



PROPOSAL FOR CONSULTING SERVICES

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# Albany Waterfront Planning of the Golden Gate Fields Property

ROMA DESIGN GROUP

OCTOBER 18, 2006

# ROMA

October 17, 2006

Mr. Jeff Bond  
Planning and Building Manager  
City of Albany  
1000 San Pablo Avenue  
Albany, California 94706

RE: Request for Qualifications Planning Consultant Services  
for Albany Waterfront Planning of the Golden Gate Fields Property

Dear Mr. Bond,

ROMA Design Group is pleased to submit this statement of qualifications for the City of Albany's Waterfront Planning effort. We believe our expertise in waterfront planning, our ability to work creatively with communities, and our proven track record in designing and implementing high quality waterfront districts and public spaces, make us particularly suited for this challenging assignment. We are an urban design firm that has gained international recognition for our creative approaches to waterfront design, and our skills in building community consensus and project support. We welcome the opportunity of working with the Albany community and with the property stakeholders to envision the future of this valuable community resource.

ROMA has extensive waterfront experience in major cities around the world, including San Francisco, Seattle, Vancouver, Portland, Auckland, Vancouver, Honolulu, Santa Monica and Anchorage. We are particularly proud of our work on waterfront projects that have contributed to the evolution of San Francisco Bay, reclaiming outmoded maritime, military, industrial and transportation properties for uses that promote public access, environmental stewardship, and a re-integration with inland areas. In San Francisco, ROMA has played a central role in the transformation of the downtown waterfront, including the preparation of

the work as "the most successful example to date – anywhere in the country and perhaps the world - of citizen participatory planning turned into a work of civic art; the result is not a patched-up popular compromise, but a lordly urban vision."

ROMA assisted the City of Berkeley in preparing the Master Plan for the Berkeley Waterfront in 1988. The plan balanced many opposing points of view and addressed a variety of site opportunities and constraints. The adopted plan ultimately established the parameters that allowed for equitable acquisition of significant portions of the property for inclusion within the Eastshore State Park. ROMA's master plan for downtown Suisun City in the early 1990's has led to the dramatic transformation of this industrial waterfront with a necklace of parks and promenades designed by ROMA within

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the Town Center. The firm led the planning effort for the Oakland Estuary in the late 1990's and has gone on to serve as master plan architects for a major mixed-use neighborhood that will create 30 acres of new public open space and forge a stronger link between the Oakland community and its waterfront. We are also assisting the Water Transportation Authority in designing and developing a network of new ferry terminals on the downtown San Francisco waterfront, in South San Francisco, Treasure Island and Hercules.

Ultimately, the future of the Albany waterfront must reflect the values and vision of the community. If changes in land use occur, they need to complement and enhance the value of the waterfront as a significant regional and community resource; they must be worthy of this unique waterfront setting. We see our role as planners and urban designers in helping to give physical form to the community's vision and in formulating an implementation strategy for its successful realization.

As the principal in charge of all of ROMA's waterfront projects over the past twenty-five years, I will commit my personal energies and attention to this project. I will be supported by my partners Jim Adams and Bonnie Fisher, and by our talented senior staff of urban designers, landscape architects and planners.

The attached statement of qualifications follows the format set forth in your RFQ. Please do not hesitate to call if you require any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Boris Dramov". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Boris Dramov, FAIA, FAICP  
President

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## A. QUALIFICATIONS

### Introduction

Albany's waterfront is a precious community resource that represents fifteen percent of the City's land area and its most significant tract of open space and undeveloped property. While Interstate-80 separates the City's 17,000 residents from the Bay, and while much of the area is in private ownership, the future of the waterfront area is central to the City's character and identity. As such, the Waterfront Plan for Albany must incorporate the values and aspirations of the entire community, as it addresses complex issues related to: preservation of the unique waterfront environment and setting; local and regional recreational access, linkages and needs; the role of the existing racetrack in providing fiscal support to the City and School District; the overburdened I-80 and Buchanan and Gillman interchanges; and capital and operational financing for public improvements and open space.

### *ROMA's Background in Waterfront Planning and Design*

ROMA Design Group has planned and implemented numerous waterfront plans and projects over the past twenty-five years in many urban regions within the United States and abroad, including San Diego, Portland, Seattle, Los



*Sports and Entertainment District, San Diego*



*Aloha Tower Development Plan, Honolulu*

Angeles, Honolulu, Vancouver and Auckland. Within the San Francisco Bay Area, ROMA has had the opportunity of planning hundreds of acres of waterfront lands along all portions of the Bay, including waterfront master plans for downtown San Francisco, the 5.5-mile long Oakland Estuary, Oyster Point in South San Francisco, the former Santa Fe lands in Berkeley, the northern waterfront of Alameda, and the downtown waterfront of Suisun City in the Delta. In addition, ROMA has prepared reuse plans for decommissioned military and maritime waterfront sites around the Bay, including the naval bases at Alameda Point and Treasure Island, and the Oak to 9<sup>th</sup> marine facility on Port lands along the Oakland Estuary. The firm is also very active in planning and designing ferry terminals and facilities for the Water Transportation Authority, including the new downtown terminal at the Ferry Building in San Francisco, and planned ferry terminals in South San Francisco, Treasure Island and Hercules. ROMA has also received national recognition for its design of high quality public open spaces including parks, plazas, recreational piers, promenades and streetscapes that promote a rich pattern of use and a memorable sense of place.



