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Background

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

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

neighbors and work towards consensus on a vision for the future. In addition to creating an environment of trust and openness, the process must also encourage creativity and innovation from citizens, consultants, City staff and the property owner.



DC&E's Approach

DC&E's award-winning skills in community involvement, land use and open space planning, urban design, transportation planning and environmental review make us ideally suited to lead this complex and demanding process. We anticipate that we will follow the general steps outlined below. We understand that the final work program will be developed in close coordination with the Waterfront Committee.

1. Understand Background Conditions

The project will begin with an intensive site visit by our team members and a careful review of past technical studies and regulatory documents. As the site of several previous development proposals, the waterfront's existing conditions have been extensively studied. The site is also subject to many regulations that will influence what can and cannot be developed. We will summarize existing technical studies and regulatory documents in clear, easy-to-read language that can be understood by all participants in the process.

2. Conduct Walking and Bus Tours

After we have established a solid foundation of technical knowledge, we will conduct tours of the project site with City Committee members, City staff, community members and key stakeholders. These tours will encourage informal discussions about how existing conditions could shape the future of the site. We will also lead bus tours of waterfronts in

other Bay Area communities. Maps and descriptions of each tour will be made available so that community members can also conduct self-guided tours.

3. Engage Community Groups

We will work with City staff to conduct direct outreach to a wide variety of community groups. City staff, relevant Committee members and consultants will attend meetings of these groups to discuss the waterfront planning process and tell group members how to get involved. To ensure that the process is highly transparent, a list of participating groups will be available to the public.

4. Facilitate Public Discussions

To identify and reach consensus on the community's vision and values for the Albany waterfront, we will facilitate a series of public discussions about the site. Some of these discussions will be large-scale community meetings that include an educational component, as well as interactive large-group and small-group exercises. We will also facilitate less formal discussions in other venues, such as farmers' markets or other community events.

5. Create a Vision Document

The final outcome of the waterfront planning process will be a concise statement of the community's goals, values and principles that will inform future concepts for the Albany waterfront. Photos and informal sketches will

be used extensively to illustrate the community's vision. We will identify points of consensus and clearly describe any remaining disagreements among community members, so that everyone understands what issues must be resolved as site plans are developed.

Public Involvement Methodology

An open and transparent community involvement process is fundamental to the success of this planning effort. Developing and implementing strong public outreach and participation processes is a cornerstone of DC&E's practice. We follow these proven principles for successful public involvement:

- ◆ **Interest-Based Decision-Making.** DC&E asks the public to separate personality conflicts from the problem being solved; to focus on interests instead of positions; and to be open-minded and creative to invent solutions that offer mutual gain. We have found that these techniques are particularly effective in communities with a history of deep divisions and adversarial relationships.
- ◆ **Balanced Interests.** DC&E will work hard to ensure that input is received from *all* points of view. We will plan public discussions that provide a forum for all participants in the process and allow time for discussion of a full range of opinions. Participants will know that their ideas have been heard, even if not all of them are included in the final consensus-based vision.
- ◆ **Education.** We believe that many of the disagreements about the waterfront's future are based on a lack of clear information. As one of the first steps in the planning process, DC&E will make sure that all participants in the process have a basic understanding of key land use, economic and environmental issues that affect the site. DC&E will present accurate, relevant, and unbiased information in an engaging and easily understood form.
- ◆ **Substantive, Structured Involvement.** Hands-on, substantive involvement is essential in building support for a community vision. We will structure each public discussion to achieve specific goals, focusing on issues most critical to developing a consensus-based plan. We will ensure that each meeting ends with concrete results and moves the project forward.
- ◆ **Open Outcomes.** We are not entering the waterfront planning process with a specific notion of what the future of the site should be, nor will we come to workshops or meetings with predetermined solutions. We will ask participants to come to the process with a similar sincere willingness to listen, and we will use our proven methods to help the community come to consensus and compromise.
- ◆ **Usefulness.** Because DC&E specializes in both land use planning and public process, we have the skills needed to keep the waterfront planning process moving towards practical results. Specifically, we will help the community understand from the outset of the project that the goal is a clear, concise document that will inform future design efforts for the site.

Key Issues

In preparation of this SOQ, DC&E staff have reviewed the City's RFQ and its attachments closely, attended the public meeting of the consultant selection committee on October 4, 2006 visited and photographed the Albany waterfront, researched past planning efforts and read the numerous background reports, technical documents and presentations available to the public. Based on the information we have gathered from these sources, we see the following issues as critical to a successful vision for the waterfront, no matter what its components ultimately are:

Minimize Environmental Impacts

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

Impact Report, we understand the technical and legal complexities of the CEQA process. More importantly, we approach all of our projects, regardless of discipline, with a sincere respect for the environment.

Prioritize Aesthetics

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

Encourage Recreation

The majority of participants in past planning efforts have supported some degree of public access and recreation at the Albany waterfront. The site is included in the Eastshore State Park General Plan and is bordered by established sections of this park to the north and south.

Existing Bay Trail segments already reach from Emeryville to Gilman Street to the south and extend along the Albany Bulb and north to Marina Bay in Richmond. Any vision for the waterfront must include the completion of this segment of the Bay Trail, which would link the Albany Beach, the Bulb and the plateau to the parks to the south and north. The planning process may also consider the feasibility and potential impacts of additional recreational opportunities such as fishing, kayaking and windsurfing, and amenities such as ball fields, playgrounds, or picnic areas. DC&E has completed master plans for parks and recreational facilities ranging from several-thousand-acre open space preserves to neighborhood playgrounds to citywide bicycle networks, so we understand the needs of different user groups and how those needs can best be accommodated.

