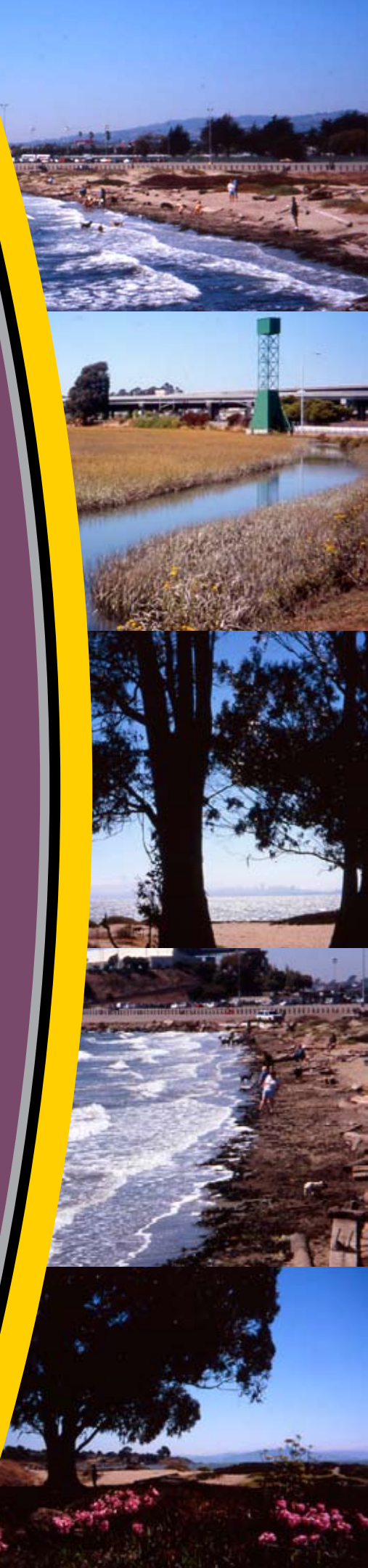




City of Albany

Albany Waterfront Planning of the Golden Gate Fields Property

October 18, 2006



COMMUNITY | CIVIC & PUBLIC SAFETY | RECREATION | EDUCATION | URBAN
ARCHITECTS | ENGINEERS | LANDSCAPE ARCHITECTS | PLANNERS | SURVEYORS

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T. Keith Gurnee

Principal

35 Years of Experience**Education**

Bachelor of Science, City and Regional Planning, California
Polytechnic State University, San Luis Obispo, CA

Affiliations

California Planning Roundtable, Member, 1997-2002
American Planning Association (APA), Member
Urban Land Institute, Member, #15121, San Francisco District
Association
San Luis Obispo City Council, 1971-1977
San Luis Obispo Planning Commission, 1989-1991

Presentations

"Keeping the Funk in Your Waterfront," 2003, The Waterfront
Center Conference, Montreal
"Getting the Most out of Your Open Space Preservation Efforts,"
2003, Livable Communities Conference, San Diego, CA
"When Your Waterfront is a Brownfield," 2002, CRA, Anaheim, CA
"Prince Memorial Greenway," 2001, Urban Streams Conference,
San Luis Obispo, CA
"Bishop's Peak: A Case Study of Open Space Preservation," 2000,
American Planners Association, Bakersfield, CA
"Open Space Preservation Techniques," 1996, American Planners
Association, Modesto, CA

Project Role

Principal in Charge/Project Manager

Related Project Experience

Agoura Hills Open Space Plan
Agoura Hills, CA
Arguello Park Renovation Master Plan
San Carlos, CA
Avila Beach Front Street Enhancement Plan
Avila Beach, CA
Ballona Creek and Trail Focused Special Study
Culver City, CA
Bay Point Waterfront Strategic Plan
Contra Costa County, CA
Bay Street Planning and Implementation
Fremont, CA
Bishop Peak Open Space Acquisition
San Luis Obispo, CA
Calabasas Creek Improvement Plan
Calabasas, CA
Calabasas Old Town Improvements Project
Calabasas, CA
Canyon Creek Park
Gonzales, CA
Cloverdale Vintage Meadows Park
Cloverdale, CA
Comanche Creek Greenway
Chico, CA
Crescent City Harbor Master Plan
Crescent City, CA
Doolin Creek Concept Plan
Ukiah, CA
Fort Bragg Pomo Bluffs Park
Fort Bragg, CA
Gobbi Street Riverfront Park
Ukiah, CA



Resumes

T. Keith Gurnee

Related Project Experience (continued)

Harbor/Watts EDC Waterfront Promenade

Los Angeles, CA

Harford Pier Master Plan

Avila Beach, CA

Lawler Ranch Park

Suisun City, CA

Marina Beach Master Plan

Marina del Rey, CA

Monterey Catellus Parcels Master Plan

Monterey, CA

Moon Ranch

Petaluma, CA

Morro Bay Waterfront Revitalization Project

Morro Bay, CA

Oroville Riverfront Improvements

Oroville, CA

Pacifica State Beach Restoration Plan

Pacifica, CA

Pfendler/Elliott Conservation Easement

Petaluma, CA

Pismo Beach Promenade

Pismo Beach, CA

Pismo Beach Waterfront Urban Design Plan

Pismo Beach, CA

Point Arena Community Park and Trail System

Point Arena, CA

Port of Los Angeles Waterfront Master Plan

San Pedro and Wilmington, CA

Port Townsend Defining the Shoreline

Port Townsend, WA

Ports O'Call Concept Plan

San Pedro, CA

Prince Gateway Park

Santa Rosa, CA

Prince Memorial Greenway

Santa Rosa, CA

Richmond Greenway

Richmond, CA

Russian River RDA Design Guidelines

Sonoma County, CA

Santa Rosa Creek Revegetation

Cambria, CA

Seal Beach Streetscape and Plaza Design

Seal Beach, CA

Sonoma Open Space Acquisition

Sonoma, CA

Tolay Lake Park

Petaluma, CA

Umag Waterfront Revitalization Plan

Umag, Croatia,

Venice Beach Oceanfront Walk

Venice Beach, CA

Wilmington Parkway

Wilmington, CA

Wolf Creek Parkway

Grass Valley, CA

Donald Sibbett

Principal Planner

22 Years of Experience

Education

Bachelor of Science, Landscape Architecture, California State University, San Luis Obispo

Registrations

1989, Landscape Architect, CA No. 3022

Affiliations

American Association of Museums
American Association of State and Local History
Association of Children’s Museums
National Association of Interpretation
National Association of State and Local History