*Northeast Waterfront Plan, San Francisco*

We understand the complexities of urban waterfronts – the dynamic forces of water upon land; the specific geographic conditions that influence development and open space, and the multiple and often overlapping regulatory and permitting entities that govern conservation and development. We are also highly aware of the diverse values and public expectations for the waterfront, and have been highly successful in engaging communities and stakeholders in meaningful dialogue that have led to the implementation of highly successful waterfront districts. The San Francisco Chronicle heralded ROMA's plan for the Northeast Waterfront as "...the most striking success to date – anywhere in the country and perhaps the world – of

citizen participatory planning turned into a work of civic art". The highly interactive planning process healed many years of divisive community discourse on the future of this unique resource, and twenty years later has re-integrated the city with more than two miles of urban waterfront, and has created a whole new waterfront neighborhood. While waterfronts – whether they are rivers, lakes or bays – share common characteristics, each has its own local identity and role. Our design approach is one that engages a community to better understand and then to reinforce these unique qualities, to create a distinctive and memorable sense of place, and an achievable and fiscally positive program of implementation.



## Key Personnel

Over the past twenty-five years, Boris Dramov, has led all of ROMA's waterfront planning efforts, supported by his partners Bonnie Fisher and Jim Adams. These three individuals will continue to play a key guiding role in the planning for the Albany waterfront, with the added involvement of our highly skilled and talented senior staff. More specifically:

*Boris Dramov*, FAIA, FAICP will act as the principal responsible for the overall planning and design direction of the project. Mr. Dramov is nationally recognized for his innovative approaches to urban waterfront design, and has personally led all of ROMA's waterfront planning and design efforts over the past twenty-five years. Mr. Dramov is well known for his abilities to work effectively and creatively with communities to create visionary plans that can be implemented. Mr. Dramov is very familiar with the Albany waterfront, having led the firm's efforts in the planning of the Berkeley waterfront in the late 1980's. (California License #C-9999)

*Jim Adams*, AIA, will serve as managing principal responsible for internal coordination of the work effort. Mr. Adams has worked closely with Mr. Dramov for the past 25 years in the design and planning of major waterfront properties including many of those listed above. Mr. Adams is well known for his skill and effectiveness in facilitating complex community outreach processes, a role he played on numerous projects including the Oakland Estuary Plan, Alameda Point, and the redevelopment of the Robert Mueller Municipal Airport in Austin Texas. (California License #C-14645)

*Bonnie Fisher*, ASLA, will serve as the principal landscape architect for the project. Ms. Fisher brings special expertise in environmental planning as well as public space and park design. Ms. Fisher has played this role on all of ROMA's

waterfront projects, including the design and implementation of key public spaces along San Francisco's waterfront, including Piers 7 and 14, the Embarcadero Plaza, and the public space improvements around the Ferry Building. (California License #2288)

In addition, other ROMA principals and senior staff will play a substantive role in shaping the plan for the Albany Waterfront:

ROMA principal *Michel St. Pierre*, AIA will act as the principal urban designer for the project. Michel has more than 20 years of experience in complex urban design and land use planning projects, both with ROMA and with other major firms in the Bay Area. *Craig McGlynn*, ASLA will serve as a senior landscape architect, bringing his extensive experience in the park planning and design. *LeeLee Brown*, senior planner with ROMA will act as the project manager assisting Mr. Adams in the day-to-day coordination of the work and in the facilitation of community workshops and the outreach process. More complete resumes of these individuals are provided at the end of this qualifications statement.



*Typical ROMA workshop with a community.*

<b>PROJECT EXPERIENCE MATRIX</b>	Bay Area Waterfront	Community Outreach Process	Advisory Group or Task Force	Small to Medium-Sized Community	Adjoining Major Highway	Existing Development to Remain	Undeveloped/Underutilized Lands	Bicycle and Pedestrian Access	Sensitive Environmental Features	Waterfront Trails and Open Spaces	Waterfront-Oriented Development	Economic/Fiscal Policies	Financing/Implementation Policies	Project Implementation (Underway or Complete)
Northeast Waterfront Plan, San Francisco	•	•	•		•	•	•	•		•	•	•	•	•
Mid-Embarcadero Transportation and Open Space	•	•	•		•	•		•		•	•			•
Treasure and Yerba Buena Islands Reuse Plan	•	•	•		•	•	•	•	•	•	•	•	•	•
Oakland Estuary Plan	•	•	•		•	•	•	•	•	•	•	•	•	•
Oak to Ninth Brooklyn Basin Redevelopment	•	•			•	•	•	•	•	•	•			•
Berkeley Waterfront	•	•	•		•		•	•	•	•	•	•	•	•
Alameda Point Preliminary Development Concept	•	•	•	•		•	•	•	•	•	•	•	•	•
Northern Waterfront Plan, Alameda	•	•	•	•		•	•	•	•	•	•	•	•	
Oyster Point Master Plan and Ferry Terminal, SSF	•			•		•	•	•	•	•	•			
Waterfront and Town Center Master Plan, Suisun	•	•		•	•	•	•	•	•	•	•	•	•	•
Glorietta Bay Master Plan, Coronado	•	•	•	•		•	•	•	•	•	•		•	•
South Downtown Waterfront Plan, Portland							•	•	•	•	•			•
Coal Harbour Waterfront Plan, Vancouver, BC							•	•	•	•	•			•
Viaduct Harbour, Auckland New Zealand						•	•	•		•	•			•
Alaskan Way Viaduct & Seawall Replacement, Seattle		•	•		•	•	•	•	•	•	•			
Aloha Tower Development Plan, Honolulu			•		•	•	•	•		•	•	•	•	•
Open Space and Recreation Plan, Santa Monica		•			•	•	•	•	•	•				•
UC Field Station, Richmond	•			•	•		•	•	•	•				
Lido Island Specific Plan, Redwood Shores	•	•		•			•	•	•	•	•	•	•	•
Downtown Specific Plan, Petaluma	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Waterfront Plan, Benicia	•	•	•	•		•	•	•	•	•	•			•
San Lorenzo Riverfront Plan, Santa Cruz		•	•		•	•	•	•	•		•			•
Rincon Hill Redevelopment Plan, San Francisco	•	•	•		•	•	•	•	•		•			•
Central Embarcadero Pedestrian Project, San Francisco	•	•	•		•	•	•	•	•	•				•
I-280 Transfer Concept Plan, San Francisco	•	•	•				•	•	•	•	•			•
Point Molate Master Plan, Richmond	•			•		•	•		•	•				•