Ensure Coordination

Numerous parties have a say in the future of the waterfront, and the planning process must engage all of them in order to be successful. In addition to the Albany public, some of the key stakeholders who should be involved are the landowner (Magna Entertainment), the City's Community Development Department, the Recreation and Community Services Department, the Arts Committee, the Economic & Social Justice Commission, the Park & Recreation Commission, the Planning & Zoning Commission, the Traffic & Safety Commission, the Waterfront Committee, the Citizens for the Albany Shoreline (CAS), Citizens for East Shore Parks (CESP), the Sierra Club, and the Albany Waterfront Coalition. The City of Berkeley, the Bay

Conservation and Development Commission, the Coastal Conservancy, the East Bay Regional Park District, the California Department of Parks and Recreation, and the Bay Trail (ABAG) may have input into the process. DC&E has extensive experience with large projects that demand interagency coordination and multi-stakeholder involvement.

Improve Connectivity

Albany's waterfront is separated from the rest of the City by the formidable barrier of Interstate 80 and a tangle of on- and off-ramps. Currently, access to the waterfront is only available at Gilman Street and Buchanan Street. Both access points experience serious traffic congestion problems. Moreover, access to the waterfront for bicyclists and pedestrians is challenging and convoluted. In order to link Albany residents to the site and to regional amenities such as the Bay Trail and the Eastshore State Park, the waterfront planning process must take a "big picture" view of the site and consider how visitors from all of Albany will get to their shoreline to enjoy its amenities. DC&E's Senior Associate, Ian Moore, will advise the team on options for improving bicycle and pedestrian safety and connectivity. He has previously worked on the *Richmond Waterfront Transit-Oriented Development Plan* for the San Francisco Bay Water Transit Authority where DC&E analyzed multi-modal transportation connections to the proposed transit-oriented development and ferry terminal, including pedestrian, bicycle, transit and vehicular access to the site. Additionally, Mr. Moore served as Project Manager for the *Cerrito Creek San*

Francisco Bay Trail Connector Feasibility Study for the Cities of Albany, El Cerrito and Richmond. In this study, these three Cities partnered together to analyze the feasibility of a proposed San Francisco Bay Trail Connector from the Ohlone Greenway (BART right-of-way) to the San Francisco Bay Trail. To support this effort, he applied his expertise in off-street multi-use pathways, on-street bicycle facilities, and stakeholder facilitation. This study, funded by the Association of Bay Area Government and the California Coastal Conservancy, required the analysis of property ownership, trail-roadway crossings, alignment options, and extensive community outreach. Specific issues addressed in this study included documentation of property ownership constraints and easement opportunities, traffic engineering options for accommodation of bicyclists and pedestrians within public rights-of-way, and response to citizen concerns regarding modifications to existing roadway configurations. Segments of the recommended alignment have been implemented by City of El Cerrito and further study is ongoing for segments in the City of Albany.

Furthermore, DC&E's work on the *Albany Bicycle Plan*, the *San Pablo Avenue Vision Plan* and the *Marin Avenue Reconfiguration Expanded Initial Study/ Negative Declaration*, all completed for the City of Albany, means that we are very familiar with Albany's roadway and bikeway network and understand current traffic patterns and conditions.

Understand Economics

The debate about the waterfront's future returns repeatedly to economic issues: the

racetrack's financial stability, its contributions to the City's employment and tax rolls, the feasibility of a hotel on the site, or potential impacts to merchants along San Pablo and Solano Avenues. The planning process must incorporate a sophisticated analysis of these issues that can be translated into plain language to answer questions, clarify rumors and resolve misperceptions. All of DC&E's work is based on a sound understanding of economic factors. We regularly collaborate with economic consultants on urban design and comprehensive planning projects, such as our work on the *Area Two Concept Plan* for the City of Newark, a Bay-shore site, the *Santa Rosa Station Area Specific Plan* for the City of Santa Rosa and the *West Broadway Avenue Specific Plan* for the City of Seaside.

DC&E Qualities

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

Proven Success at Building Consensus

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

- ◆ In Sebastopol, DC&E is engaged in a Specific Plan process intended to balance the

interests of private property owners and strong environmental groups to allow appropriate infill development in the northeastern part of the City, within the context of flood management and riverside enhancement.

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

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

A Commitment to Openness

DC&E's work is founded on the belief that an inclusive process not only builds support for

the final plan, it also creates a richer plan by including many voices and ideas into the final concept. To encourage people to get involved, we must create an environment of honesty and transparency. The City has already made a significant commitment to an open process by keeping the consultant selection process public. DC&E will build on that foundation by requiring a high standard of thoroughness and accuracy in our analysis of the site and potential scenarios; broadcasting news about the planning process and public workshops to the largest possible audience; making project reports, presentations and other materials available to the public easily and quickly; and fostering an attitude of integrity and candor. Our process will allow all sides to get equal time and access to the process, working towards a solution that offers something to all parties. The ultimate success of the project will be based on the willingness of participants to be open to dialogue and compromise.

Knowledge of Waterfront Regulation

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

Albany Waterfront area, such as BCDC, the State Lands Commission and the US Army Corps of Engineers.

