Response to Request for Proposal for
City of Seaside
CAMPUS TOWN SPECIFIC PLAN

DUE: FRIDAY, JUNE 16, 2017
4:00 PM

SUBMITTED TO:
City of Seaside
440 Harcourt Avenue
Seaside, CA 93955
Attn: Kurt Overmeyer
Economic Development program Manager
kovermeyer@ci.seaside.ca.us

SUBMITTED BY:
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June 16, 2017

Kurt Overmeyer
Economic Development Program Manager
City of Seaside
440 Harcourt Avenue
Seaside, CA 93955

Re: Request for Proposal – Campus Town Specific Plan

Dear Mr. Overmeyer and Members of the Selection Comm:

We are pleased to submit our Team’s proposal for the Campus Town Specific Plan. Our firm, Torti Gallas + Partners, will lead the Team, and will be joined by three outstanding Consultants, Rincon, Fehr and Peers and Whitson Engineers, to assist the City with its goals for this challenging effort. We are committed to completing this task with the key personnel named in this response. We can provide such assurance because we have been in business since 1953 and ascribe our longevity, in part, to the quality and practicality of our work, the strength of our project management and our ability to honor the commitments we make.

We are excited by the opportunity presented in this RFP because we believe that the Campus Town Specific Plan will result in the nurturing of a distinct sense of place that is informed as much by the site’s location, overlooking Monterey Bay, as it is by its program. We imagine a walkable and bikeable community that offers a range of housing and workplace options; one that is sustainable and accessible to the CSUMB workforce and its families. We imagine a range of building types and façade varieties that provide comfort and utility to the residents, while also framing the street and other public spaces where neighbors and residents can stroll, have chance encounters and build the bonds of long-lasting communities. We imagine streets that frame views of the Bay or distant mountains and foresee public spaces that connect these natural vistas to the neighborhood, embedding themselves into the collective consciousness of the community.

Our 64-year history, coupled with our award winning track record, gives us six-essential qualities to maximize your project scope:

• Unmatched national experience in designing and implementing master plans in public, mixed-income, mixed-use and new-urbanist neighborhoods. We have planned and provided urban design services for over 1,500 communities throughout the United States and received close to 20 Charter Awards from the Congress for the New Urbanism, more than any other firm. It also includes experience with Specific Plans in such places as Redlands, CA, the Boyle Heights neighborhood of Los Angeles, as well as multi-year effort with the City of Santa Monica on its new Downtown Specific Plan.
• Experience in working with re-use authorities on BRAC’d lands in places like Naval Training Center in San Diego, Orlando Naval Training Center (now known as Baldwin Park) and the historic Walter Reed Army Hospital in Washington, DC.
• Experience with Form-Based Codes, with successfully adopted and functioning codes around the nation from Hawaii to Long Island, including one that was the recipient of the annual Driehaus Award, the highest honor given by the Form-Based Codes Institute.
• A deep commitment to projects in which a high sustainability approach to urban regeneration is embedded, with an actionable and implementable plan for going forward.
• The energy, passion and curiosity to be innovative and think on our toes when it comes to taking holistic and inventive yet implementable project approaches.
• Local expertise: not only are we familiar with the site area because of our work on the planning and designing of military family housing neighborhoods (e.g., Hayes, Upper Stillwill, etc) adjacent to the area that is the subject of this study, but we have assembled local team members who are prepared to hit the ground running including:
  • Rincon, who, among other things, was the primary author of the EIR for the City of Seaside’s General Plan;
  • Fehr and Peers, who has worked closely with the City of Seaside, as well as CSUMB, on recent planning efforts, including the West Broadway Specific Plan and the CSUMB Campus Master Plan; and
  • Whitson Engineers, who has worked on over 17 separate assignments within the Former Fort Ord area and worked with several of the public agencies located in the City of Seaside.

We embrace collaboration: with clients, citizens, residents, community leaders and design teams. We also embrace context and have demonstrated time and again our commitment to full implementation.

Included with this submission are several project examples. However, this work represents the proverbial ‘tip of the iceberg’. There is more to share and to discuss. We look forward to that possibility and to the opportunity of meeting with you to learn more about the particular dynamics of this effort. Please do not hesitate to call me at 213-607-0053 or email me at npayton@tortigallas.com if you have any questions. In the meantime, many thanks for your interest in our Team and review of our qualifications.