## Relevant Projects

The following projects provide an overview of ROMA’s waterfront experience and that of the key principals who will lead the Albany waterfront planning effort. These projects represent a wide range of waterfront conditions and responses: some involve a significant open space and recreational component (e.g., Berkeley Waterfront, Glorietta Bay Waterfront, Coronado, Treasure Island, etc.), and some focus on reclaiming and reintegrating waterfront areas with upland areas through the introduction of new land uses as well as open spaces (e.g., San Francisco, Oakland Oak to 9<sup>th</sup>, Auckland, Vancouver, etc.). All of the projects have been guided by considerable community input and dialogue, and all have been aimed at creating a strong sense of place with high quality sustainable environments befitting their unique locations and conditions.

*ROMA’s Bay Area Waterfront Project Experience*



**Northwest Waterfront Plan, San Francisco.**

Beginning in 1979, ROMA led the planning and design of San Francisco’s northwest waterfront, including the redevelopment of South Beach as a mixed-use district of more than 3,000 residential units. The plan has been implemented over the past twenty years, with ROMA designing numerous public improvements including the public space, streetscape and light-rail transit improvements surrounding the recently refurbished Ferry Building, two recreational piers, and the new downtown ferry terminal. *Contact: Anne Halsted, Executive Director, Bay Conservation & Development Commission, 415/352-3600.*

**Mid-Embarcadero Transportation and Open Space, San Francisco.** As part of the implementation of the waterfront plan, ROMA has also served as the urban design consultants and architects for all of the public space and transportation improvements in the Mid-Embarcadero area, including major new open spaces, transit facilities, promenades and pedestrian pathways for the portions of the downtown waterfront liberated by the demolition of the Embarcadero Freeway. These improvements have served to reconnect the downtown with the Bay, and form a necklace of highly successful public spaces along the shoreline. Projects include the Ferry Building Plaza located





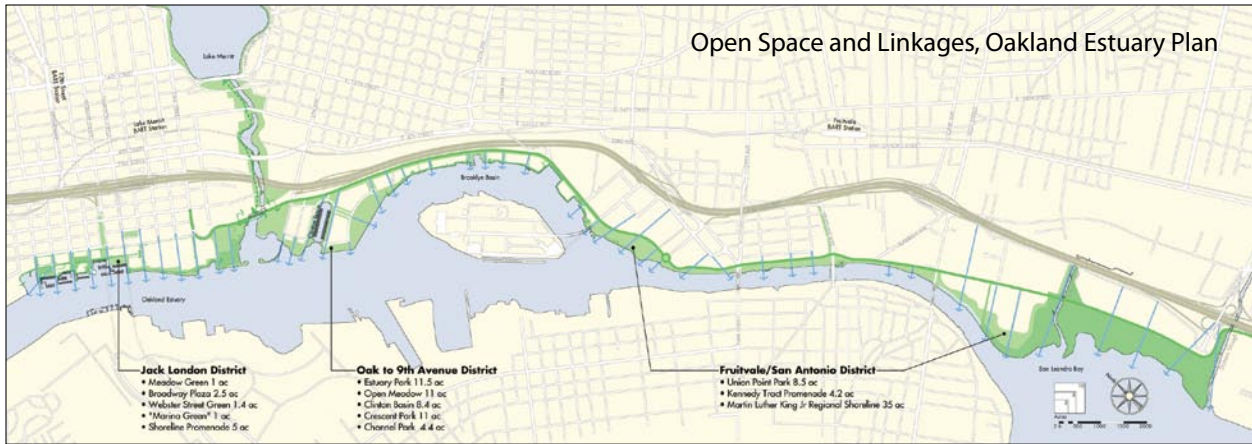


at the foot of Market Street in front of the historic Ferry Building, the Downtown Ferry Terminal, with new public access promenades along the waterside of the Ferry Building, a new breakwater and public access pier for protected mooring, and two new ferry basins for the berthing of six vessels. Construction was completed in 2001 and the second phase of improvements for the expansion of the ferry facilities is now underway. Awarded: Honor Award: Urban Design Category, National American Institute of Architects. Project Budget: \$2.9 million. *Contact: Dan Hodapp, Planner, Port of San Francisco, 415/274-0625.*

***Treasure and Yerba Buena Islands Reuse Plan, San Francisco.*** ROMA prepared plans for the disposition and civilian reuse of Treasure Island and Yerba Buena Island, comprising some 400 acres offshore of San Francisco's downtown. The reuse plan completed in 1998, envisioned the islands as predominantly recreational in nature, with cultural, institutional, entertainment and hotel-oriented uses as well. Treasure Island was seen as part of a necklace of recreational destinations within the bay, made accessible by an expanding ferry systems. ROMA worked closely with an Advisory Committee as well as the Planning Department, Redevelopment Agency and Navy in completing this project. *Contact: Stephen Proud, formerly with Treasure Island Reuse Commission, , 510/749-5889.*