Exemplary Design Abilities

DC&E brings a team of talented and experienced designers to the waterfront planning process. Our urban designers and landscape architects have a wide range of design skills that include site and land planning, building design, 3-D simulations, streetscape design, and landscape and open space design. Thus, DC&E brings the full complement of design knowledge and understanding necessary for the creation of a successful land use vision that would integrate effective linkages to the rest of Albany, multi-modal circulation that would accommodate people, cars and bikes, and design guidance to ensure that any development on the site, whether a public restroom or private hotel, enhances rather than diminishes this exceptional site.

A High Level of Professionalism

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

Local Familiarity

Based in North Berkeley since 1995, DC&E staff are very familiar with Albany and its East Bay context. We have completed several past projects for the City, including the *Albany Bicycle Plan*, the *San Pablo Avenue Streetscape Master Plan*, the *San Pablo Avenue Vision Plan*, an Initial Study on improvements to Codornices Creek between San Pablo Avenue and the UPRR tracks, and the *Marin Avenue Reconfiguration Expanded Initial Study/Negative Declaration* for the City of Albany. Two current environmental review projects for which DC&E is providing assistance and documentation are the *Albany Street Closure/Traffic Calming* Initial Study and the *Nielson Street Storm Drain and Sanitary Sewer Improvement Project* Initial Study and Negative Declaration.

In addition, we have assisted Bay Area Economics with land use issues and conceptual site plans for alternative development schemes as part of their analysis of redevelopment efforts along the San Pablo Avenue Corridor and in the Cleveland Avenue/Eastshore Highway District.

This chapter presents the qualifications of the DC&E staff that will be responsible for conducting the public outreach and involvement components of the project and developing concepts for the future of the waterfront.

David Early, AICP, Founding Principal, will serve as DC&E's Consulting Principal and Lead Facilitator of the public workshops. Mr. Early's planning work emphasizes quality urban design and planning solutions grounded in market realities, based on a thorough understanding of the unique locational and environmental context of a place. He has served as Lead Facilitator for many of DC&E's land use, community involvement and visioning projects, including the *Richmond Waterfront TOD Plan* for the San Francisco Bay Water Transit Authority, the *Livermore Vision Project and General Plan Update* for the City of Livermore and the *Bay Area Regional Smart Growth Strategy* for the Association of Bay Area Governments and other regional agencies. His work has won awards at the local, State and national level. Mr. Early is an emeritus member of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California. Additionally, he holds masters degrees in both Architecture and City Planning from the University of California at Berkeley and has over 18 years of experience in planning and design.

Tom Ford, AICP, Principal of DC&E, will serve as Principal-in-Charge and lead urban designer for the waterfront planning process,

leading the analysis of the site and the development of the land use alternatives. Mr. Ford's extensive professional experience has included work on a large number of alternatives-based land use and design projects requiring a detailed understanding of community concerns, environmental constraints, and financial feasibility. He brings strong architectural and urban design skills to all the assignments he undertakes and is an expert in pedestrian-oriented design. Recently, he has led similar land use alternatives exercises for the *Area Two Concept Plan* for the City of Newark, the *Adams Point Urban Design Plan* for the City of Oakland, the *Irvington Concept Plan* for the City of Fremont, the *23rd Street Specific Plan* for the City of San Pablo and urban design studies for two sites along the Petaluma River in the City of Petaluma.

Jeff Williams, Associate, will be DC&E's Project Manager. Mr. Williams has a wide range of relevant experience, including the *Community Design Element* for the City of Santa Cruz that included a Community Design Workshop, where participants established their vision and goals for how the city's character could be reinforced and enhanced for the next 20 years. Another relevant project he worked on was the *Ocean Street Area Plan* for the City of Santa Cruz, which will include land use changes and design improvements on the

Ocean Street corridor, largely reflecting input gathered from a series of public workshops and stakeholder meetings. For the *Oroville General Plan and Development Code Update* for the City of Oroville, Mr. Williams organized and facilitated the plan's community workshops, which established the community's vision and goals for the General Plan Update, and for the *23rd Street Specific Plan* for the City of San Pablo, he supported Mr. Ford in leading land use alternatives exercises. Mr. Williams has a Master of City Planning degree from the University of California, Berkeley.

Ian Moore, Senior Associate, will serve as DC&E's advisor on trails, advising the team on options for improving bicycle and pedestrian safety and connectivity. Mr. Moore has ten years experience in non-motorized transportation, land use, site design, and environmental planning. His areas of specialization include multi-modal corridor planning, bicycle planning, pedestrian planning, trail master planning, and trail feasibility and design studies. In both design and management, Mr. Moore interacts with a broad range of clients, stakeholders, and communities and is skilled at project management, outreach, and overall project coordination. Prior to joining DC&E, he worked for public agencies, transportation planning, and environmental planning consulting firms in San Francisco and Berkeley. Mr. Moore has completed feasibility and design studies for Class-I multi-use trails in a wide variety of contexts including many constrained rights-of-way. Specific projects include the Ojai Valley Trail Extension, the Cerrito Creek San Francisco Bay Trail Connector Feasibility

Study, and the Union City San Francisco Bay Trail Feasibility and Preliminary Engineering Study. Mr. Moore holds a Masters of Landscape Architecture and a Masters in Environmental Planning from the University of California, Berkeley.

Eric Eidlin, Project Urban Designer will be responsible for site design support and report writing. Since joining DC&E in 2006, Mr. Eidlin has been a key staff member of comprehensive planning and urban design projects. His most relevant experience includes the *Richmond Waterfront TOD Plan* for the San Francisco Bay Water Transit Authority, the *Area Two Concept Plan* for the City of Newark, the *MTC TOD Policy Implementation* for the Metropolitan Transportation Commission as a subconsultant to Nelson\Nygaard, and the *Sacramento Railyards Specific Plan and Design Guidelines* for Thomas Enterprises. Mr. Eidlin holds Masters in Urban Design and Urban Planning.

