis of redevelopment efforts along the San Pablo Avenue Corridor and in the Cleveland Avenue/Eastshore Highway District.

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This chapter presents the qualifications of the DC&E staff who will be responsible for preparing the land use alternatives and conducting the public outreach and involvement components of the project.

David Early, AICP, Founding Principal, will serve as DC&E's consulting Principal and overall facilitator of the public workshops. David's planning work emphasizes quality urban design and planning solutions grounded in market realities, based on a thorough understanding of the unique locational and environmental context of a place. David has served as Principal-in-charge of all of DC&E's land use planning and community involvement projects, including the *Marinwood Shopping Center Master Plan* for Marin County, the *Richmond Waterfront TOD Plan* for the San Francisco Bay Water Transit Authority, the *Bay Area Regional Smart Growth Strategy* for the Association of Bay Area Governments and other regional agencies, and the *Livermore Visioning Project and General Plan Update* for the City of Livermore. His work has won awards at the local, state and national level. He is currently one of 32 members of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California. David holds masters degrees in

both Architecture and City Planning from the University of California at Berkeley and has over 18 years of experience in planning and design.

Tom Ford, AICP, Principal of DC&E, will serve as Principal-in-Charge and lead urban designer for the waterfront planning process, leading the analysis of the site and the development of the land use alternatives. Tom's extensive professional experience has included work on a large number of alternatives-based land use and design projects requiring a detailed understanding of community concerns, environmental constraints, and financial feasibility. He brings strong architectural and urban design skills to all the assignments he undertakes and is an expert in pedestrian-oriented design. Recently, he has led similar land use alternatives exercises for the *Adams Point Urban Design Plan* for the City of Oakland, the *Irvington Concept Plan* for the City of Fremont, the *23rd Street Corridor Strategy* for the City of San Pablo, and urban design studies for two sites along the Petaluma River in the City of Petaluma.

Alisa Shen, Associate, will serve as DC&E's Project Manager, responsible for maintaining day-to-day contact with City staff and subconsultants, attending all project meetings, and organizing public workshops. Alisa has more than seven years of experience in local land use planning and community outreach. Since joining DC&E in 1999, she has managed or served as key staff on numerous land use planning and urban design projects ranging from small-scale neighborhood plans to large-scale General Plans. She focuses on projects that involve large, complex public participation and outreach processes and require the ability to successfully translate community stakeholder needs into implementable planning policies and programs. Alisa was instrumental in DC&E's work the *Walnut Creek General Plan*, which included leading the workshop outreach and facilitation and the preparation of the Urban Design Element. In addition, as the key planner on the *Bay Area Regional Smart Growth Strategy* for ABAG and other regional agencies, she organized workshops of hundreds of participants in eight counties, then worked to synthesize the results into a clear, cohesive policy document. For the *Las Pulgas Avenue Planning Process* for the City of East Palo Alto, she worked closely with local residents and the National Community Development Institute to prepare alternative scenarios and a final conceptual scheme to transform an 18-acre underutilized area into a vibrant, pedestrian-friendly, mixed-use neighborhood with pedestrian paths, plazas and open space areas for residents and visitors. In addition, Alisa was key staff on both the *Mayfair Neighborhood Improvement Plan* and the *East Valley/680 Communities Neighborhood Improvement Plan*,

both completed for the Redevelopment Agency of the City of San Jose as part of the city-wide Strong Neighborhoods Initiative targeted at stimulating community involvement in public decision-making and investment.

In addition to these individuals, DC&E's staff includes highly-skilled landscape architects, such as **Sarah Sutton**, a Principal and LEED-certified professional, and **Stephen Noack**, a Principal with almost 30 years of experience in environmental review of complex public projects. We will draw on these and other internal resources during the development of the waterfront land use alternatives.

Technical Subconsultants

It is our understanding that the City will select technical consultants through a separate process. Through our land use planning and urban design work over the past decade, DC&E has developed close working relationships with a number of technical consulting firms and individuals in the East Bay and throughout the Bay Area. We are happy to work with any consultants the City identifies as best suited for the project and for Albany.

Preliminarily, we would expect to work with an economist (such as Bay Area Economics, Economic and Planning Systems, or Strategic Economics), a traffic engineer (such as Fehr & Peers Associates), an expert in green design (such as Andrea Traber Architecture + Sustainability) and potentially one of several world-class architects working in the Bay Area, should the project call for those services.