**Oakland Estuary Plan.** ROMA worked with a 27-member advisory committee and the City and Port of Oakland in a collaborative community effort to prepare a waterfront plan for the four mile reach of shoreline bracketed on the one side by the Oakland Airport and the other by the Port of Oakland. The purpose of this planning effort was to knit these waterfront lands back into the city, reclaim them as an integral part of the city fabric and create new opportunities for open space and development to occur. The plan calls for a system of open spaces and parks to be developed comprising more than 55 acres, and proposes a variety of mixed uses and transformations, which will strengthen Oakland's position as an urban center and accommodate growth and development that complements the downtown and adjacent neighborhoods. The plan was unanimously adopted by City Council in 1999. *Contact: Andy Altman, formerly Port of Oakland, 646/549-8380.*

### **Oak to 9th Brooklyn Basin Redevelopment, Oakland.**

ROMA is the Master Plan Architect for Signature Properties, assisting in the redevelopment of an outmoded maritime terminal for a new mixed-use residential community on the Oakland Estuary. This 40-acre infill property, that has long been isolated from the rest of the city, is planned for 3,000 dwelling units as well as associated retail uses oriented to the water. Buildings are designed to contribute to the public environment with active ground level uses, which will create a vibrant urban place. Approximately 30 acres of parkland and promenades will connect to the shoreline and provide opportunities for aquatic events, promenading, jogging, picnicking, bicycling and other informal sports that will extend the larger regional recreational and open space system that has been established at the MLK Regional Shoreline and the proposed reconnection to Lake Merritt. The Oakland City Council gave final approval to the plans in June 2006. *Contact: Michael Ghielmetti, President, Signature Properties, 925/463-1122.*



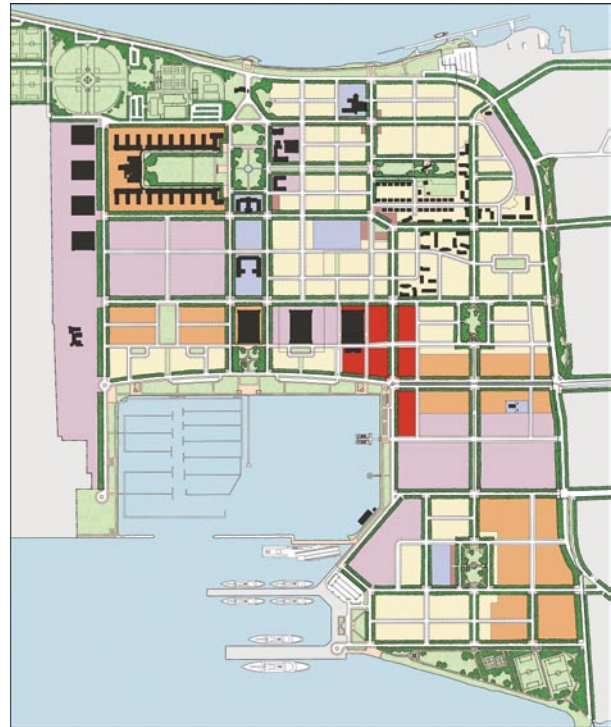




**Berkeley Waterfront.** ROMA was commissioned by the City of Berkeley to prepare the waterfront master plan for the Berkeley Waterfront in 1985. The plan was in response to proposals by the principal property owner Santa Fe Railroad to develop the site with an intensive mixture of urban uses including residential, office, retail, and hotel. Through a highly involved community outreach process, led by ROMA, the resulting plan called for a major public open space supported by a modest component of revenue-generating uses including a waterfront hotel and conference center. The Plan was adopted by the City Council, and successfully overcome subsequent court challenges by the property owner. In 2000, the property was purchased from Santa Fe by the State of California and incorporated into the Eastshore State Park. *Contact Marge Macris, former Planning Director, 415/381-6667.*

**Alameda Area-Wide Strategy.** ROMA prepared an Areawide Strategy for the City of Alameda, the first study to examine future possibilities for reuse of the Alameda Naval Station and Supply Depot and its effects on other transitioning areas within the city. The study included an assessment of market demand and transportation opportunities and constraints to development.

**Alameda Point Preliminary Development Concept.** The project is planned as a mixed-use transit-oriented community that will include 149 acres of open space, 1,735 housing units and approximately 3 million square feet of commercial development on the 700-acre former Alameda Naval Air Station site. The project involves a pedestrian-friendly network of streets and public spaces integrated with existing housing and hangar facilities that will be adaptively reused as part of the new community. *Contact: Andrew Thomas, Supervising Planner, City of Alameda: 510/747-6881.*





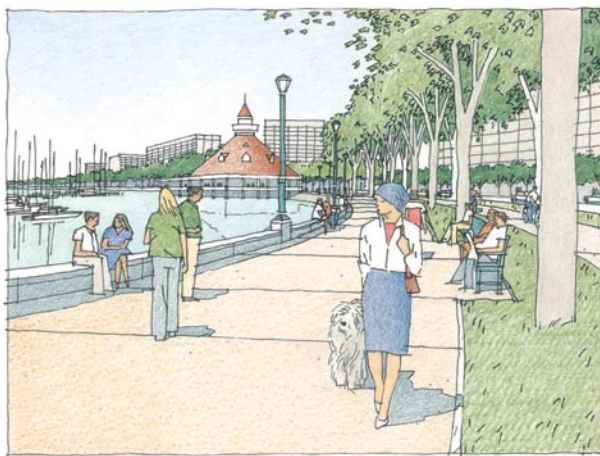
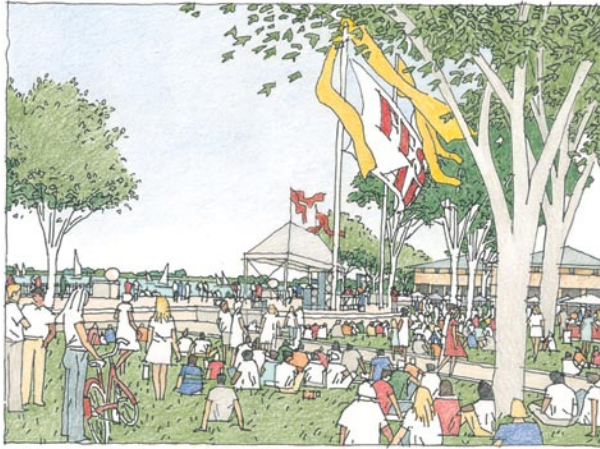
**Waterfront and Town Center Master Plan, Suisun City.** Over the past fifteen years, ROMA has acted as the design architects for Suisun City's dramatic revitalization, preparing the initial master plan and serving as architects and landscape architects on numerous open space and development projects including the Town Plaza, all of the new commercial buildings, the Harbormaster's Building; the new marina and rehabilitated train station and intermodal facilities. The Town Center and Waterfront, which includes new commercial residential and live/work development has been highly acclaimed throughout the country for its innovative mixed-use approach, and a design that is responsive to the historic character of the community. Awards: Ahwahnee Community Design Award; Honor Award, The Waterfront Center. *Contact: Jim Spering, former Mayor of Suisun City, 707/429-1900.*