Project Role

Assistant Project Manager

Related Project Experience

Vallejo Waterfront Master Plan
Vallejo, CA
Bay Area Discovery Museum
Sausalito, CA
Exploratorium
San Francisco, CA
Colonel Allen Allensworth State Historic Park
Allensworth, CA
Grand Canyon Village Interpretive Center
Grand Canyon, AZ
Habitot Children’s Museum/Learning Annex
Sausalito, CA
Lake Tahoe Visitor Center
Zephyr Cove, NV
Mendenhall Glacier Visitor Center
Juneau, AK
Oakland Zoo/Valley Children’s Zoo
Oakland, CA
Point Reyes Bird Observatory
Stinson Beach, CA
Sailing Vessel Balclutha
San Francisco, CA
Southeast Alaska Discovery Center
Ketchikan, AK
Tahoe Environmental Research Center
Incline Village, NV
US Department of Agriculture Visitor Center
Washington, DC
Waikiki Master Plan
Honolulu, HI



Resumes

Dierdre E. Callaway

Senior Planner

23 Years of Experience

Education

Bachelor of Arts, City and Regional Planning, California

Polytechnic State University, San Luis Obispo, CA

Associate of Arts, Liberal Arts, Canada College, Redwood City, CA

Affiliations

Sonoma County Alliance

Santa Rosa Chamber of Commerce

Civic/Community Service

Sonoma County Historic Museum

Sonoma County Museum of Contemporary Art (MIOCA)

Sonoma County Land Paths

Related Project Experience

Avila Beach Front Street Enhancement Plan

Avila Beach, CA

Ballona Creek and Trail Focused Special Study

Culver City, CA

Bay Point Waterfront Strategic Plan

Contra Costa County, CA

Cloisters Dune and Wetlands Restoration Project

Morro Bay, CA

Crescent City Harbor Master Plan

Crescent City, CA

East West Ranch Public Access and Resource Management Plan

Cambria, CA

Hearst Ranch/San Simeon Development

San Luis Obispo County, CA

McCrea Ranch

Thousand Oaks, CA

Monterey Catellus Parcels Master Plan

Monterey, CA

Pismo Beach Promenade

Pismo Beach, CA

Pismo Beach Waterfront Urban Design Plan

Pismo Beach, CA

Port of Los Angeles Waterfront Master Plan

San Pedro and Wilmington, CA

Port San Luis Master Plan

Avila Beach, CA

Russian River RDA Design Guidelines

Sonoma County, CA

Ann Baker

Sr Landscape Architect

18 Years of Experience

Education

Bachelor of Architecture, Cum Laude, Harvard University,
Cambridge, MA
Masters of Landscape Architecture, University of California
Berkeley, Berkeley, CA

Exhibits

Astor School Water Garden, Portland, Oregon BES “Landscape for
Rain: the Art of Stormwater” exhibit in Portland City Hall.

Publications

King Estate Park Master Plan, adopted by the Oakland City
Council 1995
Golden Gate Park Erosion Control Plans and Manual 1994 -1995

Affiliations

American Society of Landscape Architects

Presentations

The Visual impacts of development on aesthetics of the Oregon
coast, 1998, ASLA Annual Conference

Related Experience Prior to RRM

Erosion Control and Natural Area Restoration Specialist
Golden Gate Park; San Francisco, CA
Project Manager, East Bay Conservation Corps
Oakland, CA
Housing Developer, Catholic Charities
Oakland, CA
Crew Supervisor, San Francisco Conservation Corps
San Francisco, CA



Resumes

Susanna Diaz

Assistant Planner

Education

Bachelor of Science, City and Regional Planning, California
Polytechnic State University

Affiliations

American Planning Association

Civic/Community Service

Participant in Coastal Cleanup Day

Previous Project Experience

Sustainable Transportation Oriented Development,
San Luis Obispo

- Collected scientific data relating to the environmental and economic effects of transit development.
- Acquired understanding of travel data and related this data to the development of available sites.

Urban Design Concept Plan, Paso Robles

- Developed a Concept Plan for Downtown Paso Robles.
- Analyzed the site and designed possible new structures for the retail, residential, and City services.

Administrative Draft EIR, Paso Robles

- Analyzed the environmental impacts of the Downtown Paso Robles Concept Plan.

Similar Urban Waterfront and Waterfront Parks in the Bay Area



Bay Point Waterfront Strategic Plan, Contra Costa County, CA

Using a series of interactive public workshops, RRM Design Group assisted the Contra Costa County Redevelopment Agency in conducting a community-based design process to develop the waterfront master plan for an approximately 315 acre area fronting the San Francisco bay. With strong community support, RRM's plan envisioned modifying the 2 deteriorating private marinas by consolidating them into a single 715 berth marina with dry storage, parking, marina support facilities, open space, a network of public trails. In the process, RRM was able to create a strong working relationship with the East Bay Regional Parks District and the Bay Conservation and Development District.

Contract Date: 2001

Completion Date: 2003

Size and Composition: 315 acres

Client Reference:

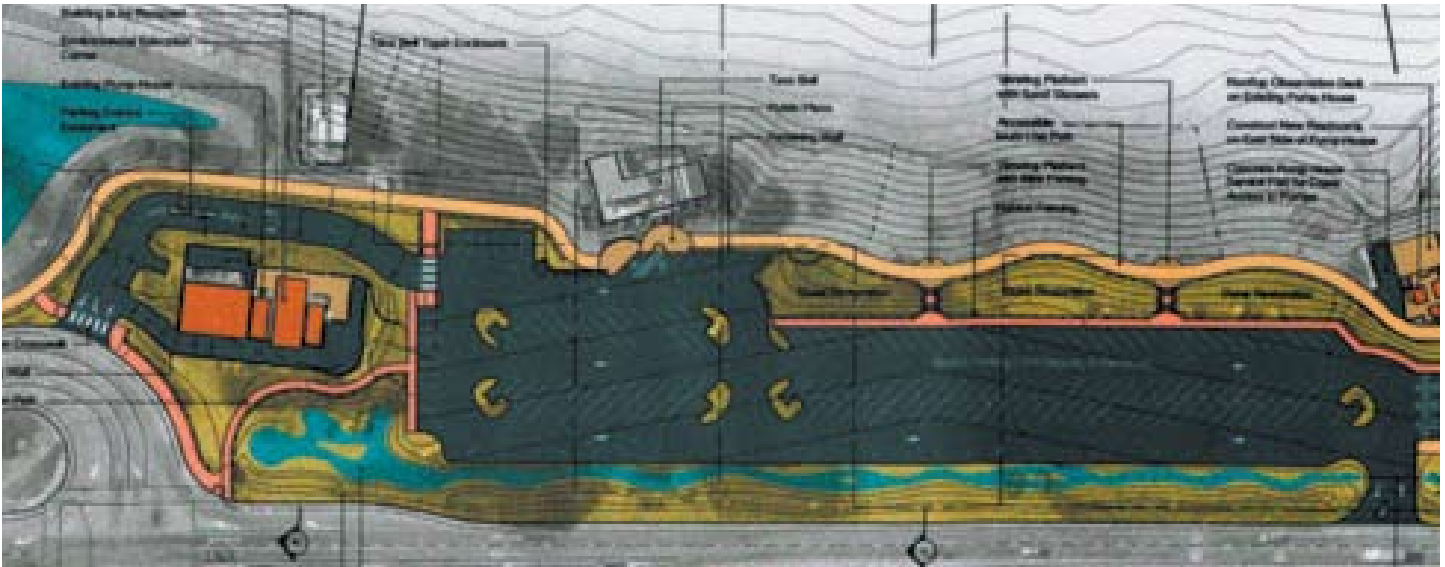
County of Contra Costa

Maureen Toms, Bay Point Project Manager/Principal Planner

Phone: (925) 335-1250



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Pacifica State Beach Restoration Plan, Pacifica, CA

Managing a multi-disciplined team, RRM Design Group prepared a plan to restore Pacifica State Beach and complete a critical link of the Coastal Trail along the coastline of Pacifica. This master plan included the acquisition and demolition of two decaying residences near the beach, the significant restoration of the beach and the mouth of San Pedro Creek, and the creation of new dune habitat and expanded wetlands to address storm water drainage. Major improvements included a reconfigured parking area, new public restrooms, the extension of the Coastal Trail, an undulating “seat” wall, and landscaping improvements. RRM also prepared construction documents for a restored dune structure supporting the Coastal Trail extension.

Contract Date: 2001

Completion Date: 2005

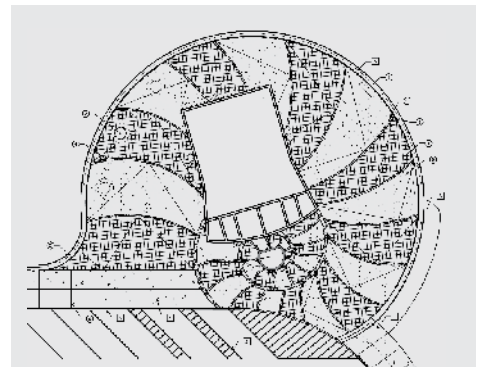
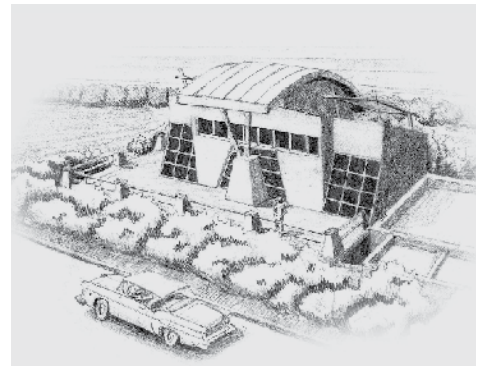
Size and Composition: 18 acres of oceanfront beach along Highway 1

Client Reference:

City of Pacifica

Scott Holmes, Director of Public Works

Phone: (650) 888-9890



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Lawler Ranch Park, Suisun City, CA

Combining the wants and needs of the local community within a controlled maintenance budget, RRM Design Group provided the Master Plan for a 10 acre park site near the Suisun Marsh in the Lawler Ranch Subdivision of Suisun City. The Plan includes park amenities such as a tot lot, a playground, large open turf areas, trees, shaded picnic areas, and formal and informal play areas. The project also provides trail linkage opportunities for visitors to enjoy the Suisun Marsh, an 85,000 acre preserve adjacent to the park site.

Contract Date: 2004

Completion Date: under construction

Size and Composition: 10 acres adjacent to 8,000 acres of Suisun Marsh

Client Reference:

City of Suisun City

Mick Jessop, Parks and Recreation Director

(707) 421-7200



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Pomo Bluffs Park, Fort Braag, CA

RRM Design Group served as landscape architects and interpretive planners for the passive use park and native plant restoration project. The project location was on a bluff overlooking the mouth of the River in this Mendocino Coastal Town. Improvements to the Park included a trail system with interpretive exhibits, extensive native plants, as well as a restroom and parking area for park visitors. The Park was completed in 2005 based on the plans prepared by RRM.

Contract Date: 2004

Completion Date: 2005

Size and Composition: 12 acres near Highway 1

Client Reference:

Green Valley Consulting

Liz Ellis, Principal

Phone: (707) 579-0388



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Prince Memorial Greenway, Santa Rosa, CA

Enlisting widespread community participation, RRM Design Group completed the Master Plan, design development plans, and construction documents for the award-winning Prince Memorial Greenway project. Serving as lead urban designers and landscape architects, RRM collaborated with a team of civil engineers, hydrologists, biologists, and public artists to revitalize a ¾ mile former concrete drainage channel into a lush greenway and trail system connecting Santa Rosa's Downtown core with its historic Railroad Square area. After extensive public collaboration, the design of the project emerged: a parkway with urban design, restoration, and recreation elements, including a multi-modal bike and pedestrian path, parks and plazas, public sculptures, extensive restoration landscaping, and a naturalized creek bottom. Recently featured in the national Landscape Architecture magazine, and with completion of its final phase of Gateway Park in August, 2006 the Greenway is a spectacular success of thriving corridor of trails, parks, and public art in the center of Santa Rosa's urban fabric.