DC&E has extensive experience creating, evaluating and refining land use alternatives within the context of community input, property owner needs, regulatory constraints and technical analysis. This chapter outlines some of our most relevant projects in the categories of consensus building, recreation and open space planning, waterfront development, and sustainability. It also describes several of the past projects we have completed in the City of Albany.

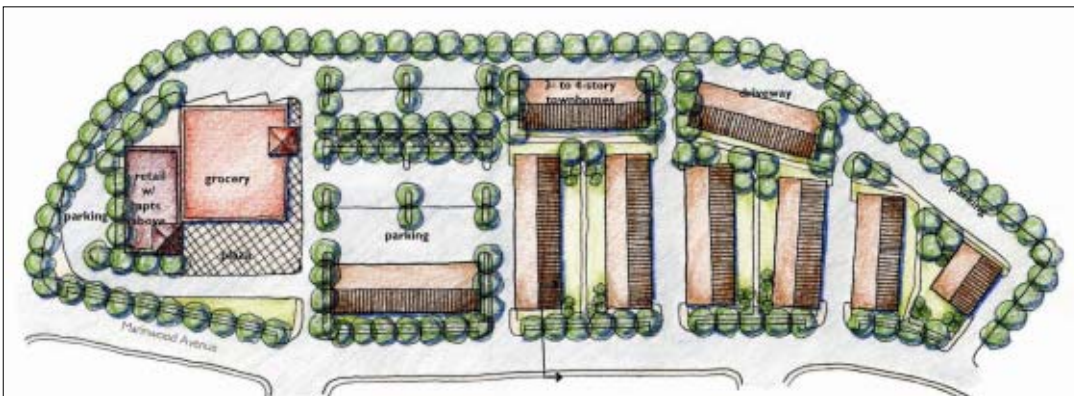
Community Consensus Building

Marinwood Village Community Planning Process

County of Marin

DC&E is working with the property owners of Marinwood Plaza, Marinwood residents and County of Marin staff and elected officials and developer BRIDGE Housing to develop a consensus-based vision for a mixed-use village center at Marinwood Plaza. David Early of DC&E is leading a series of meetings to discuss programming issues for the site, with a focus

on economic feasibility, community desires and possible retail tenants. As we will do for the waterfront site, DC&E also prepared drawings of alternative development concepts for the Marinwood Village site that address land use mix, building massing, circulation and parking, streetscape elements and open space amenities. Working with the community, developers and County, DC&E conducted two community workshops to review the alternatives and finalize a preferred alternative for the site. As a result of DC&E’s facilitation, the preferred alternative allows the property owner, the community and the County to





Bay Area Regional Smart Growth Strategy

Association of Bay Area Governments (ABAG) and other regional agencies

In 1999, ABAG joined the Metropolitan Transportation Commission, the Bay Area Air Quality Management District, the Bay Conservation and Development Commission, and the Regional Water Quality Control Board, along with the Bay Area Alliance for Sustainable Communities, to take a serious look at anticipated growth on the Bay Area in the coming decades. As the prime consultant assisting with this process, DC&E led an interactive public workshop process that served as the core effort for the creation of ABAG's Smart Growth Strategy for the Bay Area. DC&E organized and facilitated two workshops in eight of the Bay Area's nine counties, at which over 2,000 participants

worked with a computer model in real time to allocate new development geographically and to assess the transportation, environmental and land use impacts of various growth scenarios. After the first round of workshops, DC&E and its subconsultants used the results to formulate land use maps of each county. At the second round of workshops, participants reviewed and refined these alternatives. DC&E then synthesized hundreds of maps, policy suggestions, and other comments from participants into a smart growth strategy that establishes a land use pattern, goals and objectives for growth in the Bay Area that is economically and environmentally sustainable and offers equitable benefits to all residents.