**Oyster Point Master Plan and Ferry Terminal, South San Francisco.** ROMA is currently working with the Water Transportation Authority on the designs for its South San Francisco Ferry Terminal at the Oyster Point Marina, a landfill site that has demanded unique and innovative solutions to conform with environmental regulations and cost and construction parameters. The firm is also working in parallel with the City of South San Francisco to develop an overall master plan for the 64-acre marina area, that can capitalize on future ferry service to the area. *Contact: John Sindzinski, Manager, Planning and Development, San Francisco Bay Area Water Transit Authority; and Marty Van Duyn, Planning Director, City of South San Francisco, 650/829-6620.*

**Glorietta Bay Master Plan, Coronado.** ROMA prepared a master plan for the City of Coronado's downtown waterfront on Glorietta Bay, including a new 9-acre linear park, City Hall and Community Center. The project represents a significant opportunity for the City of Coronado to create a civic waterfront that can complement and contrast its already rich endowment of ocean beaches. The project will provide a series of civic activities and open spaces along a grand promenade and linear park oriented to Glorietta Bay and linked to the downtown core and Orange Avenue. The project will provide Coronado residents and visitors with an attractive place to gather and meet, and the City with a public waterfront





of civic stature. Public-oriented uses like the Glorietta Bay Park, the boat ramp and the municipal swimming pool provide important public destinations. The project was scheduled for completion in 2004. *Contact Bill Cecil, Engineering and Development, City of Coronado, 619/522-7214.*

**South Downtown Waterfront Plan, Portland.** This project encompassed seven acres of underutilized riverfront property immediately adjacent to downtown Portland along the Willamette River. Long isolated from the surrounding city by a steep change in grade and the crisscrossing of nearby bridges, the project offered exciting potential because of its scenic value and its proximity to nearby employment opportunities and a growing downtown. The plan called for a mixed-use program of housing above retail shops, restaurants and a specialty

hotel, with a program of public improvements including a pedestrian esplanade, a waterfront park and amphitheater, and a 150-slip marina. ROMA assisted the Portland Development Commission in the preparation of a developer solicitation and design manual document, which resulted in the selection of Cornerstone Development for the implementation of the project, which is now known as River Place, and which was completed in the late 1980s. It is one of the most successful mixed-use waterfront projects in the country today. *Contact Larry Dully, Development Director, The Dully Company, 503/525-4490.*





**Coal Harbour Waterfront Plan, Vancouver, BC.** In 1991, Marathon Realty, the real estate division of Canadian Pacific Railways, selected ROMA to assist in the planning and urban design of their waterfront lands on the Burrard Inlet in downtown Vancouver. The 80-acre property represents one of the most attractive and significant real estate opportunities in Western Canada. The railyard function of the site has been phased out, and on the basis of the plan, has been replaced by a new waterfront district comprised of office, residential, retail and cultural uses, oriented to a six-acre Harbour Green that provides downtown Vancouver with a major new amenity and gathering space at the water. *Contact Jim Cox, Port of Vancouver, 604/665-9027.*



**Viaduct Harbour, Auckland New Zealand.** ROMA Design Group was commissioned in 1997 to prepare a master plan for the redevelopment of Viaduct Harbour for the 2000 America's Cup championship. The intention of the City and its private developer partner was to create an attractive venue for the America's Cup while providing for the redevelopment of this maritime industrial area. ROMA's plan calls for the creation of a mixed-use waterfront district with commercial-recreational uses and upper level housing and office oriented to a network of waterfront promenades and public open spaces. The plan also provides for the improvement of the old fishing harbor as a protected staging area for the America's Cup syndicates. The first phase of the project is now completed, extending the fabric of the downtown to the water's edge and providing Auckland with its first people-oriented waterfront destination. *Contact Rob Campbell, CEO, Tappenden Management Limited, 011-649-357-2070.*



***Alaskan Way Viaduct and Seawall Replacement Project, Seattle.*** ROMA is currently assisting the State of Washington and the City of Seattle as the urban design consultant for the replacement of the elevated, earthquake damaged Alaskan Way Viaduct along Elliot Bay in downtown Seattle. The project involves multimodal transportation solutions, integrated with shoreline protection and open spaces, all aimed at enhancing mobility while creating stronger linkages between downtown and the waterfront. Contact Bob Chandler, Project Manager, City of Seattle, 206/684-7595.

## B. DISCLOSURE

ROMA Design Group has never been employed or commissioned by Magna Entertainment, or any of its affiliates or partners. ROMA has never been employed by, or worked for, the Sierra Club, Citizens for Eastshore State Park (CESP), or Citizens for an Albany Shoreline (CAS).