Sincerely,

Neal I. Payton, FAIA, LEED AP BD+C, CNU-A
Principal
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UNDERSTANDING OF THE PROBLEM

The City of Seaside has issued a Request for Proposals for the creation of a Specific Plan with a Form-Based Code to guide the future development of an 85-net acre site referred to as the Campus Town area. This assignment will necessitate the update of existing land use and development regulations in the context of a twenty-year old Reuse Plan put forward by the Fort Ord Reuse Authority (FORA). The resulting Specific Plan will be based upon a “new urbanist” paradigm, characterized by pedestrian amenity, a flexible mix of uses, networked thoroughfares and well-defined public spaces. In short, a recipe for a sustainable and joyful public realm, with a strong “sense of place” that is well integrated with neighboring CSUMB.

As a result of this effort, we understand that the city expects to increase opportunities to live, work and play in the area, in a manner that can be accessed by transit, biking, walking and other transportation options. A variety of housing types, especially for those working at the university, or throughout the region, is anticipated to blend comfortably within the surrounding context. At the same time, we imagine that there is a desire for a sufficient range of possible building types and densities to support more robust bus service, more mixed-use opportunities and employment centers, with synergistic relationships to the university and to walkable urban areas.

The Torti Gallas team is no stranger to such assignments, with over two decades of award winning work in the refilling and revitalizing of suburban retail areas. In fact, Torti Gallas has received more Charter Awards from the Congress for the New Urbanism (CNU) than any other firm in the nation.

Nor, as is evident from our qualifications, is our team a stranger to the City of Seaside.

• Locally based EIR team member, Rincon, is the author of the city’s General Plan EIR lending an easy transition and strong efficiency to the required Specific Plan EIR.

• San Jose based, transportation consultant, Fehr and Peers, has worked closely with the City of Seaside, as well as CSUMB, on recent planning efforts, including the West Broadway Specific Plan and the CSUMB Campus Master Plan. Through these studies they have gained a deep knowledge City’s travel patterns and relation to new land use changes. They will work closely with the entire Torti Gallas team to develop a range of innovative transportation solutions that effectively address not only existing but also expected future needs in the area.

• Locally based civil engineer, Whitson Engineers, has worked on over 17 separate assignments within the Former Fort Ord area and worked with several of the public agencies located in the City of Seaside.

• And we, Torti Gallas + Partners, were the planners and architects for the redevelopment of several neighborhoods serving military families that were developed by Clark Realty Capital as part of the military’s family housing privatization program. These neighborhoods include Upper Stillwell, Hayes Park and Doe Park, the latter of which is directly across Gigling Road from the site area.

In addition, Torti Gallas has experience with a number of BRAC’d developments around the nation, including Naval Training Center in San Diego, the Orlando Naval Training Center (now known as Baldwin Park) and the historic Walter Reed Army Hospital site in Washington, DC.
We also have experience crafting Specific Plans in California and other states as well as Form-Based Codes. Form-based codes contain comprehensive design standards for both the private and public realms. Their method of regulating land uses is more flexible and conducive to rapidly changing sociological and economic contexts. When combined, form-based codes design standards and land use regulations provide a concise recipe(s) for predictable fulfillment of a community’s vision.

However, a form-based code that is not properly reconciled with other development-related regulations – both in terms of design and procedural provisions – results only in confusion and delay. Worse yet, the code’s improved design standards may be misapplied or not applied at all. In those cases, the desire for improved design and land use regulations has, instead made only a marginal improvement and quite possibly instituted a disincentive to investment. In this case, the Form-Based Code will need to build off of the Fort Ord Regional Design Guidelines, that were adopted last year by F.O.R.A.

While the Code must be artfully drafted, it must also be developed with the maximum input of the stakeholders, both nearby residents, business owners, city officials, both elected and staff, as well as others who have something to offer the process. The process must be transparent and participatory. But it must also be guided and led by a team with countless years of experience working with community and stakeholder groups to arrive at consensus and, just as importantly, a useful and implementable result.
APPRAOCH

We have crafted a scope of work uniquely tailored to the task at hand, i.e., to create the Specific Plan and form-based code, to shepherd it through the CEQA process and to assist the getting to adoption. However, the scope we present has also been influenced by a set of principles that is overarching to our work. While these principles are applied to all of our efforts similar to this, they have been considered anew for this particular exercise. These principles include the mandate to:

Create a distinct sense of place. A sense of place results when design and development protect and incorporate the distinctive character of a community and the particular landscape, architectural character and cultural milieu in which it is located. For example, we understand that the Campus Town Specific is near proposed transit routes, the new Ford Ord Dunes State Park and the CSU Monterey Bay campus. The site will serve as a key entry point for the recently-designated Fort Ord National Monument.