Size: San Francisco Bay Area

Time Period: 2000 through 2002

Reference: Victoria Eisen, former ABAG Project Manager, (510) 525-0220

Recreation and Open Space

Laguna de Santa Rosa Protected Lands Trail Plan

Sonoma County Agricultural Preservation and Open Space District

In addition to our experience helping cities plan appropriate waterfront development, DC&E also has a significant background in helping local governments and regional agencies plan for open space conservation and habitat protection. We are currently developing a plan for trails and interpretive opportunities in the Laguna de Santa Rosa, between Santa Rosa and Sebastopol. The Laguna is the largest freshwater wetland complex in coastal northern California, and is the largest tributary of the Russian River. Its rich habitat consists of scenic lowlands and floodplain around marsh, swamp and riparian forest, and hosts nearly 300 species of plants and 250 kinds of birds. Federally-threatened Coho salmon and steelhead both use the Laguna as a corridor to the Russian River. In addition, there is active agriculture on the lands



surrounding the Laguna. DC&E collaborate with District staff, local farmers, and environmental groups to explore alternative locations for trails and parking access. Through this collaborative process, DC&E met the project's goal of protecting the long-term ecological health of the Laguna, allowing continued agricultural production and providing new opportunities for public access, recreation and education.

Size: Approximately 12 miles of trails

Time Period: January 2004 – ongoing

Reference: Maria Cipriani, Sonoma County Agricultural Preservation and Open Space District (707) 565-7360



Mori Point Trail Planning and Design

Golden Gate National Parks Conservancy

Mori Point encompasses 150 acres along the dramatic northern California coastline just south of Pacifica. Like Albany residents, Pacifica residents were deeply concerned about possible development along their waterfront. They organized and mobilized the Pacifica Land Trust, the Coastal Conservancy, and the Trust for Public Land, to acquire Mori Point for permanent preservation. The land was added to the boundaries of the Golden Gate National Recreation Area in 2000. Today, DC&E is assisting Golden Gate National Parks Conservancy and the National Park Service with design of the California Coastal Trail and two east-west connector trails at Mori Point. Like the Bay Trail segment that will cross the Golden Gate Fields property, the trails at Mori Point will offer users access to stunning views and provide important linkages to nearby local, regional and national recreation areas, while protecting sensitive wetlands and special-status species habitat on the site. DC&E is also completing construction documents for the Coastal Trail, including multi-use segments and hiker-only segments. The trails will provide ADA access where possible and will include appropriate trailheads, overlooks, furnishings and interpretive signage. Our ability to complete construction documents for trails, parking and other park facilities will ensure the feasibility of any conceptual designs we create for similar facilities along the Albany waterfront.

Size: 150 acres

Time Period: January 2006 - ongoing

Reference: Jennifer Greene, Golden Gate National Parks Conservancy, (415) 561-3086





Bolinas Lagoon Preserve Conceptual Site Plan

Audubon Canyon Ranch DC&E, in collaboration with Arkin Tilt Architects, completed a conceptual site plan for buildings, circulation and resource enhancement at the Bolinas Lagoon Preserve, on the Marin County coast just north of Stinson Beach. The preserve includes over a thousand acres of natural habitat and is home to large colonies of nesting great blue herons and great and snowy egrets. In addition, it is an invaluable regional asset to scientific research and education. However, the aging facilities are inadequate to serve the current visitorship. DC&E looked carefully at various alternatives for enhancing access to the Preserve as an interpretive and educational site, while continuing to protect it as critical nesting

habitat. The final DC&E plan included new buildings, improvement of site circulation and access to trails, accessible trail segments, and facilities to accommodate existing and anticipated needs for educational and recreational programs.

Size: The Preserve includes over 1,000 acres.

Time Period: May 2002 to October 2003

Reference: John Peterson, Audubon Canyon Ranch, (707) 938-4554

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Thoughtful Waterfront Development

Berkeley Marina Master Plan

City of Berkeley

DC&E’s predecessor firm, Wolfe Mason Associates (WMA), worked closely with a multi-agency steering committee with diverse concerns and priorities, and with City of Berkeley staff to develop the Master Plan for the City of Berkeley municipal marina. The Plan addresses habitat values, public access and recreation and maintenance needs, as well as pedestrian and bicycle trails and opportunities for observation and education. WMA utilized an interactive workshop approach, similar to the approach DC&E is suggesting for the Albany waterfront, to gather public input, including a self-guided field trip of key use areas. The final plan was adopted unanimously by the Berkeley City Council in 2003.