Awards and Recognition

League of California Cities, Helen Putnam Award for Excellence, Public Works, Infrastructure, Transportation, 2004

American Planning Association (APA), California Chapter, Northern Section, Planning Project Award, 2001



California Park & Recreation Society, Facility Design & Park Planning, Park Planning-Special Purpose Award, 2001

Western City Magazine, League of California Cities, Featured Article, "Santa Rosa Transforms an Eyesore Into a Lush Greenway" February 2005

Contract Date: 1996

Completion Date: 2007

Size and Composition: ¾ mile stretch of Santa Rosa Creek in Downtown Santa Rosa

Client Reference:

City of Santa Rosa

Wayne Goldberg, Director Community Development Department

Phone: (707) 543-3220

Similar Urban Waterfront and Waterfront Parks in the Bay Area



Tolay Lake Regional Park, Petaluma, CA

RRM Design Group assisted The Bay Institute and the greater communities in Sonoma County and northern Marin County in resolving the design of a park master plan for Tolay Lake Ranch and in developing the local and state political will necessary to realize it. The 1550 acre site contains a seasonal lake and was the former site of a number of Native American villages that have revealed a treasure trove of archaeological artifacts. Through a design charrette process, RRM helped the community to design their park, leading to the acquisition of the property by the Sonoma County Agricultural Preservation and Open Space District and the State of California.

Contract Date: 2004

Completion Date: 2005

Size and Composition: 1550 acres

Client Reference:

Bay Institute

Grant Davis, Executive Director

Phone: (415) 506-0150



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Point Arena Community Park and Trail System, Point Arena, CA

Employing extensive community outreach, site analysis, and alternative concepts, RRM Design Group developed a successful Park System Master Plan and Feasibility Study for the City of Point Arena. Focused on a key area adjacent to Downtown Point Arena, the Plan uses progressive technologies as well as ecological and sustainable values to protect environmental resources in the park and trail system, to meet present and future recreational demands, and to provide for long-term, efficient facilities. The Plan also incorporates community priorities such as public restrooms, trailheads and trails, drinking fountains, sports fields, an amphitheater, a kiosk/information station, a picnic/BBQ area, a skate park, a swimming pool, a botanical garden and school garden, a community/teen center, and parking.

Contract Date: 2003

Completion Date: 2004

Size and Composition: 15 acre parcel west of Highway 1

Client Reference:

City of Point Arena

Annie Leroy

Phone: (707) 882-2122

Similar Urban Waterfront and Waterfront Parks in the Bay Area



Gobbi Street Riverfront Park, Ukiah, CA

The City of Ukiah retained RRM Design Group to prepare a Park Master Plan for a 43 acre site on the Russian River at the eastern edge of the City of Ukiah. Funded by the California Coastal Conservancy, this effort involved community meetings, exploration of alternative recreation programs, and the development of a Master Plan envisioning the significant restoration of the Russian River corridor, including creation of active-use play fields, a kayak put-in facility, a native plants garden, a dog park, and a restored wetland area. The City approved the plan developed by RRM Design Group and subsequently used it to obtain further Coastal Conservancy funding to implement the improvements envisioned in the plan.

Contract Date: 1999

Completion Date: 2004

Size and Composition: 43 acre parcel

Client Reference:

City of Ukiah

Charles Stump, Planning Director

Phone: (707) 463-6219



Similar Urban Waterfront and Waterfront Parks in the Bay Area



Capitola Village Master Plan, Capitola, CA

Working with the coastal community in Santa Cruz County, California, RRM Design Group completed the Capitola Downtown Circulation and Design Plan and integrated it into a Master Plan for the village core of Capitola. RRM worked closely with the community to identify and prioritize needed improvements. The project created a cohesive Capitola Downtown with an updated character and included a traffic, circulation, and parking analysis; streetscape improvements; funding and improvement strategies; design guidelines; and plaza and gateway designs.



Contract Date: 1996

Completion Date: 1998

Size and Composition: 60 acres

Client Reference:

Kathleen Molloy, former Capitola Community Development Director

Phone: (831) 475-7300

Similar Urban Waterfront and Waterfront Parks in the Bay Area



Monterey Catellus Parcels Master Plan, Monterey, CA

Working with the City of Monterey and the California Coastal Commission, RRM Design Group developed a Master Plan for the Catellus Parcels, located at the foot of Monterey's commercial fishing Wharf II and marina. The Plan extends Monterey's well-known recreation trail along the waterfront, restores an historic railroad structure, reconfigures parking facilities, develops urban plazas (at the entry to the wharf), and extends the City's Window-On-The-Bay Park. Prepared in close concert with the City's Harbormaster, the Plan is now in the process of implementation.

Contract Date: 1999

Completion Date: 2002

Size and Composition: 25 acres

Client Reference:

City of Monterey

Richard Marvin, Senior Planner

Phone: (831) 646-3885

Other Urban Waterfronts and Waterfront Park Projects

Port of Los Angeles Community Consensus Process, San Pedro, CA

Retained by the Port of Los Angeles, the largest port in the Western Hemisphere, the Los Angeles Community Redevelopment Agency, and the Mayor's office of the City of Los Angeles, RRM Design Group worked with the Port and the communities of Wilmington and San Pedro to develop strategic urban design plans for the waterfront area covering approximately 43 miles of waterfront with a trail of 7500 acres in its jurisdiction, with 3300 water acres, and 4200 land acres of the Port of Los Angeles has 700 acres of the community of San Pedro. Integrating the port's industrial, commercial, and recreational properties with San Pedro's downtown business community, the plans strive to increase public access, community waterfront connections, and win/win development strategies for both the Port and its adjacent communities. RRM shaped community consensus through a series of workshops involving key stakeholders, the Port, the City of Los Angeles, the communities of San Pedro and Wilmington, and the Community Redevelopment Agency.

Contract Date: 2000

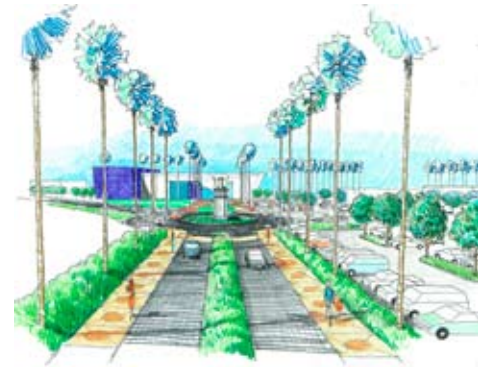
Completion Date: 2002

Size and Composition: 43 miles of 7500 acres

Client Reference: The Wentworth Companies, Inc

John Wentworth, Former Chairman of the Port of Los Angeles Harbor

Phone: (310) 732-2301



Venice Beach Oceanfront Walk, Venice Beach, CA

RRM Design Group provided the planning, construction documents, bid services, cost estimates, and construction administration for the award-winning renovation of the 1.7 mile Venice Beach Oceanfront Walk, the busiest public park in Los Angeles and the second most visited place in California. The project required extensive public outreach, including a series of interactive public meetings, workshops, newsletters, and written and camera surveys. Working with various community groups and City agencies within this divided community, RRM was able to craft a consensus plan by using design solutions that maintained the flair. The design itself proved vandal resistant, safe, low maintenance, innovative, artistic, and attractive. The plan refurbished six restrooms, added four new restrooms, and provided the conceptual design plans for plazas, performance areas, recreational facilities, basketball courts, paths (bike, skate, and pedestrian), public art, gateway monuments, street furniture, and children's play areas. The City of Los Angeles and the California Coastal Commission unanimously adopted the Venice Beach plans, and RRM's work won a statewide American Planning Association Award of Excellence.