ROMA was commissioned by Catellus Development Corporation between 2002 and 2005 to prepare a development plan for the Robert Mueller Municipal Airport in Austin Texas. In 2005, Catellus Development was purchased by Prologis. ROMA continues to work for Prologis on the implementation of the airport redevelopment in Austin.

## C. METHODOLOGICAL APPROACH FOR PLANNING PROCESS

ROMA’s approach to waterfront planning projects like Albany’s is to develop a plan that: incorporates community values and objectives, builds consensus among divergent interest groups and stakeholders, responds to the unique qualities and conditions of the site, and can be implemented through achievable public and private sector actions. A significant amount of public dialogue has already occurred in response to Magna Entertainment’s development proposal for the property, and it will be important to build on the outreach effort that has already been initiated. From this effort, it is clear that the community desires a waterfront that provides a greater open space and recreational amenity to the community, completes the regional Bay Trail, provides stronger linkages across I-80 to the upland community, protects the unique environmental conditions of the shoreline, and results in a positive fiscal revenue stream to support the City’s General Fund and the School District. During the process, we will confirm and elaborate on these objectives, through a planning process that includes the following key components:

***Involve all interest groups and stakeholders in an interactive and creative process:*** It is important that Albany’s waterfront planning process be objective and inclusive of the divergent interest groups ranging from open space and environmental activists to the property owner and operators of the existing racetrack. To this end, we would recommend the formation of an Advisory Group, comprised of community representatives, regional open space and environmental advocates, property owners, City business and adjacent neighborhood representatives, key policy makers, etc. We have found such groups to be highly effective in promoting a meaningful dialogue and a successful tool in building consensus and understanding in a

divided community. The Advisory Group's role would be to provide input and advice to the planning team, to resolve and reconcile difficult issues, to provide a direct conduit to the larger community, and to provide recommendations to the Planning and Zoning Commission and to the City Council. We would propose regular public workshop sessions, facilitated by ROMA and hosted by the Advisory Group at each stage of the work. For instance, we would envision at least six public workshops focused on the following topics:

*Much discussion has already occurred over the future of the waterfront lands in Albany. Principles related to:* the provision of open space and recreational facilities; improved pedestrian and bicycle linkages to and along the shoreline; enhanced environmental protection; traffic mitigations to maintain appropriate levels of service; fiscal performance to maintain or increase existing revenues to the City and School District; and ongoing operational requirements of the racetrack, need to be clearly articulated as a way of measuring the performance of subsequent planning options. These and others will be formulated with the Advisory Group and the community in a clear statement of principles. The discussions could help to reduce the polarity of points of view by focusing on critical questions related to the relationships between open space and development, and how appropriate development might contribute to the viability and quality of open space and help in its implementation.

*Gain an In-Depth Understanding of Existing Conditions and Identify Principles for the Future of the Waterfront:* At the outset of the project, ROMA will review and evaluate all relevant information regarding the property, including: the level of development that would be possible under existing entitlements and commitments; previous plans and concepts for the site including those of the Sierra Club and the prop-

erty owner; environmental factors (e.g., wildlife habitat, riparian corridors, wetlands, etc.) that may effect development of the property; traffic and transportation conditions; pedestrian and bicycle linkages, etc.

Explore key issues and options early on to fully understand the implication of various options: We have found it highly useful to explore, expose and quantify key issues early in the process so that stakeholders and community participants gain a more informed and common understanding of critical factors facing the future of the waterfront. Early in the process, we would propose a "sensitivity analysis" that explores some of the critical questions that have been raised by the community, including, for example: the types and quantities of open space and recreational facilities that are most needed to serve local and regional needs; areas of the site that are most and least environmentally sensitive; the amount of tax revenue and the types and magnitude of new revenue-generating uses that would be necessary if the existing racetrack facility were to be replaced; the marketability of such uses on the waterfront, and their ability to be achieved without significant public sector investment; and realistic sources and order of magnitude levels of outside funding that could be applied to the acquisition, construction and maintenance of regional open space on the Albany waterfront.

*Develop fully illustrated alternatives, all of which strive to meet the fundamental planning principles:* ROMA will develop a range of alternative visions for the waterfront, all of which will strive to meet the fundamental planning principles set forth at the outset of the process, and which address the complex and inter-related issues explored in the sensitivity analysis. The alternatives will utilize ROMA's extensive graphic capability, our expertise in the design of waterfront public open spaces, and our urban design capabilities in the creative site



planning of waterfront development. Through illustrative plans, sections and renderings, the alternatives will explore and evaluate various strategic options and scenarios in a way that is understandable and accessible to the community at large, and which will foster meaningful and productive discussion.

*Develop a plan that offers a clear and realistic approach to implementation:* While a long range vision is important in expressing the ultimate potentials of the Albany waterfront, it will be essential for this vision to be based upon sound and achievable implementation measures that: recognize the right of the property owner to continue operation of the race-track under existing land use regulations and agreements; propose short term improvements that improve public access to the waterfront, while maintaining and complementing the existing private use of the property; propose longer-term replacement land uses that enhance the unique waterfront setting, that complement other public objectives for the waterfront, and that maintain or enhance the existing net fiscal revenue stream to the City and School District; that identifies funding sources for the capital and maintenance costs of new open space and public facilities; that provides clear development and design standards for all public and private improvements.

## D. COMPENSATION TERMS

If selected for the project, ROMA will develop a comprehensive scope of work and budget that meets the objectives and resources of the City of Albany. Without a scope of work and input from the City, it is difficult to estimate the precise distribution of hours and resources. However, based upon similar projects in the past we offer the following table that describes current hourly rates and a general estimate of each person's time commitment that could be applied to the project.