There will be many scales of opportunity for creating character and identity in the Specific Plan area. At the smallest scale, individual sub-neighborhoods will be identified by the civic spaces and amenities in their immediate vicinity. Informed by topography and geography, these civic spaces will provide one scale of “place”. These places – which emerge from the design of the public spaces themselves (streets, plazas) and by the architecture of the buildings that surround them – should reflect the regional identity of the Monterey Bay region. In our work for Monterey Military Family Housing, that meant understanding how the California craftsman tradition could be repurposed, yet updated to reflect contemporary construction technologies, an experience that we will bring to bear in the design guidelines for this effort. It also meant preserving and celebrating views of the Bay. For example in the adjacent military family housing neighborhoods, we provided distinct public places at those spots with the very best views as to everyone, not just a lucky few.

Creating such parks also meant considering how they would be used. Programming them for kids of all ages, for example, we’ve designed “bike parks” that are dedicated spaces where toddlers learn to ride a bike; along with “traffic gardens” where older kids can learn the rules of the road by operating little pedal cars or small bikes. Speaking of which, we will need to consider how the Plan can be designed to take advantage of existing bike trails, and in particular, the Pacific Coast multi-modal Trail and the Fort Ord Reuse Master Plan trail system. These will help to tie the site area into the opportunities provided in the greater region.

Build for permanence. This is an ethic that has begun to seep into of American culture as we attempt to build and live in a more sustainable manner. Unlike the generation of buildings that characterize classic American sprawl development, all new built projects should be conceived of as permanent and subject to management and renewal, rather than demolition, where appropriate. This goal recognizes the great expenditures of human energy, capital and material resources that it takes to develop a building. It also recognizes that the
Campus Town area’s identity will be formed partly by buildings and neighborhoods that age gracefully over time, and by the architectural and landscape details that make these places unique. The form-based code that accompanies the Specific Plan should recognize that buildings will naturally change their use over time, but when built for the long haul, character will be added as they age.

**Design for Diversity.** The spatial and land use composition of the Campus Town Specific Plan area must be considered against the backdrop of the complex physical and land use needs of the rapidly growing Monterey Bay region as a whole. On a macro scale, a diverse range of building and land use typologies are required — from single-family houses to multi-family, to live-work, and mixed-use to stand-alone retail and office uses, among others. Translating that set of uses into a Specific Plan and code that allows them to co-mingle and even change in a manner that supports the evolution of an authentic community with great streets and public spaces. It should allow for a variety of age and income groups to comfortably inhabit the same thoroughfare. In some cases building types should be dedicated to multiple-use regardless of the primary use, and should be programmed to promote an 18-hour, 7-day-a-week, 52-week a year, civic life.

**Design for walkability.** At 84 net acres (but probably more like 160-acres when the outparcels are aggregated into the area, the site is encompasses parts of two-walkable neighborhoods (defined by radius from the center of the neighborhood to its edge as the distance one can walk from 5-minutes, or ¼ mile). Within this dimension, one should not only find the diverse set of buildings and uses described above, but should find it easy, indeed joyful to traverse the distance on foot. Parking locations and concentrations should reinforce the walkability network. Design standards should result in buildings of a scale that acknowledges the speed of human motion, which includes detail and variety that can be seen at the speed of 3 mph. The spatial experience of the street, particularly its sidewalk, should be considered to ensure that adequate space is provided for it. It should also be gently embraced with buildings and landscapes that are pleasant and welcoming. This does not mean that every street should be designed in the same manner. Delivery trucks and parking lots have to have a place in the Campus Town Specific Plan area, as do calmer and more walkable streets. Knowing where and how to establish that hierarchy of streets is a key component to the form-based rules.

**Design for Sustainability.** Designing a walkable community is a good first step towards sustainability, but by itself, is simply not enough. The region’s reprieve from drought conditions is likely temporary, meaning that new development must be conceived to ease the burden on water supplies. Drought tolerant, water-efficient landscape strategies must be a part of a properly calibrated form-based code for the Campus Town area. The sustainable solutions will require the expression of the range of applications in a graphic manner in the design guidelines. While we are strong believers in performance-based sustainability guidelines (i.e., setting standards with individual flexibility on how to achieve them), we nonetheless believe that developers and builders will need guidelines in how to achieve these standards. Landscape palates may be tailored toward native or adapted species. The design of neighborhood-wide thoroughfares that encourage walking, biking or public transport (e.g., sidewalk design and bike trails) will also be important, as will site designs that minimize the visual impact and heat island effect of large surface parking lots or garages.