Contract Date: 1997

Completion Date: 2001

Size and Composition: 1.7 miles

Client Reference: City of Los Angeles Department of Parks and Recreation

Kathleen Chan, (Retired Acting Superintendent) Phone: (626) 590-4580 - cell

Other Urban Waterfronts and Waterfront Park Projects



Avila Beach Front Street Enhancement Plan, Avila Beach, CA

Through a community-driven process, RRM Design Group provided the Coastal Development Plans (conceptual design through complete construction) for the rebuilding of downtown Avila Beach, a waterfront community that suffered from significant subsurface contamination. The Town's remediation process required extensive demolition. As a result of crafting a State, County, and stakeholder consensus with cost effective scheduling, the Plan included a plaza area, a seawall, a memorial overlook deck, a neighborhood park, a lifeguard/first aid station, an amphitheater, public art, streetscape, beach access, and public restrooms. The innovative design prioritizes accessibility, reflects the flowing contours of the beach and lapping tide, captures the Town's eclectic charm, and uses indigenous materials.



Contract Date: 1999

Completion Date: 2000

Size and Composition: 3.5 acres along the waterfront of Avila Beach

Client Reference: Port San Luis Harbor District

John Zanussi, Project Engineer, Phone: (805) 547-5446

Ventura River Estuary Enhancement Plan, Ventura, CA

Working with the California Coastal Conservancy and Ventura County, RRM Design Group devised an award-winning plan for the restoration and enhancement of the Ventura River Estuary. The enhancement included riparian restoration along the river, its floodplain, and the surrounding dunes; mosaic re-creation of habitat types in a cohesive dune system; habitat protective fencing; and trail soil stabilization (by mixing a product with native soil, creating a hard surface to allow for infiltration of water while preventing paths damage during heavy storms). The plan, which received unanimous endorsement by the California Coastal Commission for its implementation in 1996, won a Award of Excellence from the SCC American Society of Landscape Architects.

Contract Date: 1996

Completion Date: 1997

Size and Composition: 48 acres at the mouth of the Ventura River

Client Reference: City of Ventura

Rich Rojas, Superintendent; Phone: (805) 585-1847



Other Urban Waterfronts and Waterfront Park Projects

Pismo Beach Pier and Promenade, Pismo Beach, CA

RRM Design Group created the comprehensive Urban Design Plan for a six-block waterfront area in downtown Pismo Beach. The Plan redesigned the famous Pismo Pier that was destroyed by the floods of 1983 and then rebuilt in 1986 per this Plan. The Plan also included the Pismo Promenade, an elevated, lateral, wooden boardwalk on the waterfront requiring funds from the California Coastal Conservancy and Caltrans (ISTEA funds). RRM piloted public participation, collaboration with the Coastal Conservancy, design workshops, multi-agency coordination, and three-part phasing for Plan implementation. RRM also provided all background mapping, including topographic map, utility locations, boundary, title, legal descriptions, and determination of the mean high tide line to establish State Land Commission Jurisdiction.

Contract Date: 1986

Completion Date: 2001

Size and Composition: 7 blocks in Downtown Pismo Beach

Client Reference:

David Waton, former Community Development Director

Phone: (805) 544-4444



San Buenaventura State Beach Facilities

After engaging the Channel Coast District staff, the City of Ventura staff, and local residents in public workshops, RRM Design Group renovated the 40 year old facilities at San Buenaventura State Beach for the California Department of Parks and Recreation. Funded by Assembly member Hanna Beth Jackson and her determination to address deferred maintenance and key facilities renovations issues, the redesign included extraordinary improvements to the restroom and beach shower areas, the entrance, the day-use areas, the group picnic areas, and the on-site parking area. The project also advanced circulation (pedestrian, bicycle, and vehicle) and preserved sensitive dune areas.

Contract Date: 2002

Completion Date: 2004

Size and Composition: 35 acres

Client Reference:

California Department of Parks and Recreation Channel Coast District

Rich Rojas, Superintendent

Phone: (805) 585-1847



Other Urban Waterfronts and Waterfront Park Projects



Cloisters Dune and Wetlands Restoration Project, Morro Bay, CA

To preserve scenic views and sensitive dune habitat, RRM Design Group created the Master Plan, design guidelines, and construction documents for an 84 acre, 120 lot residential coastal property in Morro Bay. The site fronts 22 acres of environmentally sensitive coastal dunes and wetlands, calling for comprehensive restoration, re-vegetation, and monitoring focused on eradicating invasive species and restoring native species (with special consideration to the threatened Western Snowy Plover, the indigenous Morro Bay Blue Butterfly, and its host plant, the dune lupine). The Plan includes interpretive exhibits, habitat fences, a boardwalk, and trails for coastal access. RRM Design Group coordinated all approvals and permits through the City, the California Department of Parks and Recreation, the California Regional Water Quality Control Board, and the California Department of Fish and Game.



Contract Date: 1990
Completion Date: 1998
Size and Composition: 22 acres
Client Reference: Keyoto-Morro Bay, Inc.
Andrea Lueker, Director of Parks and Recreation
Phone: (805) 772-6278

Cloisters Community Park, The, Morro Bay, CA

RRM Design Group prepared a comprehensive Master Plan and the construction documents for the 84 acre, 120 lot Cloisters coastal subdivision, 57 acres of which comprise the Cloisters Community Park. The Park encompasses a 22 acre dune and wetland restoration program, a 4 acre community space, and 32 acres of wetlands, trails, and meadows. Park features include group and individual picnic areas, informal grass play areas, trails, interpretive educational displays, and a nautical-themed play area for children for which RRM provided detailed drawings and specifications of a pirates ship, adventure islands and other custom designed play features. All components of the park comply with ADA and CPSC standards. The project was the subject of many community meetings and two Coastal Commission hearings. Since the site is adjacent to Highway 1, view corridor issues were of the utmost importance.