Design Principal (Dramov):	\$260, 10-15%
Managing Principal (Adams):	\$230, 15-25%
Landscape Principal (Fisher):	\$230, 10-15%
Urban Design Principal (St.Pierre):	\$160, 25-40%
Sr. Landscape Architect (McGlynn):	\$160, 25-40%
Planner/Project Manager (Brown):	\$110, 50-75%
Graphic Support:	\$80, 30-50%

## KEY PERSONNEL RESUMES



# ROMA

## BORIS DRAMOV, FAIA, FAICP

Boris Dramov is an Architect and Urban Designer, and the President of ROMA Design Group located in San Francisco. He is the ROMA Principal who established the current interdisciplinary practice of the firm. He has established a reputation for design excellence and commitment to the improvement of the urban environment. His work has focused on the transformation of the post-industrial city, the creation of livable communities and the design of public spaces. Over the past twenty years, his completed projects have addressed issues related to the revitalization of historic urban centers and enhancing the identity and livability of cities, towns and regions.

Mr. Dramov was a Loeb Fellow in Advanced Environmental Studies at Harvard University in 1980; he received a Master's of Architecture from Columbia University in 1970; and a Bachelor of Architecture from University of Southern California in 1966. He is a registered Architect and a Fellow of the American Institute of Architects. He was featured in the PBS Special aired in 1996, "Back from the Brink" on his work in the design and planning for the revitalization of cities; he will be featured in an upcoming PBS special on the building and design of memorials, scheduled for June 2002; and he will also be featured in a television special for WCVB-TV 5, with the Boston Globe and MIT on "Beyond the Big Dig", exploring options for the reuse of waterfront lands once occupied by elevated freeway structures.

Boris has worked on projects throughout the United States and abroad, from the design of Orchard Road in Singapore, transit and pedestrian improvements in downtown Manila; the America's Cup Harbour in Auckland (New Zealand) as well as the numerous projects in many cities throughout the United States. He has played a key role in guiding the design and implementation of major urban infill and large scale revitalization efforts that have transformed the face of the American city. His urban design efforts were instrumental, for instance, in the stunning transformation that has occurred on the San Francisco urban waterfront, which resulted in the development of major new residential mixed use infill development as well as major new open spaces and transit facilities.

Boris has focused his work in the design of the public realm. Following the earthquake in 1989, he designed the necklace of public spaces along the bay in the area liberated by the removal of the earthquake-damaged Embarcadero Freeway. These parks, plazas and promenades spaces are in many ways the modern-day equivalent of Golden Gate Park in scale and significance to the life of the city. They extend along the waterfront and into inland sites and focus on a major open space and new civic plaza at the historic cross-roads of the city and adjacent to the landmark Ferry Building. He also designed the new Downtown Ferry Terminal, including the ferry berthing facilities and the associated pedestrian improvements. Boris is the designer of the Third Street Promenade in Santa Monica, which is one of the most vibrant and successful pedestrian streets in the US. Also in Santa Monica, he designed the plazas and public spaces associated with the new Public Safety Building and Civic Center area. Other public space design projects include the integration of the light rail system

# ROMA

**B O R I S D R A M O V , F A I A , F A I C P**

in downtown San Jose, the design of Pacific Avenue in Santa Cruz, the design of public spaces in the small town of Suisun City and the design of numerous other open spaces throughout the west coast and around the world.

Boris was the Team Leader for ROMA's winning submission for the international competition for the design of the Martin Luther King National Memorial on the Capital Mall in Washington D.C.. He continues to lead the design effort as the Design Principal for the Devroux & Purnell/ROMA Design Group Joint Venture that has been engaged by the MLK Memorial Foundation to complete the design and construction documents for this project.

# ROMA

## JIM ADAMS

Jim Adams, ROMA Vice-President and Urban Design Principal is both an architect and planner. His work has involved a broad spectrum of project types from large-scale master plans to site-specific development projects. Much of his focus over the past ten years has been in the design and planning of major infill development sites and their re-integration into the urban fabric.

This work has involved the innovative design of medium and high density housing to create vibrant neighborhoods, the integration of major transportation facilities to enhance mobility and to reduce the dominance of the automobile, and the creation of high quality urban spaces that give structure and identity and a strong sense of community. He has significant experience in the design and planning of transit-oriented development projects and in the design and integration of transit systems and transportation terminals within an urban environment.

Mr. Adams has particular experience in the management of large multidisciplinary consultant teams for significant urban projects involving multiple client and interest groups. He has the ability to coordinate and synthesize complex planning parameters into development plans that achieve operational requirements, public goals and objectives, and financial and market realities. He is also highly experienced in leading community participation processes and in working effectively with divergent stakeholder groups to achieve consensus and public support.

Mr. Adams received his Master of Architecture in Urban Design (with distinction) from Harvard University in 1980, and his Bachelor of Architecture (honors) from the University of Toronto in 1977. He is registered as an architect in California and Texas and member of the American Institute of Architects. He has taught urban design at Harvard University and has been a guest critic at the University of California in Berkeley and at the California College of Arts and Crafts.

Key projects include the reuse plan for a 700-acre former passenger airport in Austin Texas, the Southern Pacific Railyards Plan in Sacramento (which received a National AIA Urban Design Award); and the Midtown, Tasman, Bascom, and Fruitvale transit-oriented development projects in San Jose. Mr. Adams has considerable experience in Asia, including the urban design plan for the central business district of Makati in Manila Philippines, the master plan for Carmelray, a new community south of Manila, and the Urban Design Plan for Tainan City in Taiwan. He presented a paper entitled *Infrastructure Planning for Sustainable Regions and Districts* to an international transportation conference in Singapore in 1995 which outlined a strategy for Asian cities to address critical mobility and growth issues.