Will Fourt, Project Planner, will be responsible for GIS mapping, further support in research and report writing and public facilitation. Since joining DC&E in 2006, Mr. Fourt has been a key staff member of comprehensive planning and transportation planning projects. His most relevant experience to the Albany Visioning Project can be seen in his work on the *Envision Chino - General Plan 2025* for the City of Chino, where he co-wrote the vision statement, land use alternatives workbook and preferred land use alternative. Mr. Fourt also co-facilitated a visioning workshop for the *San Carlos General Plan Update and EIR* for the City of San Carlos

and interviewed stakeholders, as well as developed alignment alternatives for the *Bay Trail Feasibility Study* for the City of Novato. He holds a Bachelors degree in Geography.

Technical Subconsultants

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

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

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

Community Consensus Building

Marinwood Village Community Planning Process

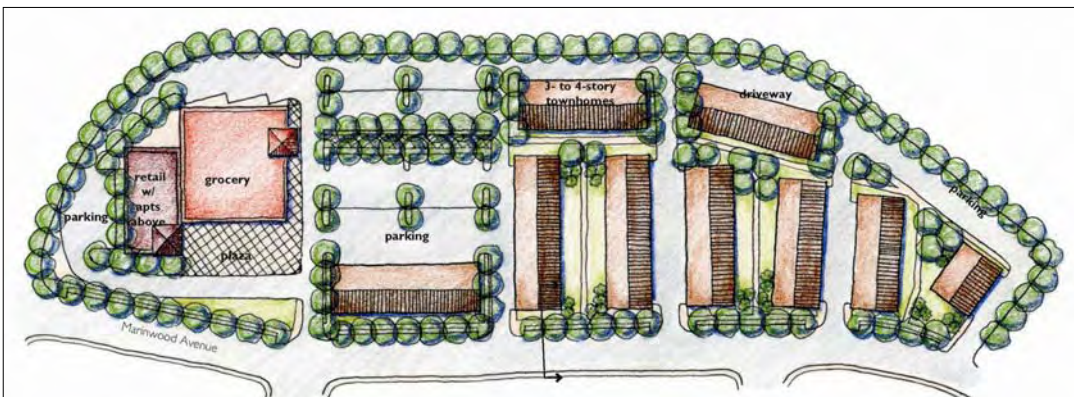
County of Marin

DC&E worked with the property owners of Marinwood Plaza, Marinwood residents and County of Marin staff and elected officials and developer BRIDGE Housing to develop a consensus-based vision for a mixed-use village center at Marinwood Plaza. David Early of DC&E led a series of meetings to discuss programming issues for the site, with a focus on economic feasibility, community desires and possible retail tenants. As we will do for the waterfront site, DC&E also prepared drawings of alternative development concepts for the Marinwood Village site that address land use mix, building massing, circulation and parking, streetscape elements and open space amenities. Working with the community, developers and County, DC&E conducted two

community workshops to review the alternatives and finalize a preferred alternative for the site. As a result of DC&E’s facilitation, the preferred alternative allows the property owner, the community and the County to meet their interests. The County will gain a significant amount of affordable housing, the community will gain a grocery store as one of the retail tenants of the project, and the developer will gain a financially feasible concept. All parties agreed to a set of “guiding principles” that set forth the parameters of development and call for public gathering spaces, pedestrian friendliness, sustainable design and resource-efficient models of construction, renovation, operation, maintenance and demolition. This project provides a model of the creative and collaborative approach DC&E will take to the Albany waterfront planning process.

Time Period: January 2005 – September 2006

Reference: Alex Hinds, Marin County, (415) 499-7001



Livermore Vision Project and General Plan Update*City of Livermore*

DC&E led a major community-wide participation process for the City of Livermore to obtain broad public input on the types of land use and development that should occur in and around the city. Livermore residents were deeply divided over the future of their City, and specifically the fate of North Livermore, the site of some of the last rangeland in the Bay Area and the subject of intense development pressure from homebuilders. In addition, the community had been unable to reach consensus on the best location for a future BART station and the potential for intensifying development in the downtown. The City hired DC&E and a team of technical subconsultants to help facilitate a discussion of these and other issues as a prelude to the General Plan Update. First, DC&E conducted three months of extensive outreach and background work, including a community-wide mail survey. Then, DC&E organized and facilitated five public workshops over three months that brought together residents, landowners, business owners, interest groups and community organizations to educate them on land use and community character issues and formulate a shared community vision of the future. We asked participants to help us create, evaluate, and refine three possible citywide land use alternatives. The outcomes of the workshop process were forwarded to the City Council as a final preferred land use alternative and supporting policy directives, and were unanimously adopted as the foundation for the subsequent General Plan

Update, led by DC&E. The adopted General Plan ultimately called for the preservation of agricultural and open space uses in North Livermore, a new, mixed-use Downtown Area land use designation, and a BART station sited in the Greenville neighborhood on the east side of town. The Livermore Vision Project, General Plan and Downtown Specific Plan won the 2003 Northern California Chapter APA Award for Comprehensive Planning, Small Jurisdiction.