Contract Date: 1986
Completion Date: 1998
Size and Composition: 84 acre, 120 lot Cloisters coastal subdivision
Client Reference: City of Morro Bay
Andrea Lueker, Director of Parks and Recreation
Phone: (805) 772-6278



Other Urban Waterfronts and Waterfront Park Projects

Umag Waterfront Revitalization Plan, Umag, Croatia

RRM Design Group was invited as part of an International Development Assistance Team to prepare a reuse plan for a former military base near the waterfront in Umag, Croatia. RRM conducted bilingual interactive design workshops in Croatia, explored alternative solutions, and prepared a final master plan that enjoyed a strong consensus in the community.

Contract Date: 2005

Completion Date: 2006

Size and Composition: 60 acres

Client Reference:

U.S. Agency for International Development

David Timmons, City Manager

Phone: (360) 379-5043



Crescent City Harbor Master Plan, Crescent City, CA

Managing an expanded team of Urban Designers, CEQA Specialists, Economists, Marine Engineers, and Planners, RRM Design Group developed the Harbor Master Plan, the Local Coastal Plan, and design guidelines for commercial uses along scenic highway and within Crescent City Harbor. In collaboration with harbor management, the RRM consulting team obtained grants and prepared plans to revitalize the harbor with visitor facilities, upgraded commercial fishing facilities, inner and outer boat basins, 2 new hotels, 3 new restaurants, retail space, live work space, a refurbished boat launch, and public restrooms. Using public workshops, the team also conducted detailed analysis of existing conditions, traffic circulation, environmental constraints, infrastructure, local economy, and market forces within the area to determine a range of potential uses holding the most promise for the District.

Contract Date: 2003

Completion Date: 2006

Size and Composition: 25 acres

Client Reference: Crescent City Harbor District

Rich Taylor, Harbor Master; Phone: (707) 464-6174



Other Urban Waterfronts and Waterfront Park Projects



Port San Luis Master Plan, Avila Beach, CA

With a series of Coastal Conservancy grants, RRM Design Group assisted the Port of San Luis and the community of Avila Beach in preparing the Port Master Plan for the Port San Luis Harbor District. RRM provided a facilities needs assessment, a focused user survey, public workshops, a coastal access and implementation plan (with a new policy chapter inserted into the Local Coastal Plan), and schematic design with an evaluation of existing resources and services on the heavily used commercial fishing pier, Harford Pier. RRM also devised the Pier and landing area plan, satisfying State and County mandates that require the Harbor District to evaluate its resources and demonstrate adequate services and parking availability for high-priority coastal dependent uses.



Contract Date: 2000

Completion Date: Due to be completed in 2007

Size and Composition: 32 acres

Client Reference:

Port San Luis Harbor District

Jay Elder, Harbor Master

Phone: (805) 595-5400

Harford Pier Master Plan, Avila Beach, CA

Using extensive public outreach, RRM Design Group developed a facilities needs assessment, a focused user survey, a schematic design, and a pier and landing area plan to satisfy state and county mandates requiring the Harbor District to evaluate its resources and adequate services for the heavily used commercial fishing pier at the terminus of Avila Beach. The design includes parking, dry docks, an icehouse, a harbor office, mobile hoist/haul-out facilities, fuel dock areas, and vehicle circulation improvements. RRM also assisted the Harbor Commission in obtaining grants, project approvals, and construction administration of various project elements.



Contract Date: 1993

Completion Date: 1995

Size and Composition: 6 acres

Client Reference:

Port San Luis Harbor District

Jay Elder, Harbor Master

Phone: (805) 595-5400



Other Urban Waterfronts and Waterfront Park Projects

Ballona Creek and Trail Focused Special Study, Culver City, CA

With funding from the California Coastal Conservancy, Culver City retained RRM Design Group to restore and enhance a four mile stretch of the Ballona Creek flood control channel. This highly creative, multi-discipline urban design project involved land use planning, hydrologic evaluation, CEQA documents, creek restoration, design guidelines, and extensive public outreach. The recommendation of the study proposed to transform the concrete-lined channel into a greenway corridor of landscaped terraces, multi-use trail systems, public art installations, pedestrian bridges, landscape improvements, and a reconfigured, rock-lined, low-flow channel that will connect Baldwin Hills Park to Santa Monica Bay.

Contract Date: 2002

Completion Date: 2004

Size and Composition: 4 mile long stretch on Ballona Creek

Client Reference: City of Culver City

Susan Yun, Associate Planner; Phone: (310) 253-5755



Hearst Ranch/San Simeon Development, San Luis Obispo County, CA

RRM Design Group has long enjoyed a strong working relationship with the Hearst Ranch on its 83,000 acre holdings in San Simeon, California. For this project, RRM helped the Hearst Corporation with a significant conservation transaction involving the State of California sale of 14 miles of coastline and the conservation easement sale limiting the developability of the remaining acreage. RRM's master design consultation, GIS mapping, technical team coordination, public information presentation (slides, projections, brochures, and display boards explaining the ranch's history, proposed resort facilities, and unique relationship with the surrounding communities), and entitlement advising and processing were instrumental in understanding the sensitivities and natural processes at work on the Hearst Ranch. These services facilitated the acquisition by a number of state agencies for nearly \$100 million. RRM will also perform engineering studies for the water system to accommodate phased development of all existing and planned visitor facilities.

Contract Date: 1996

Completion Date: 2005

Size and Composition: 83,000 acre ranch

Client Reference: Hearst Corporation

Martin N Cepkauskas, Director of Real Estate

Phone: (415) 777-8196

RRM Design Group and T. Keith Gurnee, Principal of RRM Design Group and leader of its Sausalito office, the office that will be responsible for preparing Albany's Waterfront Plan has worked in the past for Magna Enterprises.

RRM was retained by Magna Entertainment Corporation (MEC) in July 2000 to assist in the development of due diligence analysis associated with the many properties it had acquired in California, as well as some of those it was about to acquire. At the time we were retained, we were asked to conduct a due diligence analysis for a site it wanted to acquire in Dixon just southwest of Davis, California, as well as Bay Meadows in San Mateo County, California and at Golden Gate Fields for a total fee of \$18,000.

After working with MEC for approximately three months, we became increasingly uncomfortable with the relationship, particularly when it was revealed that they were trying to transform their race track properties into full-on gaming facilities. The working relationship was terminated upon mutual agreement in October, 2001 with only \$5,400 in billings. We have never worked with Caruso Affiliates, Catellus/Santa Fe Realty, any gaming interest or any of the other subsidiaries of MEC. Also, we have not worked with the Sierra Club, Citizens for Eastshore State Park, or Citizens for an Albany Shoreline.