**Test and Vet the Form-Based Code.** Our Town Information Modeling (TIM)® Process is a great way to manage the complex weave of design code with program information. With this system a 3D-digital model of the site and possible buildout is created with Civil 3D and Revit, and linked to a database that can keep schedules and track everything from gross square footage of buildings to linear feet of thoroughfare paving. Moreover, provided with digital topography we can also craft the Codes to maintain and respect view corridors. We will create a model with a 100% buildout, and of the Campus Town area that will have a precise calculation of square footage per building and per lot. If we change the site coverage or setback line, or any other feature, we can adjust the model and immediately have a new gross square footage or unit count while examining the effect on the view corridors or special enclosure.
DETAILED WORKPLAN AND DESCRIPTION OF SERVICES TO BE PROVIDED

**Task 1: Kick-Off Meeting**

Collaboration with the City of Seaside, the Fort Ord Reuse Authority (FORA), and CSUMB (collectively: Staff), begins at Day 1 and ends when the project is completed. It is regular, it is systematic and it is on-going. At the kick-off, the Team will meet with Staff to confirm assumptions, clarify any outstanding scope issues, determine the availability of data and collect data and electronic resources, and determine the format and structure of the plan. In advance of the meeting, we will:

- Send for discussion, examples of other Specific Plans on which we’ve worked, or ones by others that we admire;
- Revise the project timeline, for review and refinement; and
- Complete a comprehensive review of the current General Plan, the Fort Ord Reuse Plan and the CSUMB campus-wide plan, and create an issues tracking matrix that identifies key issues to keep in mind as the Specific Plan is created.

At the kick-off meeting we will discuss the critical issues likely to affect redevelopment, including existing uses, ownership patterns and natural amenities on or adjacent to the site as well as the Kosmont real estate analysis. At this time, we will also confirm methods for checking in with various departments and/or agencies, and create a regular schedule of meetings and Progress Reviews.

**Deliverables: Meeting Agenda, Project timeline and schedule, Issues Tracking Matrix and Meeting Minutes with Next Steps**

**Task 2: Baseline Studies and Area Analysis**

As a first step, following our Project Kick-Off Meeting the Torti Gallas Team will gather and review all relevant planning and design materials affecting the site area and inventory them. These will include, among other things, Fort Ord Reuse Plan, the assessor parcel maps; property ownership and contact information; site boundary; existing General Plan designations, zoning districts and related development standards; topography; aerial photography; surrounding land uses; street improvement plans; other circulation and infrastructure plans; relevant design studies; GIS base map and applicable GIS layers and attributes; and the recently prepared Kosmont Companies Retail Market report.

**Task 2.1 Circulation and Traffic Study**

We understand that Transportation is a key issue in and around Seaside. Traffic volumes have increased sharply in recent years, leading to increased traffic congestion. Traffic and parking concerns are commonly raised with new development proposals. The area around the CSUMB campus also experiences high levels of transit, walking and bicycling activity and provides access to nearby shopping and recreation opportunities.

For these reasons, and because of their familiarity with the area, we have asked Fehr & Peers to lead the development of the circulation and traffic study as part of this task. Specifically, Fehr & Peers will:

- Conduct an analysis of expected vehicle trip generation and person-trip generation of the proposed project.
- Evaluate multi-modal access, connectivity, and circulation for the study area with an emphasis on site access improvements to serve the surrounding area and providing access to the CSUMB campus.

Based on this analysis, Fehr & Peers will make recommendations for transportation circulation and connectivity improvements, transportation demand management measures; and parking demand management measures.
• **Multi-Modal Circulation and Connectivity.** The purpose of this component of Task 2.1 is to address traffic and circulation issues, including access and connectivity for all travel modes as well as the elderly and disabled. As a first step, Fehr & Peers will review local transportation and traffic data that has been collected from previous studies. Data will include information from the Seaside General Plan and the CSUMB Campus Master Plan, as well as other transportation impact analysis studies that have been completed on the area. No new data collection is assumed as part of this task. Fehr and Peers will identify key transportation issues and opportunities, and we will make recommendations that improve multimodal access and circulation within the plan area. Recommendations will include transportation demand management (TDM) strategies to reduce impacts of vehicular traffic on the project area.