Time Period: May 2001 – February 2004

Reference: Marc Roberts, City of Livermore Community Development Director, (925) 960-4469





Bay Area Regional Smart Growth Strategy

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

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

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

Time Period: 2000 through 2002

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

Recreation and Open Space

In addition to our experience helping cities plan appropriate waterfront development, DC&E also has a significant background in helping local governments and regional agencies plan for open space conservation and habitat protection.

Bay Trail Gap Analysis Study

Association of Bay Area Governments

At a previous position, Ian Moore served as the Project Manager for the Bay Trail Gap Analysis Study. Mr. Moore's experience on numerous site specific Bay Trail feasibility studies providing him with the background assist in developing a methodology for analysis of the entire Bay Trail system. This report was commissioned by the Association of Bay Area Governments (ABAG) Bay Trail Project and the California Coastal Conservancy to answer two of the most commonly asked questions regarding the Bay Trail: "When will it be done?" and "How much will it cost?" The Gap Analysis answered these question by identifying remaining gaps in the system, categorized the gaps by construction type, developing planning level cost estimates, and prioritizing remaining gaps by county. Mr.

Moore worked closely with ABAG Bay Trail Program staff, engineering subconsultants, and geographic information systems specialists under separate contract with ABAG to produce this analysis.

Trancas Crossing Park and Napa River Trail

City of Napa

DC&E is working with the City of Napa to develop a new park and trail at the historic Trancas Crossing site connecting to the Napa River Trail. With a strong community design process, DC&E is developing a recreational amenity while also protecting sensitive biological resources. Trancas Crossing Park will be an environmental refuge along the Napa River, preserving and enhancing existing habitat while providing passive recreational opportunities. DC&E is basing the design for this floodplain site on a strong understanding of the site's geomorphology and hydrology, so as to maintain the rich natural environment and respect environmental processes.



Laguna de Santa Rosa Protected Lands Trail Plan

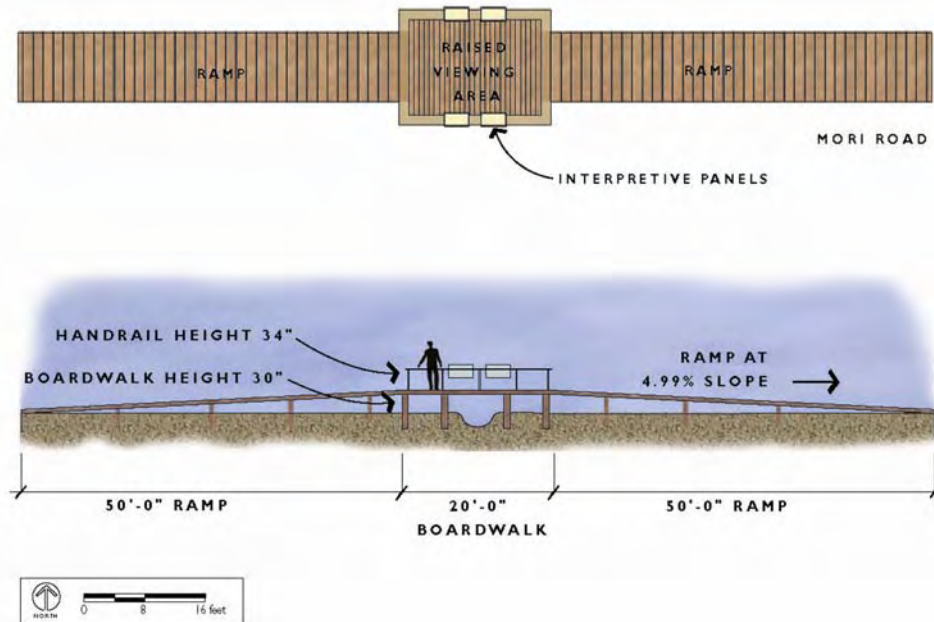
Sonoma County Agricultural Preservation and Open Space District

DC&E developed a plan for 12 miles of trails and interpretive opportunities in the Laguna de Santa Rosa, between Santa Rosa and Sebastopol. The Laguna is the largest freshwater wetland complex in coastal northern California, and is the largest tributary of the Russian River. Its rich habitat consists of scenic lowlands and floodplain around marsh, swamp and riparian forest, and hosts nearly 300 species of plants and 250 kinds of birds. Federally-threatened Coho salmon and steelhead both use the Laguna as a corridor to the Russian River. In addition, there is active agriculture on the lands surrounding the Laguna. DC&E collaborated with District staff, local farmers, and environmental groups to explore alternative locations for trails and parking access. Through this collaborative process, DC&E met the project's goal of protecting the long-term ecological health of the Laguna, allowing continued agricultural production and providing new opportunities for public access, recreation and education.

Time Period: January 2004 – ongoing

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





Mori Point Trail Planning and Design

Golden Gate National Parks Conservancy

Mori Point encompasses 150 acres along the dramatic northern California coastline just south of Pacifica. Like Albany residents, Pacifica residents were deeply concerned about possible development along their waterfront. They organized and mobilized the Pacifica Land Trust, the Coastal Conservancy, and the Trust for Public Land to acquire Mori Point for permanent preservation. The land was added to the boundaries of the Golden Gate National Recreation Area in 2000. Today, DC&E is assisting Golden Gate National Parks Conservancy and the National Park Service with design of the California Coastal Trail and two east-west connector trails at Mori Point. Like the Bay Trail segment that will cross the Golden Gate Fields property, the trails at Mori Point will offer users access to stunning views and provide important linkages to nearby local,

regional and national recreation areas, while protecting sensitive wetlands and special-status species habitat on the site. DC&E is also completing construction documents for the Coastal Trail, including multi-use segments and hiker-only segments. The trails will provide ADA access where possible and will include appropriate trailheads, overlooks, furnishings and interpretive signage. Our ability to complete construction documents for trails, parking and other park facilities will ensure the feasibility of any conceptual designs we create for similar facilities along the Albany waterfront.