Size: 52 acres of water plus over 10 acres of parkland

Time Period: Master Plan adopted 2003

Reference: Lisa Caronna, City of Berkeley, (510) 981-7006





Richmond Waterfront Transit-Oriented Development Plan

San Francisco Bay Water Transit Authority

The Water Transit Authority is considering establishing ferry service to San Francisco from one of three sites on Richmond's Ford Peninsula, to the north of the Albany waterfront. WTA has hired DC&E to lead a team of civil engineers, architects and economists to prepare a plan for coordinated transit-oriented development on the peninsula that will support the ferry service's ridership. The peninsula is a former industrial area that is now experiencing significant development activity, including the new Richmond City Hall, offices, and proposed mid- to high-rise apartment buildings. DC&E is working with WTA, City staff, local developers, and Port and Marina representatives to build consensus on appropriate high-quality, well-designed development that will support the ferry terminal. We have used a series of workshops and stakeholder meetings to build a compromise between the industrial owner of the project site, industrial users of the site, and



mixed-use housing proponents that allows medium-density housing and industrial uses to co-exist. The DC&E team will also plan for the infrastructure, circulation improvements and financing necessary to implement development.

Size: ½ mile radius around three potential ferry terminal sites

Time Period: March 2006 - ongoing

Reference: John Sindzinski, WTA (415) 291-3377

Oakland Army Base Economic and Site Planning Feasibility Study

Oakland Base Reuse Authority (OBRA)

The decommissioned Oakland Army Base is located at the foot of the San Francisco Bay Bridge, just north of the Port of Oakland Like Albany, the City of Oakland sees this underutilized waterfront site as a tremendous opportunity. For Oakland, the former base is both a new gateway into the city a site for increased economic development opportunities. The Oakland Base Reuse Authority hired a team of planners, designers, architects and economists, led by DC&E, to create a development concept and strategy package for the 170-acre Gateway Development area within this unique bay shore site. Working within an accelerated four-month schedule, the DC&E team conducted a market scan of 25 potential uses for the site, evaluated the site's opportunities and constraints, and prepared four detailed



development alternatives that included site plans, renderings and a thorough evaluation of economic, environmental and social equity performance, similar to the process we would expect to undertake for Albany's waterfront. The DC&E team presented this information to the OBRA Governing Body and the Oakland City Council for review and consideration. The City of Oakland is now using the study to proactively attract desired and feasible development to the site.

Size: 170 acres

Time Period: February 2005 to October 2005

Reference: Aliza Gallo, OBRA, (510) 238-7405

Oakley Waterfront Projects

City of Oakley

The City of Oakley, in eastern Contra Costa County, is located along the southern shore of the San Joaquin River. DC&E is currently working with the City on two projects along its waterfront: developing a master plan for the new 55-acre Dutch Slough Community Park, and, just to the west, providing land use and urban design services for a Specific Plan covering the 373-acre former DuPont manufacturing site. Dutch Slough Park is adjacent to Dutch Slough Marsh, which is undergoing full restoration, and so affords many opportunities to celebrate the cultural and ecological history of the site. The park includes a similar mix of uses as those that have been proposed in the past at the Albany waterfront. DC&E's design, completed as a subconsultant to 2M Associates, balances active uses, including ball fields, picnic areas, restroom buildings and playgrounds, with more passive recreation and interpretive trails along the slough. We are also advocating that



sustainable design principles be incorporated throughout, creating a community destination that educates and inspires the public and is compatible with the adjacent sensitive habitat. For the DuPont site, DC&E is working closely with an CBRE, an economic consultant, to meet the City's goal of providing new job-generating development on the site, while addressing the preservation of the valuable recreational and biological resources the river presents.

Size: one 373-acre site, one 55-acre site

Time Period: January 2004 - ongoing

References: Patrick Miller, 2M Associates, (510) 524-8132 and Terry Margerum, CBRE, (415) 733-5352.





Petaluma Riverfront Urban Design Studies and Development Plans

City of Petaluma and Washington Group International

DC&E recently completed studies for two sites along the Petaluma River in the City of Petaluma. On both sites, DC&E is working closely with City staff and the property owners to prepare alternative design plans for mixed-use infill development that connects with surrounding existing development and respects its riverside setting. Our alternatives address land use mix, development potential, building massing, historic character, multi-modal circulation and riverfront connections and opportunities. As we propose to do in Albany, we are also considering the larger context of the sites, including links to Petaluma's downtown, nearby industrial and commercial users, and the new Sonoma-Marina Area Rail

Transit (SMART) Depot site, and a revitalizing riverfront. DC&E's site plans encourage a vibrant and interactive community; safe and efficient circulation for pedestrians, bicyclists and vehicles; public access to the riverfront; buildings that focus on streets and common open space areas; and sustainable uses.