• **Trip Generation.** Fehr and Peers will prepare vehicle and transit trip generation projections for up to two land use alternatives using specialized tools and the latest research to capture the unique characteristics of mixed use/infill/TOD developments. Fehr & Peers will use our MainStreet trip generation tool to determine the effects of the proposed mix of land uses on traffic and person trip making. The MainStreet tool will be used to estimate vehicle and person trip generation within the context of the land uses and travel patterns in the study area. MainStreet is Fehr & Peers’ new software platform for calculating trip generation for mixed-use sites. The methods most commonly used by traffic engineers to estimate the trip generation of proposed developments exaggerate the impacts of projects that have a balanced mix of land uses, compact design, good neighborhood connectivity and walkability, location efficiency and the variety of transportation choices offered. MainStreet reduces this bias and more accurately portray the traffic impacts of mixed use, compact, infill and transit oriented development proposals. MainStreet is tailored to mixed-use projects and incorporates ITE methods (ITE Trip Generation Manual, 9th Edition), NCHRP 684 and the EPA’s mixed-use trip generation methodology.

• **Vehicular Traffic.** Vehicular traffic conditions in the area will be summarized from recent studies. Where reported from other sources, Level of Service (LOS) analysis for existing conditions will also be noted at key intersections in the plan area. Based on existing vehicular traffic conditions, a preliminary list of potential transportation improvements will be developed for consideration as part of the Specific Plan project.

• **Transit Ridership.** Fehr & Peers will prepare ridership projections by travel period and commute direction for all MST transit routes in the Specific Plan area.

• **Pedestrian and Bicycle Site Access Improvements.** Fehr & Peers will recommend locations for enhanced pedestrian and bicycle crossing treatments of existing facilities, including connections to trails and other existing facilities. New connections, routes and facilities for bicycle and pedestrians, local transit and shuttles service, or other transit supportive improvements will be recommended as part of this task.

• **Parking Demand.** The purpose of this task is to develop parking rates for the proposed land uses within the project area, project future parking needs, analyze how parking will be provided, and develop appropriate parking management and transportation demand management (TDM) strategies that will support parking reductions, such as shared or priced parking.

Fehr & Peers will develop potential parking demand management strategies that could be considered for the Specific Plan area. Strategies may include lower parking demand rates and shared parking opportunities can be enhanced with parking management and TDM techniques such as car sharing, unbundled parking, and shuttle service, which will be addressed in this task.

*Deliverables: Draft and Final Multimodal Circulation and Traffic Study*
Task 2.2 Base Map
Utilizing publically available GIS Data, as well as Google Earth and USGS data we will create a base map with parcel lines, building footprints, streets and other physical conditions. At that time, we will determine whether additional basemaps and or opportunities and constraints maps may be necessary to prepare in particularly as we begin the outreach and design process. Importantly, we will identify specific development issues, constraints and requirements of the General Plan, zoning district designations and related guidelines. Finally, we will develop a matrix to identify this information and identify relevant conclusions.

At the same time, Torti Gallas team member, Whitson Engineers will obtain As-Built or Record Utility drawings from the City of Seaside, California State University Monterey Bay (CSUMB), Marina Coast Water District (MCWD), PG&E, AT&T, Comcast, and other entities having existing facilities within the project area. Whitson will also perform a visual field check of record utility information and update the Existing Conditions Base Map as appropriate.

As part of this base mapping, we will also produce a 3D digital model of the project area, along with adjacent context, the first part of our proprietary Town Information Modeling (TIM®) Process. As different densities and/or heights for redevelopment are considered, we will use this model to test these options three-dimensionally for scale and over-all compatibility, all the while providing an updated quantitative model of the potential buildout.

Deliverables: Overall Existing Conditions Base Map for the Project area (in PDF and AutoCAD) including the topographic mapping, identified site encumbrances, existing known utilities, record boundary and proposed project limits. Deliverables will also include Existing Documents and Conclusions Matrix.

Task 2.3 Specific Plan Formatting
We are firm believers of beginning a project with the end in mind, and clearly the writers of this RFP have a similar point of view as evidenced by beginning the task of formatting the Specific Plan early in the process. This will include a Table of Contents, as well as graphic template.