Time Period: January 2006 - ongoing

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

Bolinas Lagoon Preserve Conceptual Site Plan

Audubon Canyon Ranch

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

Time Period: May 2002 to October 2003

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



Thoughtful Waterfront Development

Berkeley Marina Master Plan

City of Berkeley

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



Time Period: Master Plan adopted 2003

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





Richmond Waterfront Transit-Oriented Development Plan

San Francisco Bay Water Transit Authority

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

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

Time Period: March 2006 – November 2007

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



Oakland Army Base Economic and Site Planning Feasibility Study

Oakland Base Reuse Authority (OBRA)

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



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

Time Period: February 2005 to October 2005

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

Oakley Waterfront Projects

City of Oakley

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



FIGURE 2B

JULY 2006

DUTCH SLOUGH COMMUNITY PARK CONCEPTUAL MASTER PLAN KEY

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

Time Period: January 2004 - ongoing

References: Patrick Miller, 2M Associates, (510) 524-8132 and Terry Margerum, retired from CBRE, (510) 326-5132.





Petaluma Riverfront Urban Design Studies and Development Plans

City of Petaluma and Washington Group International

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

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

Time Period: August 2005 through September 2006

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



Albany Experience

Albany Watershed Management Plan

City of Albany

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

Time Period: completed in 1997



Albany Waterfront Trail

City of Albany

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

Time Period: construction documents completed in May 1996

Albany Street Closure Initial Study*City of Albany*

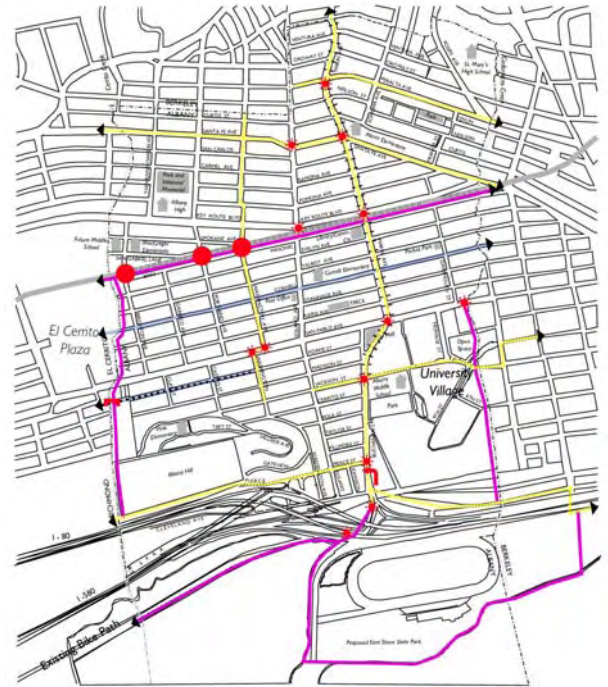
Due to a measured increase in traffic volumes and residents' concerns about noise and safety, the City of Albany is considering traffic calming measures or street closures on residential streets immediately south of the El Cerrito Plaza shopping center. If the City chooses the street closure option, DC&E will complete an Initial Study/Negative Declaration for the project, which will document the project's consistency with the Circulation Element of the City of Albany General Plan and will determine if any environmental impacts are anticipated due to implementation of the project. As required by CEQA, the document will include an Initial Study Checklist, along with text descriptions of environmental effects. In addition to traffic, key issues of concern will be air quality, noise, public safety, and emergency access.

Time Period: February 2007 – Present

Reference: Ann Chaney, City of Albany, (510) 528-5768

**Nielson Street Storm Drain Initial Study/
Negative Declaration***City of Albany*

DC&E is preparing an Initial Study and Negative Declaration for improvements intended to address inadequacies in the stormwater drainage system within the City's Village Creek neighborhood. The project will utilize below-grade boring technology to install 1,500 feet of 30-inch storm drain line, and replace an existing 6-inch sanitary sewer line with an 8-inch line through a pipe bursting



procedure. In accordance with CEQA, DC&E is preparing an IS/ND to identify potentially significant impacts associated with project construction and operation. We are examining all issues required by the CEQA checklist, and identifying the relevant City Standard Specifications/General Provisions and Special General Provisions that would serve to mitigate potential impacts to a less-than-significant level. Given the location of the project within a residential neighborhood and the nature of the improvements, key issues of concern are noise, traffic and air quality.