Size: Approximately 55 total acres

Time Period: August 2005 through September 2006

Reference: Michael Moore, City of Petaluma, (707) 773-4301



Albany Experience

Albany Watershed Management Plan

City of Albany

The Albany Watershed Plan, completed by WMA before it joined with DC&E, went beyond the traditional engineering methods of controlling drainage runoff by incorporating stream restoration, water quality protection and habitat enhancement into one coordinated approach for the City's use in planning, managing and improving Albany's watersheds. A team of engineers, hydrologists and ecologists prepared a video record of five creeks, including biological channel mapping; identified and analyzed creek issues; recommended restoration projects based on function, opportunities, past creek studies, and public policy; and prioritized the recommendations and actions into short and long-term projects.

Size: entire City of Albany

Time Period: completed in 1997



Albany Waterfront Trail

City of Albany

Prior to being acquired by DC&E, Wolfe Mason Associates (WMA) designed and implemented the segment of the San Francisco Bay Trail extending along the Albany Bulb. The trail plan addressed difficult site conditions such as lack of available irrigation, the need to retain on-site stormwater, and coordinated phasing with future work at the Albany Beach and on the Albany Bulb. WMA provided a trail design which included waves of dune grasses and coastal plantings that take the pedestrian and bicyclist along the tidal mud flats and shorebird feeding grounds. Connections to this trail segment and an understanding of the ecological conditions along the trail and on the Bulb will be crucial to the success of the current waterfront planning effort.

Size: approximately one mile of trail

Time Period: construction documents completed in May 1996



Codornices Creek Restoration and Initial Study

Cities of Albany and Berkeley

Responding to a development proposal to locate a parking lot over a culverted section of Codornices Creek, the cities of Albany and Berkeley retained WMA, DC&E's predecessor firm, to study the feasibility of restoring the stream. The community embraced design alternatives to transform the culvert to a year-round, flowing stream following the historical meander. Restoration efforts included bank stabilization with riparian plantings, a fescue slope for picnicking that also serves as the high water flood plain in the winter, a trail and a wood fence forming the edge of the park where native shrubs and fruit trees are planted to provide shade and enclosure. The project serves as a model for interagency collaboration between a variety of entities: two cities, the University of California, three non-profit organizations, a developer, the East Bay Conservation Corps, more than 300 additional hands-on volunteers, PG&E, a daycare center and Berkeley High School. Currently, DC&E is performing the Initial Study and NEPA clearance for further improvements along additional reaches of the Creek.

Size: Codornices Creek between San Pablo Avenue and the UPRR tracks

Time Period: 1994 through 2002



Albany Bicycle Plan

City of Albany

Albany's Bicycle Master Plan outlined opportunities to expand and improve bicycle facilities throughout the City. The Plan included a full bikeway system, including links to the Golden Gate Fields property and the Bay Trail. It also proposed funding sources, and educational initiatives designed to ensure its overall success. Working with the City's Bicycle Advisory Committee, DC&E wrote the Bicycle Master Plan and produced a range of related graphics, including maps, design standards for bicycle facilities, and conceptual designs for a proposed bicycle boulevard pilot program.

Size: entire City of Albany

Time Period: completed in 1997

Reference: Ann Chaney, City of Albany, (510) 528-5760

San Pablo Avenue Vision Plan

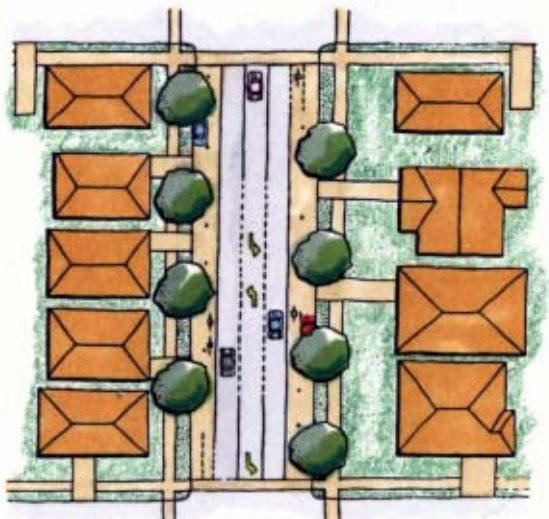
City of Albany

DC&E developed a Vision Plan for the portion of San Pablo Avenue that runs through the City of Albany. This stretch of San Pablo Avenue serves as the community's major link to the north and south, and is one of the City's two main retail corridors. The Vision Plan presented concepts for developing higher densities of housing, retailing and offices, with a more pedestrian-oriented design focus and a higher visual quality. The Plan drew upon market realities to ensure that design concepts were realistic and supported by the business community. The Vision Plan now serves as the primary guide to new development initiatives on San Pablo.