If chosen to assist the City with this project, we will commit that we will not contract in the future with MEC, its partners, or any private future owners of the site without the express permission of the City to do so.

“Connectivity, cohesion, unity...”

These three words perhaps best capture the essence of what the City of Albany is striving to achieve in crafting a Master Plan for its waterfront area.

“Connectivity”

The development of a master plan for the Golden Gate Fields property will not only conclusively resolve the future use of this key waterfront site and allow public access along the shoreline, but it would also provide the opportunity to indelibly bind the urban fabric of upland Albany to its waterfront on San Francisco Bay.

“Cohesion”

Transforming the dark recesses of the looming Highway 80/580 overpasses into inviting gateways to the waterfront, while completing a key missing link in the Eastshore State Park, the Fleming Point parcel will pull the community together as a cohesive whole.

“Unity”

The process to be used in crafting the Master Plan will need to bring people together to create a fresh and inspiring solution, finding common ground with what has been a disparate community and generating the type of strong public consensus necessary to implement such projects in today’s world.

RRM Design Group has worked with a wide variety of subconsultants to meet the needs of similar, past projects. While we would be pleased to recommend certain subconsultants to address the economic, biological reconnaissance, and traffic engineering aspects of this project, we are amenable to working with other subconsultants that the City might favor as part of an integrated team for the Albany Waterfront Master Plan.

The City has also made it clear that it is seeking someone with a blend of award winning design experience with a proven track record of finding a consensus on a master plan where few thought it possible before. The chosen consultant for the Albany Waterfront Master Plan will need to have a firm grasp on the history of the area, particularly the history of the 53 acre Fleming Point parcel that resides within the boundaries of the city of Albany. By history we mean its social and cultural past, as well as its environmental, political, and ownership history.

Presently, Magna Entertainment Corporation (MEC) owns this parcel and operates Golden Gate Fields Race Track on the property. MEC also owns two other parcels to the south, the 29 acre Stable property and the 16 acre North Basin Strip parcel. Both of which are in the City of Berkeley and are outside the focus of Albany’s waterfront planning efforts. Because the Fleming Point parcel has been under private ownership for so many years, the City has previously been reluctant to take control of the planning process for its future use and improvement. As a result, the initiative for waterfront planning has historically been dictated by the property owners.

In 2002, MEC made application for a Specific Plan for its Rancho San Antonio project in the City of Albany, but it was subsequently withdrawn. Another proposal was advanced by Caruso Affiliated under an apparent joint venture with MEC in July 2006, but this application was also withdrawn shortly thereafter. Now that the City has decided to take the proactive step to take control of the planning process, the City hopes to conclusively resolve the future use of this site in a way that will capture the imagination and engender the strong support of its citizens.

In soliciting Statements of Qualifications for a firm to lead the visioning and public outreach process that will result in a master plan for Albany’s waterfront, the City has made it clear that it wants to reserve the right in selecting any necessary



Project Understanding

subconsultants in the field of economics, market feasibility analysis, traffic analysis, biological assessment, and other skills that may be necessary in completing this project.

In addressing the master planning of Albany's waterfront area, there are number of issues that will need to be analyzed, addressed, and conclusively resolved to ensure that this waterfront planning effort will be a successful one. The following are a few of the issues and our thoughts on solving them:

1. Solving The Need for an Expanded Planning

While the Request for Qualifications seems to be limited to the 53 acre Fleming parcel within the City of Albany's jurisdiction, remarks made by the public to the Selection Committee at its October 5, 2006 meeting clearly revealed other changes. The planning area now needs to be expanded to the east, and possibly to the south, in an effort to connect and fuse together upland Albany with waterfront Albany areas that are currently divided from each other by the superstructure of Highway 80 and Highway 580 overpasses. We would propose to resolve an expanded planning area boundary at the outset of the process.

2. Appointing a Waterfront Task Force

Also at the outset, we would recommend the reconstitution of the Consultant Selection Committee into an Albany Waterfront Planning Task Force that would meet on a regular basis throughout the process, host the public workshops, and ensure that the waterfront planning process is meeting the goals and aspirations of the City of Albany and its citizens. While we had originally thought that the Waterfront Committee could play this role, we feel it is important that there be a continuity of membership from representatives of the Planning and Zoning Commission, the Parks and Recreation Commission, City management staff, as well as the Waterfront Committee so that the membership of this Waterfront Task Force can keep their respective commissions informed on its activities and progress.

If any of the current members of the Consultant Selection Committee are reluctant to serve in that capacity, we would still recommend formation of a Waterfront Planning Task Force with comparable representation to that of the Consultant Selection Committee.

3. Providing a "Breakthrough" Facilitation

The City can not afford to have another "ground hog day" failed attempt in master planning its waterfront. Therefore, it will need a public facilitator and a proven consensus builder who can listen to, understand, and build trust within the community. It needs a facilitator who on one hand can inspire the imagination and creativity of the community, while achieving consensus on a master plan for this key site. Therefore, it will take someone who can move beyond the entrenched positions on the proposals of the past to produce a plan that will be fresh, exciting, and sensitive to its environmental context, providing a breakthrough design solution that will bring the community together on its waterfront area.

4. Expanding Eastshore State Park

Past community outreach processes have revealed that there is strong support within the region and the community of Albany to expand Eastshore State Park on the Fleming Point parcel. Some would have the entirety of the parcel devoted to this use, while others would support some tasteful development on the property in return for a strong park and open space component. In any event, one thing is clear: the master plan must include a strong parks and open space component if this process is to succeed.

5. Engaging the Landowners

The past and present tensions between the landowners, the community, and its constituent groups have been palpable. MEC, as the owner of the Fleming parcel, is known for their pursuit of aggressive development proposals, including a casino on the property which has generated strong opposition from many

constituent groups who want to expand Eastshore State Park. If the City does not have the funding or the access to funding to acquire the property from the present owner, the landowners will need to be intimately engaged in a process to find the right balance of parks, open space, and other use areas in a way that can make economic sense to the owners.

6. Understanding that Nobody Will Get Everything That They Want, but Everybody Will Get Something That They Want

If the community is to move beyond the past conflict, we will need to find the golden equation of a design solution that can bring people together instead of tearing them apart. Now that the City of Albany is seizing the initiative and taking control of the planning process, instead of the landowners and developers, the credibility of this approach with the community gives Albany its best chance of reaching a successful conclusion to finally resolve what to do with this spectacular waterfront area.