Time Period: November 2007 – February 2008

Reference: Amber Curl, City of Albany, (510) 528-5765

Codornices Creek Restoration and Initial Study

Cities of Albany and Berkeley

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

Time Period: 1994 through 2002



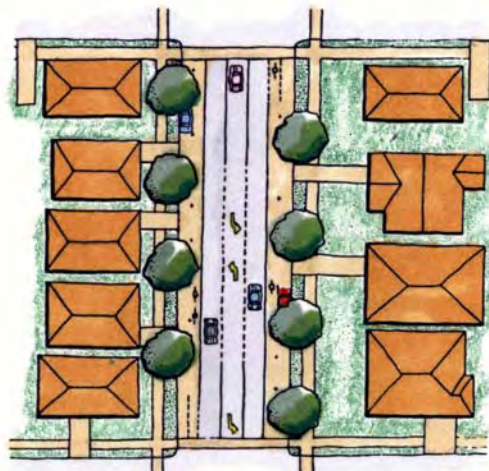
Albany Bicycle Plan

City of Albany

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

Time Period: completed in 1997

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



San Pablo Avenue Vision Plan*City of Albany*

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

Time Period: completed in 1997

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

**Marin Avenue Reconfiguration
Expanded Initial Study/ Negative
Declaration***Cities of Albany and Berkeley*

DC&E prepared an expanded Initial Study and Negative Declaration for the reconfiguration of Marin Avenue east of San Pablo Avenue in the cities of Albany and Berkeley. The reconfiguration, which was intended to improve pedestrian and bicycle safety and access without significant reduction in vehicular level of service, consisted of restriping Marin Avenue within the existing roadway to reduce the number of travel lanes from two to one per direction, with the addition of a center left-turn lane and two

bicycle lanes. Since the potential project impacts were mainly associated with changes in noise and traffic, DC&E worked with the cities to identify appropriate thresholds to apply when monitoring traffic and noise impacts after project implementation.

Time Period: May 2004 to February 2005

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

Sustainability**Bay-Friendly Landscape Design
Resources and On-Call Design Services***Stopwaste.Org*

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

Time Period: March 2006 – ongoing

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

**LEED-ND Public Health Criteria Study
and Rating System Support***US Green Building Council (USGBC)*

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

Time Period: November 2004 to June 2005

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



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

Hourly Rates

Founding Principal (David Early)	\$215
Principal	\$180
Senior Associate	\$155
Associate	\$125
Project Planner	\$100
Graphics/Word Processing	\$85
Planner	\$80
Clerical	\$65

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

Expenses

Mileage is billed at the IRS rate, currently 50.5¢ per mile.

Office Expenses (phone, fax, etc.) are billed at 2% of DC&E labor.

Mark-up on subconsultants managed by DC&E is 10 percent.

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

DAVID EARLY, AICP
FOUNDING PRINCIPAL

Professional Experience

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

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

Education

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

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

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

Teaching and Public Speaking

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

Speaker and Panelist at diverse conferences and classes, including:

American Planning Association National Conference

American Planning Association California Chapter Conference

Association of Environmental Professionals State Conference

Riverside County

City of Santa Clarita

University of Florida
California Polytechnic University San Luis Obispo
American Institute of Architects Wisconsin
California Planning Directors' Association
University of California, Berkeley

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

Honors and Fellowships

Numerous award-winning projects, including:

- ◆ *Bay Area Regional Smart Growth Strategy* for the Association of Bay Area Governments and other regional agencies: **Congress for New Urbanism Charter Award**, 2002.
- ◆ *Hillsborough Design Guidelines* for the Town of Hillsborough: **Honorable Mention in Outstanding Planning for Focused Issue Planning** by the Northern Section of the California Chapter of the APA, 2005.
- ◆ *Ames Research Center EIS* for NASA/Ames Research Center, which received the **NASA Group Achievement Award** in 2003.
- ◆ *Livermore Vision Project and General Plan* for the City of Livermore, which received the **Northern California APA Chapter Award for Comprehensive Planning, Small Jurisdiction** in 2003.
- ◆ *Avila Beach Specific Plan*, which received the California Chapter of the American Planning Association's **State Award for Planning Implementation for a Small Jurisdiction** in 2001.
- ◆ *Lemoore Downtown Revitalization Plan*, which received the American Planning Association's **1995 National Outstanding Planning Award for Plan Implementation by a Small Jurisdiction**.
- ◆ *Larkspur Downtown Specific Plan*, which received the 1993 award for **Best Comprehensive Plan, Small Jurisdiction** from the Northern California Section of the American Planning Association California Chapter and

the **Outstanding Planning Award** from the Northern California Chapter of the American Society of Landscape Architects.

- ◆ **John K. Branner Fellowship.** 1988 through 1989. Major one-year fellowship award for study of architecture and urban design in Western Europe.

Professional Affiliations

Member, American Institute of Certified Planners.

Volunteer and Professional Activities

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

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

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

TOM FORD, AICP
PRINCIPAL

Professional Experience

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

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

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

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

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

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

Education

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

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

Professional Affiliations

Certified Charrette Planner, *National Charrette Institute.*

Member, *American Institute of Certified Planners.*

Publications and Speaking

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

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

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

Urban Revisions, edited by Russell Ferguson. Contributed drawings.

Honors and Awards

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

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

Compact Development Committee Member, *Greenbelt Alliance.*

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

IAN MOORE
SENIOR ASSOCIATE

Professional Experience

Design, Community & Environment, Berkeley, California. Senior Associate. 2006 through present. Responsible for project guidance and management for transportation planning projects, including bicycle and pedestrian plans and transit studies, as well as comprehensive planning and transit-oriented development projects.

San Francisco County Planning Authority, San Francisco, California. Senior Project Manager. 2005 through 2006. Responsible for transit, bicycle, and pedestrian facility design and implementation. Lead agency on multiple-agency projects requiring personnel and technical coordination. Managed *19th Avenue Neighborhood Transportation Plan*.

Alta Planning + Design, Berkeley California. Senior Associate. 2001 through 2005. Project manager for urban streetscape and transportation planning and design projects in communities throughout the Bay Area. Established and co-managed Berkeley office of four staff. Project Manager for *San Francisco Bicycle Master Plan* and *Union City Bicycle Master Plan*, among others.