Size: just over one mile of San Pablo Avenue

Time Period: completed in 1997

Reference: Ann Chaney, City of Albany, (510) 528-5760

***Marin Avenue Reconfiguration Expanded Initial Study/ Negative Declaration***

Cities of Albany and Berkeley

DC&E prepared an expanded Initial Study and Negative Declaration for the reconfiguration of Marin Avenue east of San Pablo Avenue in the cities of Albany and Berkeley. The reconfiguration, which was intended to improve pedestrian and bicycle safety and access without significant reduction in vehicular level of service, consisted of restriping Marin Avenue within the existing roadway to reduce the number of travel lanes from two to one per direction, with the addition of a center left-turn lane and two bicycle lanes. Since the potential project impacts were mainly associated with changes in noise and traffic, DC&E worked with the cities to identify appropriate thresholds to apply when monitoring traffic and noise impacts after project implementation.

Size: approximately 1.2 miles of Marin Avenue, between San Pablo and Alameda

Time Period: May 2004 to February 2005

Reference: Ann Chaney, City of Albany, (510) 528-5760



Sustainability

Bay-Friendly Landscape Design Resources and On-Call Design Services

Stopwaste.Org

DC&E is working with the County of Alameda's StopWaste.Org team, as a subconsultant to EOA, Inc., to provide technical review services, and public presentations, and developing model policy language promoting the Bay-Friendly Landscape Program. Bay-Friendly Landscaping is a holistic approach to gardening that works in harmony with the natural conditions of the San Francisco Bay Watershed. Bay-Friendly practices foster soil health, conserve water and other valuable resources while reducing waste and preventing pollution. DC&E is assisting the County with "The Bay-Friendly Landscaping for Member Agencies Project," which provides training, design assistance and grant funding to the 14 cities, and sanitary districts in Alameda County.

Size: Alameda County

Time Period: March 2006 – ongoing

Reference: Laura Prickett, EOA, Inc., (510) 832-2852

LEED-ND Public Health Criteria Study and Rating System Support

US Green Building Council (USGBC)

DC&E has served as a primary consultant to the US Green Building Council (USGBC) and its partners, the Congress for the New Urbanism (CNU) and the Natural Resources Defense Council (NRDC) in developing the new LEED-ND (Leadership in Energy and Environmental Design – Neighborhood

Development) certification system for entire neighborhoods, which will be similar to the existing LEED Green Building Rating System® for individual buildings. Work included research on the linkages between the built environment and on-the-ground public health outcomes, focusing on how neighborhood design can improve public health by encouraging walking and bicycling, enhancing pedestrian and bicycle safety, decreasing air pollution and enhancing public spaces to improve security. DC&E's research served as a basis for setting standards and thresholds for the LEED-ND system. In addition, DC&E supported USGBC and its partners during the public review of the draft rating system by summarizing and responding to public comments, working with a 15-member committee to finalize the rating system, and developing a reference guide that can be used to pilot test the product.

Size: nationwide study

Time Period: November 2004 to June 2005

Reference: Jennifer Henry, USGBC, (202) 828-1162



Neither DC&E as a firm, nor any of its staff as individuals, have ever been employed or worked for any of the following organizations: Magna Entertainment, or any of its affiliates and partners; Caruso Affiliated; Catellus/Santa Fe Realty; gaming interests; the Sierra Club; Citizens for Eastshore Park; or Citizens for an Albany Shoreline.

Hourly Rates

Founding Principal (David Early)	\$210
Principal	\$175
Senior Associate	\$155
Associate	\$125
Project Planner	\$100
Graphics/Word Processing	\$85
Planner	\$80
Clerical	\$65

DC&E bills for travel time at standard hourly rates.