# ROMA

## BONNIE FISHER

Bonnie Fisher, Landscape Design Principal of ROMA Design Group has a background in both landscape architecture and environmental planning. Her project experience ranges in scale from the planning for large scale open space preservation and restoration and the planning of new neighborhoods and urban districts to the design and implementation of urban open space, plazas and streetscapes. Over the years, she has increasingly focused her efforts on the design of public spaces and in undertaking landscape architectural projects for urban centers in the US and abroad.

Ms. Fisher is a registered landscape architect, educated at the University of California and the Harvard Graduate School of Design. She has a Masters of Landscape Architecture from UC Berkeley (1980) and a Bachelor's of Arts (*Cum Laude*) from UCLA (1974). Over the course of her career, she has taught and lectured at UC Berkeley, has authored numerous articles and a book (in progress); has served as the keynote speaker at various conferences, such as the National Society of Ecological Restoration, the Urban Land Institute and the American Planning Association. She currently serves on the Chancellor's Advisory Committee for the new University of California campus in Merced and is a member of the newly-formed San Francisco Urban Forest Council. She has served on numerous awards juries, including the American Society of Landscape Architects and the Congress for New Urbanism, and has also received numerous awards for her professional work. She recently assisted the Van Alen Institute in New York City mount an exhibit entitled "Renewing, Rebuilding, Remembering" which featured the transformation of the San Francisco waterfront, along with many other cities around the world.

In many different places and at many different scales, Bonnie has played an important part in enhancing the role and character of open space plays in cities – from defining the urban edge, to protecting and enhancing valuable environmental resources; to creating recreational opportunities; to rejuvenating the life and vitality of streets, plazas and other public spaces that comprise the urban fabric. She has oriented her professional career on the design of interventions that will transform our relationship to the natural landscape, which build identity and a more meaningful public realm and which foster more positive social interaction.

Over the past twenty years, Bonnie has played a key role as the lead designer and planner on such projects as the Green Valley Open Space Plan, to preserve several thousand acres of land along the developing I-80 corridor; the Community Design Plan for Chico, a small town in the Central Valley; the Plan for Village I in Modesto, which served as a model for growth at the urban fringe; the Santa Monica Open Space Plan and Recreational Program; the design of Pier 7 on the San Francisco waterfront; and North Park, a major new park which is the central focus of a new high density community in San Jose. She has also contributed as a key member of the design team for numerous projects that have resulted in the transformation of the San Francisco waterfront, the Santa Monica downtown, and the historic center of the small town of Suisun City. Currently, she is actively involved in the urban design effort associated with the replacement of the Viaduct and Seawall on the Seattle waterfront and is the Landscape Architect for the design of the Martin Luther King National Memorial on the Capital Mall in Washington, DC.

# ROMA

## MICHEL ST. PIERRE

Michel St. Pierre is a principal of ROMA Design group, and has over 25 years of experience in all phases of master planning, urban design and architecture, from overall project management, initial concept design to preparation of final plan documents and construction support/administration. He has worked both for public and private sector client on master planning and most of his assignments have required him to organize and manage complex interdisciplinary team efforts, which resulted in successful implementation of a broad range of projects.

He received a Master of Science in Architecture and Urban Design in 1984 and a Master of Science in Historic Preservation in 1985 from Columbia University in New York, a Bachelor of Architecture in 1980 from the University of Montreal, in Canada. In addition, he was the recipient of a visiting scholar, cultural exchange program grant from the Dutch Government to study the impact of urban renewal policies and planning on historic town at the School of Architecture / Technische Hogeschool in Delft, The Netherlands during the academic year of 1981-82.

Prior to joining ROMA Design Group, Mr. St. Pierre worked for several architectural/planning firms in the US as both an architect and an urban designer/planner. His experience encompasses transportation and transit facilities, including light rail transit system, multi-modal facilities and airport planning and design. Mr. St. Pierre has extensive experience in development and revitalization of waterfront and transit oriented developments.

# ROMA

## CRAIG S. MCGLYNN

Craig McGlynn is a Senior Associate and Landscape Architect at ROMA. Mr. McGlynn is a licensed Landscape Architect in the states of California and Massachusetts. He received his Masters of Landscape Architecture from Harvard University in 1984 and his Bachelor of Science in Landscape Architecture (honor graduate) from Cornell University in 1982.

Mr. McGlynn's focus at ROMA has been on transit-oriented development and public open space design. He has worked on numerous large-scale projects in both the public and private sector and has extensive experience in conceptual design and master planning, site design and project implementation. His past experience covers a diverse range of project types ranging from park and open space master planning, the design of equestrian facilities and gardens, the restoration of Bryant Park in New York City, as well as award winning corporate facilities for the Codex Corporation in Massachusetts and for the IBM Corporation in Westchester County, New York.

Currently Mr. McGlynn is working on Light Rail Transit improvement projects in the City of San Jose, the Doyle Street Greenway streetscape improvement project for the City of Emeryville and the Alaskan Way Viaduct and Seawall project, involving planning and open space design for the downtown Seattle waterfront.

## LEELEE BROWN

LeeLee Brown is an urban planner, who joined ROMA Design Group after receiving her Master in Urban Planning from Harvard University in 2005. At ROMA, she has worked on projects ranging from a 40-acre residential community in San Jose, CA to the 700-acre redevelopment of a municipal airport in Austin, TX. While at Harvard, she worked for the Boston Redevelopment Authority on the City's plan for the Central Artery, and its policy on Transit-Oriented Development. She produced the studio publication, *"Planning in Paradise, Urban Redevelopment in Honolulu, Hawaii,"* and her work on Honolulu was nominated for Studio Works. Prior to school, she worked for the architecture firms of Machado Silvetti and Associates in Boston, and Bruner Cott Associates in Cambridge.