Planning Consulting. Independent Contractor. 1999 through 2001. Interim Executive Director for a statewide community planning nonprofit organization. Developed nonprofit planning advocacy programs and obtained Packard Foundation funding.

LSA Associates, Berkeley, California. Project Associate. 1998 through 1999. Responsible for environmental review and permitting analysis of urban development projects.

Education

Master of Landscape Architecture and Master of Environmental Planning, *University of California, Berkeley.*

Bachelor of Arts, Environmental Management. *University of Montana, Missoula.*

Teaching and Public Speaking

Speaker and Panelist at diverse conferences and classes, including:

Making the Connection: Multi-Use Trail Crossings in Urban Environments. National Trails Symposium, 2004.

Greenway Master Planning: Incorporating Rail with Trail. “Rails-to-Trails Conservancy,” National Conference, 2003.

Market Street Multi Modal Study: San Francisco Supplemental Design Guidelines. San Francisco Planning + Urban Research (SPUR), 2003.

Professional Affiliations

Member. California Chapter American Planning Association

Member. Association of Pedestrian and Bicycle Planners

JEFF WILLIAMS
ASSOCIATE

Professional Experience

Design, Community & Environment, Berkeley, California. Associate. 2005 through present. Responsible for project management, research, design analysis, report writing and graphic production in urban design, comprehensive planning and environmental review projects. Project manager for the *Oroville General Plan and Development Code Update* for the City of Oroville and the *Community Design Element* for the City of Santa Cruz; key staff on the *23rd Street Specific Plan* for the City of San Pablo and the *Commercial Entertainment District Vision Plan* for the City of Coachella.

Institute of Urban and Regional Development, Berkeley, California. Graduate Student Researcher. 2005. Assisted in the research of city policies for street trees in public rights-of-way, focusing on those that facilitate clear sight triangles for drivers.

Department of Parking and Traffic, San Francisco, California. Design Intern. 2005. Performed field measurements of neighborhood streets for which residents had requested traffic calming measures. Prepared drawings to assist engineers in the design of traffic calming devices.

CyberSource Corporation, Mountain View, California. Technical Writer. 2000 through 2003. Wrote software documentation for a wide range of users, including small business owners and project managers. Designed and created the user interface for a web-based software application.

Education

Master of City Planning, *University of California, Berkeley.* Emphasis in Urban Design.

Bachelor of Arts, Legal Studies, *University of California, Santa Cruz.* Honors in the major. Honors in the College.

Professional Associations

Member. American Planning Association.

Member. San Francisco Planning + Urban Research Association.

ERIC EIDLIN
PROJECT PLANNER

Professional Experience

Design, Community & Environment, Berkeley, California. Planner. 2006 through present. Responsible for research, report writing, design and graphic production for comprehensive planning and urban design projects.

Freedman, Tung & Bottomley, San Francisco, California. Urban Designer. 2005. Worked on master plans, design guidelines, research, report writing and graphic design.

Bentz Thompson Rietow Architecture and Urban Design, Minneapolis, Minnesota. Intern. 2004. Worked on campus master plans and office drawings.

Los Angeles County Metropolitan Transportation Authority. Intern. 2002. Worked on transit oriented development projects for Planning Department.

UCLA Bicycle Advisory Committee. Task Force Leader. 2001 through 2003. Worked on campaign to improve bicycle access to the UCLA campus. Conducted research on “hazard hotspots” along bicycle routes in West Los Angeles. Presented work to representatives of the leading transportation authorities in Los Angeles and at the 2003 California Walk/Bike Conference.

Education

Master of Urban Design, University of Toronto. Emphasis on mixed use and transit-oriented design.

Master of Arts, Urban Planning, University of California, Los Angeles. Emphasis on urban sprawl, land use, transportation and urban design.

Fulbright Scholar. *Humboldt Universität, Berlin, Germany.*

Bachelor of Arts, Sociology and Anthropology, Carleton College, Northfield, Minnesota.

Publications and Conferences

Author. “The Worst of All Worlds: Los Angeles and the Emerging Reality of Dense Sprawl.” *Transportation Research Record*, 2005.

Professional Affiliations

Member. American Planning Association.

WILL FOURS
PROJECT PLANNER

Professional Experience

Design, Community & Environment, Berkeley, California. Planner. 2006 through present. Responsible for research and report writing, comprehensive planning, environmental review projects and public facilitation.

Association of Bay Area Governments, Oakland, California. Planning Intern. 2006. Compiled land use information from general plans, specific plans, environmental impact reports, and housing elements. Conducted multiple analyses of general plans from the Bay Area's 109 jurisdictions.

Metropolitan Transportation Commission, Oakland, California. GIS Technician. 2006. Designed and produced land use and demographic maps. Helped develop multiple modeling processes for smart growth project. Modeled and analyzed future station area plans, corridor functions and future mode share projections. Identified priority conservation and development areas in the Bay Area.

Odyssey/California Alliance for Transportation Choices, Sacramento, California. Project Associate. 2004 through 2005. Promoted community-based neighborhood and transportation planning. Developed a neighborhood plan in Stockton. Led community outreach and researched relevant planning documents. Actively participated in both Sacramento and Stockton General Plan Updates. Developed marketing materials and grant proposals. Designed and created website.

Education

Bachelor of Arts, Geography, Dartmouth College, Hanover, New Hampshire. Graduated cum laude.

Coursework in the *Department of Geography, Charles University, Prague, Czech Republic.*

Coursework in the *Center for Environmental Studies, University of Pretoria, South Africa.*