Deliverables: Specific Plan Template and Table of Contents.
**Task 2.4 Opportunities and Constraints Map**
Immediately after the kick-off meeting, the team will gather on-site, walk and tour the area, take photos and notes, etc. This will allow us to create maps that are both experiential (streetscape quality, pedestrian quality) as well as objective (figure/ground, streetscape enclosure, densities and building types) among others. Other maps will be made as necessary, for example: transit operations (bus stops) access and circulation (pedestrian and bicycle), parking, major development parcels, infrastructure, and public open space. These maps will be used to create an Opportunities and Constraints Analysis and guide public and stakeholder discussions at meetings.

At the same time, Whitson Engineers will utilize the data collected with the Existing Conditions Base Map to review existing utility networks, As-Built drawings, and GIS data to establish an understanding of the background data to be used for the project planning. Whitson’s analysis will be to a feasibility level of detail, suitable to estimate infrastructure improvements required to support proposed development and prepare the Specific Plan document. Utilities investigated will be limited to Sewer, Water, Storm Drainage, Gas, Electric, and Telephone, or as information is readily available. Part of their effort will be to coordinate with the City of Seaside and Project Team to identify existing utility connection points and historical infrastructure deficiencies in the project vicinity. In addition, they will contact Marina Coast Water District to identify existing water allocations or baseline use data.

*Deliverable: Opportunities and Constraints Map(s)*

**Task 2.5: Area Assets Assessment**
Because our team is so ensconced in the area, we will hit the ground running on this task. We will create a preliminary assets list and map ahead of our kick-off meeting. Immediately after our Kick-off meeting, we propose a meeting with key participants including Staff, as well as a representative from CSUMB, and Kosmont to review this preliminary list and map, assess the assets and supplement the list with additional items that we may have missed. We will continue to update this assessment during the course of preparing the Specific Plan, by receiving input from the public during our initial meeting and follow-up charrette.

*Deliverable: Area Assets Map and Assessment*

**Task 3: Prepare and Adopt a Specific Plan**

**Task 3.1 Vision and District Identification**
Once the myriad of issues have been identified and the data is collected, mapped and analyzed, we will, along with staff, prepare the first chapter of the Specific Plan. It will describe the vision and the essential spatial characteristics (the pedestrian realm), along with an overall vision for mobility including pedestrian and bicycle connections as well as how a Form-Based Code will enable the implementation of the vision over the long run. To arrive at this vision we propose four and one-half-day design charrette, which will focus stakeholder and community input over a short period of time, through the hands-on effort of people representing the full spectrum of interests. The approach is inclusive and designed to build consensus from the outset. It’s been our experience that through such charrettes, participants come to care more about the plan— they see their ideas as they are refined and they become part of a synthesized vision. We cannot overemphasize the educational value of this approach either. Citizens become familiar with the tools of good urban design and gain an appreciation of the importance of long-range thinking.

While the details of the charrette are described in Task 5, below, the development of the Vision will grow out of the efforts described in Task 3.3. That is, it will grow from a study of alternatives to a narrowing down of preferred alternative. This alternative will provide direction to the task of designing the pedestrian environment and connection to transit as well as the other aspects of this task.

*Deliverable: First chapter of the Specific Plan as described above as well as sketches, illustrations and photographs.*
Task 3.2 Resource Identification
In order to prepare for the charrette, we will of course do our due-diligence in identifying resources and assets. We will rely heavily on Staff as well as our local team members, Rincon and Whitson Engineering. However, we will not stop there. One of the advantages of the nearly week-long charrette is that it will allow us to verify, supplement and/or correct our initial list of resources and assets. As part of our conversation with stakeholders, in formal and informal settings, we will ask and come to hear about subtleties in site conditions or significant cultural amenities in a way that would never be obvious to the design team. Whether it’s identifying the one spot where views of the water are the most dramatic at specific times of the day (as happened at a charrette in Bremerton, WA, resulting in us changing the plan to accommodate a public space in that location), or identifying an ethnic restaurant cluster that could, in turn, anchor a new retail village (as happened at a charrette in Springfield, VA), resource identification works best when it is informed by the people who live and work in the area. The charrette will allow us the opportunity to ensure that the Existing Conditions chapter is based on verifiable long-term observation and experience, and in this way, it will ensure authenticity to the recommendations found throughout the Specific Plan.

Deliverable: Existing Conditions Chapter of the Specific Plan as described above.

Task 3.3: Prepare Alternative Plans/Urban Design Diagrams
Beginning with the data collection and the analysis provided by the city’s economic consultant, the Torti Gallas Team will develop a set of alternative diagrams and plans. While we will begin this process ahead of the charrette, we will dive into the task in earnest during the charrette itself, allowing real-time input from drop-in visitors, staff, the developer, or others with an interest in the site. As input is received adjustments will be made to the three diagrams. The goal in all this, from a design point of view, is both function and character.