7. Finding a Firm Who Can Really Pull This Off

The City of Albany has been clear about the challenges this process faces, particularly with respect to the public involvement component of this planning effort. In order to be successful, the consultant selected by the City will need to be a rare bird. It will take someone with the determination to listen to all sides of the issue, someone who is committed to learning about the community and listening to its hopes, aspirations, and fears about its waterfront. It needs someone with stamina and thick skin who can keep an acute focus on the end goals of this endeavor. It needs someone who is objective, reasonable, and communicates with people of all points of view throughout this process. It needs someone who can engage the community on multiple levels in learning about, informing, educating, and inspiring a community. Finally, it will take someone with a proven track record of doing similar projects in highly-contentious, politically challenging climates who has created award-winning and successful

installations in ways that found consensus in a community where few thought it possible before.

8. Knowing that Failure is not an option...

In conclusion, there is probably no bigger project the City of Albany has ever done or will ever do than the development of a master plan for its waterfront area. It cannot fail, and we at RRM Design Group will not let it fail. We will be fully committed to finding an inspiring solution that will bring success and togetherness on Albany's waterfront.

9. Creating the End Result...

The final product of this effort must result in a detailed master plan addressing a mix of land uses, open spaces, circulation networks for automobiles, pedestrians, and bicyclists that can then be molded into a project statement for CEQA and NEPA analysis purposes. It will also be essential that the document enjoy strong public support from the various interest groups and individuals in the community.

Methodological Approach

In addressing the unique needs of the Albany Waterfront Master Plan, we have developed a Methodology that has been universally successful in our waterfront visioning efforts that will be adapted specifically to address the planning, economic, and design sensibilities unique to the community of Albany. Critical to the success of this endeavor will be the public outreach process. While we would recommend a public outreach process that would have the components outlined below to address the needs of the Albany Waterfront Master Plan, we do so with the understanding that the precise design of this public outreach process would need to be resolved in close cooperation with the City and the Waterfront Task Force.

It should be understood that our public workshop process is an informative, educational, and interactive one that is both entertaining and highly focused upon obtaining results. At the conclusion of each workshop, everyone who attends will be able to see the results, understand what the logical next steps would be, and know what their opportunities are for further feedback throughout the process. Among the features of the Albany Waterfront Master Plan, the public outreach process would include the following:

- Hold initial meetings to resolve the design and timing of the Albany Waterfront Master Planning public outreach process and the boundaries of the planning area.
- Conduct interviews with key stakeholders, including elected and appointed City representatives, commissions, City staff, property owners, waterfront interest groups, operators of Eastshore State Park, other neighborhood organizations and interest groups, and individuals who have an interest in the waterfront.
- Hold monthly meetings of the Albany Waterfront Task Force to provide direction and monitor progress.

- Conduct four (4) public workshops during the course of the process, including one to resolve goals, objectives, and the extent of the planning area, a second to identify and prioritize issues and facilitate design brainstorming by the community, another to present alternative concepts and provide feedback on those concepts, and yet another to present a preferred concept and obtain further feedback for refinement.
- Publish quarterly community newsletters to keep the community informed about progress on activities on the waterfront planning process.
- Construct and maintain a website as a link on the City's website to keep residents up to date on the process and its progress.
- Hold regular touch-base meetings with key stakeholders through the course of the project.
- Proceed to take the Final Plan to the City's decision makers in order to commence the CEQA/NEPA process.

In terms of activities anticipated, and the sequence of those activities, we anticipate the three general phases of work as outline below:

Phase I: Getting to Know Albany and Its Waterfront

At the outset of this task would be the need to resolve the final design of the public outreach process, resolve communications protocols, and establish a firm and reliable schedule to which the consulting team would adhere in completing the Albany Waterfront Master Plan. It would also involve initial base mapping, an opportunities and constraints analysis, and a visual biological reconnaissance to make us as familiar with the site and its sensitivities as possible. We will also be conducting a battery of key stakeholder interviews, candid one-on-one sessions with elected and appointed officials, City staff, organizations and



Methodological Approach

interest groups with a stake in the waterfront, the landowners, and the operators of Eastshore State Park, staff of the BCDC, neighborhood organizations, interest groups, and individuals with an interest in the waterfront.

During this phase, we would also anticipate holding the first of four (4) public workshops devoted to discussing and resolving the extent of the desired planning area and goals and objectives that will guide the master planning effort

Phase II: From Alternatives to a Preferred Concept

At the outset of this phase a second public workshop would be held to identify and prioritize issues and facilitate a community design charette wherein the community would provide their own brainstorming of design ideas for the future of the Golden Gate Fields property. Based on the outcome of the second public workshop, our team would prepare a range of alternative concepts with high impact graphics depicting the optional approaches that could be explored on the site and its expanded planning area. These alternatives and their themes, features, and implications would be presented to a third public workshop to obtain close-grained feedback as to preferences for overall alternatives and the features contained in those alternatives. Based on the feedback received, we would then prepare a Preferred Concept Plan that would be presented to a fourth public workshop for more feedback and refinement. During this phase, focused studies would be prepared on the likely economic, traffic, and environmental impacts associated with the alternatives and the Preferred Concept Plan.

Phase III: Finalizing the Albany Waterfront Plan

Following the fourth public workshop, a Draft Final Concept Plan and Plan Report will be prepared using a blend of graphics and text to fully convey underlying themes, features, and implications of the Albany Waterfront Master Plan. This draft would then be taken to the City's commissions and the City Council for

direction and refinement before preparing the Final Master Plan graphic and report. The Final Report will also lay out a strategy for achievement, including phasing and implementation recommendations. At the conclusion of this phase, RRM would present the Final Plan for approval before the Planning Commission and City Council thereby setting the stage for a subsequent phase of CEQA analysis for final approval of the plan.

Compensation Terms

If selected to prepare a proposal, RRM Design Group is confident we can prepare a responsive scope of work with a reasonable fee in a compact timeframe. The hourly rates for each of the individuals who will work on the Albany Waterfront Master Plan are outlined below.

Staff Member	Hourly Billing Rates
T. Keith Gurnee	\$200
Donald Sibbett	\$140
Dierdre Callaway	\$95
Ann Baker	\$110
Susanna Diaz	\$70
Casey Starks	\$75
Secretarial	\$60
Assistant Designer	\$75
Associate Designer	\$85