Expenses

Mileage is billed at the IRS rate, currently 44.5¢ per mile.
Office Expenses (phone, fax, etc.) are billed at 2% of DC&E labor.
Mark-up on subconsultants managed by DC&E is 10 percent.

Other expenses, including bridge tolls, are billed at the actual cost, without mark-up.



RESUMES

DAVID EARLY, AICP
FOUNDING PRINCIPAL

Professional Experience

Design, Community & Environment Inc., Berkeley, California. Founding Principal. 1995 through present. Responsible for corporate guidance and all aspects of project and business management on planning, environmental review, urban design and transportation projects. Professional emphasis on community involvement, urban design, land use planning, environmental and visual impact analysis, and bicycle planning.

Brady and Associates, Inc., Berkeley, California. Principal. 1988 through 1995 (Principal beginning in 1992). Responsible for project management and major planning efforts on diverse planning and design projects. Professional emphasis on urban design, land use planning, policy analysis, bicycle planning, and environmental and visual impact analysis.

Education

Master of Architecture and Master of City Planning, University of California, Berkeley. Emphasis on mixed-use urban design, pedestrian environments and transit-oriented suburban development.

Residential Course, International Laboratory for Architecture and Urban Design, Siena, Italy.

Bachelor of Arts, Community Studies, University of California, Santa Cruz. Honors on the thesis. Honors in the major.

Teaching and Public Speaking

Instructor, UC Davis Extension, Updating General Plans and Preparing Specific Plans, both courses taught on an annual basis.

Speaker and Panelist at diverse conferences and classes, including:

American Planning Association National Conference
American Planning Association California Chapter Conference
Association of Environmental Professionals State Conference
Riverside County
City of Santa Clarita
University of Florida
California Polytechnic University San Luis Obispo
American Institute of Architects Wisconsin
California Planning Directors' Association
University of California, Berkeley

Teaching Assistant, *Department of Architecture, University of California, Berkeley*, 1986 through 1988.

Honors and Fellowships

Numerous award-winning projects, including:

- ◆ *Bay Area Regional Smart Growth Strategy* for the Association of Bay Area Governments and other regional agencies: Congress for New Urbanism Charter Award, 2002.
- ◆ *Hillsborough Design Guidelines* for the Town of Hillsborough: Honorable Mention in Outstanding Planning for Focused Issue Planning by the Northern Section of the California Chapter of the APA, 2005.
- ◆ *Ames Research Center EIS* for NASA/Ames Research Center, which received the **NASA Group Achievement Award** in 2003.
- ◆ *Livermore Vision Project and General Plan* for the City of Livermore, which received the **Northern California APA Chapter award for Comprehensive Planning, Small Jurisdiction** in 2003.
- ◆ *Avila Beach Specific Plan*, which received the California Chapter of the American Planning Association's **State Award for Planning Implementation for a Small Jurisdiction** in 2001.

- ◆ *Lemoore Downtown Revitalization Plan*, which received the American Planning Association's **1995 National Outstanding Planning Award for Plan Implementation by a Small Jurisdiction**.
- ◆ *Larkspur Downtown Specific Plan*, which received the 1993 award for **Best Comprehensive Plan, Small Jurisdiction** from the Northern California Section of the American Planning Association California Chapter and the **Outstanding Planning Award** from the Northern California Chapter of the American Society of Landscape Architects.
- ◆ **John K. Branner Fellowship**. 1988 through 1989. Major one-year fellowship award for study of architecture and urban design in Western Europe.

Professional Affiliations

Member, American Institute of Certified Planners.

Volunteer and Professional Activities

Member, California Planning Roundtable. Composed of 34 leaders in public- and private-sector planning in California, the Roundtable provides leadership and excellence in planning.

Chair, Livable Berkeley. Livable Berkeley is a non-profit organization that encourages smart growth in the City of Berkeley.

Past-President, Urban Ecology, Inc. Urban Ecology advocates for sustainable urban development. Urban Ecology published the award-winning *Blueprint for a Sustainable Bay Area*, for which Mr. Early served as a project chair.

TOM FORD, AICP
PRINCIPAL

Professional Experience

Design, Community & Environment, Berkeley, California. Principal. 1999 through present. Project Manager for urban design and planning projects, including the *North Burlingame/ Rollins Road Specific Plan and EIR* for the City of Burlingame, the *Irvington Concept Plan* for the City of Fremont, the *Adams Point Urban Design Plan* for the City of Oakland, the *Fairmount Avenue Streetscape Master Plan* for the City of El Cerrito and the *Downtown Revitalization Plan* for the City of Central Point, Oregon.