With regard to character, the aim is the creation of an identifiable public realm that is vital, memorable, and tied to the particularities of place. The alternatives development will consider a range of street hierarchies, centers and densities which in turn will provide some the general design principles that will achieve that specificity of place and provide program alternatives. In other words, no matter the alternative ultimately chosen, we imagine the Planning Areas, including not only a range of densities, but a range of Character Areas as well.

As part of these patterns, we will also develop precedent boards, for building types of varying densities corresponding to the pattern alternatives being developed. As well-staffed and experienced architecture and urban design firm, Torti Gallas has a 64-year track record in working with the private development community in strategizing development prototypes and options. We maintain a library building types by density, construction type, parking requirement, cost/sf., etc. so that we will have a ready matrix of potential prototypes at our fingertips appropriate for various areas of the Specific Plan.

At a mid-point in the charrette, we will review three alternatives with the public to elicit opinions. Participants will have the opportunity to comment either in a public format, or quietly, via post-it notes stuck on drawings posted on the wall. Based on these comments as well as the team’s internal assessment, and after discussion with the staff, and the Developer, we will narrow the three-diagrams to one-preferred vision, which the team will begin to develop during the remaining time of the charrette, and then back in the studio.

Deliverables: A PowerPoint document with three alternative diagrams and a high level analysis along with a preferred alternative which will form the basis for the Specific Plan moving forward.
**Task 3.4: Prepare Preferred Plan/Urban Design Plan - Project Description**

After the charrette we will return to our studio and over the next two months, we will refine the preferred Vision Plan and identify needed infrastructure and mobility enhancements as well as key components of the Form-Based Code. We will draw upon findings from Task 2.1 to describe circulation for all modes, new roadway connections, new pedestrian and bicycle facility connections. During this time, it is anticipated that additional comments from staff, and stakeholders will be received, and modifications to the charrette plan, will be made. We anticipate a period of about two-months to finalize the draft vision plan, which will form the basis of the Specific Plan and part of the Project Description for the EIR.

**Deliverables:** A Preferred urban Design Plan including Circulation and Infrastructure enhancements, overall land-use and density projections, as well as key components of the Form Based Code. A draft Project Description will also be provided at this time.

**Task 3.5: Administrative Draft Specific Plan**

With an agreement from the Staff and the Developer on the draft vision plan, we will begin the process of creating the Campus Town Specific Plan. The statutory requirements of a Specific Plan include the following:

- Land use plan including maximum density
- Circulation Plan
- Infrastructure Plan (including energy and solid waste facilities)
- Development Standards (including energy conservation)
- Implementation measures: including regulations, public works and financing measures, particularly for infrastructure
- A statement of the relationship of the Specific Plan to the General Plan including a discussion of how it implements the General Plan
- Infrastructure Plan (including energy and solid waste facilities)
- Development Standards (including energy conservation)
- Implementation measures: including regulations, public works and financing measures, particularly for infrastructure
- A statement of the relationship of the Specific Plan to the General Plan including a discussion of how it implements the General Plan

In the first month of this effort, we will update our Project Description from Task 3.4, above, by fleshing out additional details related to Implementation, land use and density and circulation, as well identifying its relationship to the General Plan. This will allow our Environmental Compliance team member, Rincon, to get started on the EIR, even as we are fleshing out the details of the Specific Plan.

As we proceed to flesh out the details, we will make certain that the Circulation Plan focuses on detailed plans for pedestrians, bicycles, transit as well as vehicles, in a way that balances the optimal requirements for each mode against an overall ideal of creating the most robust, efficient, healthy and safe plan for all. In regards to Implementation, we will ensure that the Specific Plan has specific recommended tasks that can be prioritized and placed within a funding framework. It is important to craft a set of actions that represent, not merely good planning, but good planning that is fundable.
In the Campus Town Specific Plan, the Development Standards will take the form of a “Form Based Code”. Torti Gallas + Partners is experienced in crafting Form-based codes and design guidelines for Specific Plans in California, for example in Redlands, and Santa Monica, CA as well as the Boyle Heights area of Los Angeles. In addition we have written legally binding Form Based Codes in Honolulu, HI (Mauka Area Rules), Wyandcanch, NY and Downtown Round Rock, TX, and Westminster, CO among others.