Calthorpe Associates, Berkeley, California. Urban Designer. 1994 through 1999. Responsible for development plans for walkable, mixed-use neighborhoods for various projects in the United States and abroad; production of planning and design guideline graphics for inclusion in reports and Specific Plans; preparation of the full range of typical drawings, from site analysis drawings for stakeholder workshops to colored illustrations.

Taisei Corporation, Tokyo, Japan. Intern Architect. 1993. Observed and worked in the Japanese system of design-build construction. Produced schematic design for the renovation of 300-seat auditorium at Shinjuku Station.

Industrial Light and Magic, San Rafael, California. Set Designer. 1993 through 1995. Responsible for the drafting of drawings from which scenic carpenters could build theatrical sets. Liaison between Art Director and Construction Foreman. Also produced the graphics package for a multi-scenario document to guide future building strategy at the Lucas Arts media production facilities. Produced building permit drawings.

Urban Construction Laboratory, Berkeley California. Researcher, Special Projects Facilitator. 1990 through 1993. Prepared papers, drawings, and other materials for Emeritus Dean Richard Bender's Urban Construction Laboratory, which studies both new and continuing forms of infrastructure and related technology and design issues. Coordinated the logistical components of travel to and observation of large, North American and European urban projects with members of the GC-5, a consortium of Japanese design-build companies. Assisted a visiting Japanese architect with a study of the management of the architectural design process in multinational projects.

Skidmore, Owings & Merrill, San Francisco, California. **Urban Designer.** 1990. Produced drawings, models, and planning documents for urban design and planning products. Representative projects included Mission Bay; Campus Master Plan, Quad District Precinct Plan and Arts District Precinct Plan for UC Davis; and landscape and road alignment studies for UC Berkeley's century-old Central Glade.

Education

Master of Architecture, *University of California, Berkeley.* American Institute of Architects Scholarship.

Bachelor of Arts, Dramatic Art, *University of California, Davis.* Undergraduate Achievement Award.

Professional Affiliations

Certified Charrette Planner, *National Charrette Institute.*

Member, *American Institute of Certified Planners.*

Publications and Speaking

Panelist, *American Planning Association,* National Convention, 2003.

The Regional City: Planning for the End of Sprawl, by Peter Calthorpe and William Fulton. Contributed drawings.

Great Streets, by Allan B. Jacobs. Contributed drawings.

Urban Revisions, edited by Russell Ferguson. Contributed drawings.

Honors and Awards

Honorable Mention, *Village Center Design Competition.* Channahon, IL.

Charter Signatory, *The Congress for the New Urbanism.*

Compact Development Committee Member, *Greenbelt Alliance.*

Taisei International Fellow, *Taisei Corporation.* Tokyo, Japan.

ALISA SHEN
ASSOCIATE

Professional Experience

Design, Community & Environment, Berkeley, California. Associate. 1999 through present. Responsible for project management, research and report writing for urban design plans, environmental review documents and planning projects with a focus on community participation, visual and land use issues. Project Manager of the *McClellan Heights/ Parker Homes Land Use and Infrastructure Plan and EIR* for the Sacramento Housing and Redevelopment Agency, the *Grover Beach Visioning Project* for the City of Grover Beach, and key staff on the *Tracy General Plan and EIR* for the City of Tracy.

Simon Martin-Vegue Winkelstein & Moris, San Francisco, California. Urban Design Intern. 1998. Assisted in the facilitation of community workshops. Assisted in editing and preparation of exhibits.

Environmental Protection Agency, Washington, D.C. Research Assistant. 1997. Researched long-range trends in transportation and their potential environmental impacts. Helped to foster stronger ties with the business and academic communities.

Planning and Conservation League, Sacramento, California. Research Assistant. 1996. Prepared a report analyzing issues concerning the Federal Energy Regulatory Commission (FERC) relicensing of several hydroelectric projects on the American River in California.

Education

Master of City Planning, *University of California, Berkeley.*

Master of Resource Policy & Behavior, *University of Michigan, Ann Arbor.*
Emphasis on urban design, land use planning and environmental policy.

Bachelor of Arts, Environmental Science, *Columbia University, New York.*
Dean's List.