In this case, we understand that the Form-Based Code will have to build off the Fort Ord Regional Urban Design Guidelines, which were adopted last year by the Ford Ord Reuse Authority. It is also important to keep in mind that during the life of this Plan and code, we are likely to go through several economic cycles. Private sector programs and paradigms will change. Therefore integrating the vision and goals embodied in the Specific Plan into an enforceable and flexible form-based Code is a fundamental task. How does that code transcend the realities of today’s or tomorrow’s marketplace, to be useable, and both developer and pedestrian friendly, come what may.

Aside from the sections, identified above, Specific Plans can and often do provide much more information. Torti Gallas is experienced with the meeting the statutory requirements for Specific Plans, (dotting the i’s and crossing the t’s) and more importantly, providing the content that that provides a meaningful path to implementation. For example, in our work for Downtown Redlands (where a commuter rail station is being planned) and Downtown Santa Monica (where an extension to Metro’s Expo line has just been completed) we have found that providing a brief history of the area provides a context for many of the recommendations and policies in the plan. In a situation such as the Campus Town Specific Plan, information about the CSUMB’s Specific Plan as well as the Fort Ord Reuse Plan should be included.
for an equivalent level of context. In some communities, a Sustainable Communities Strategy might be considered. Most importantly, we believe it is necessary to include a section on Open Space that spells out a strategy for the public realm from sidewalks (streetscapes) to plazas and parks.

One of the advantages of the Specific Plan as a regulatory tool is that it also allows for some flexibility, particularly in land-use designations. Recognizing the disparity between long term life of the Specific Plan (usually around twenty-years or so), and the capricious, and ever-changing nature of real estate market cycles, the Specific can provide flexibility in land use, as long as the maximum limits of the most impactful uses are measured in the EIR. This latter point is also important to recognize. An efficient Specific Plan process is one in which there is a seamless connection between the crafting of the Plan and the EIR. We use the term “self-mitigating EIR” to describe our methodology, in that from the beginning of the process, the project description is key so that programmatic limits are contemplated with an understanding as to what can be mitigated.

As we go about drafting the Specific Plan, we will have regular check-ins with staff, and will sending draft chapters for review, so that that when the Administrative Draft plan is submitted, each of the chapters has been reviewed at least once, and in some cases, several times.

Deliverables: Final Project Description and then an Administrative Draft of the Specific Plan in electronic format.

Task 3.6: Prepare Screencheck Draft Specific Plan/Hearing Draft Specific Plan
After staff and the Developer have had a chance to review and comment on the Administrative draft, we will revise the document and produce the Hearing Draft Specific Plan.

Deliverables: Hearing Draft of the Specific Plan in electronic format.

Task 3.7: Planning Commission Hearing
We will prepare for and participate in a public hearing in front of the Planning Commission and respond to questions as appropriate.

Deliverables: PowerPoint presentation

Task 3.8: City Council Hearing
We will prepare for and participate in a public hearing in front of the City Council and respond to questions as appropriate.

Deliverables: PowerPoint presentation

Task 3.9: Prepare Final Specific Plan and Adoption
Provided with edits by Council we will incorporate and provide a final Specific Plan in electronic (PDF) format for adoption.

Deliverables: Final Specific Plan in electronic format

Task 4: Environmental Compliance
As the primary author of the current General Plan EIR, Rincon will lead the CEQA effort lending an easy transition and strong efficiency to the required Specific Plan EIR. The basic tasks involved in the environmental review process are described below, followed by a description of the proposed technical approach to key environmental issues.

We understand that the Campus Town plan area has been analyzed in the comprehensive 1997 and 2001 Master EIR for the Fort Ord Reuse Plan. In addition, numerous additional studies have been developed analyzing site specific details associated with a number of development sites over the last 15 years. These development projects are well-catalogued by FORA. The most relevant for the Campus Town area are the Seaside Highlands housing project, the Sun Bay Apartments housing project, the Bay View community...
and the Seaside Resort. The EIR will therefore focus on an update of previously-compiled information. Rincon's scientists and analysts will review and compile relevant information, and field-truth critical site information. In the end, the document will technically be presented as a Supplemental EIR, tiering from the Reuse Plan Master EIR. The EIR will focus primarily on the physical changes to the plan area and the potential environmental impacts resulting from physical improvements and possible land use changes. As appropriate, the policies and actions of the City’s 2040 General Plan and the Specific Plan will be identified as mitigating factors for possible impacts.

Please note that our team is recommending a few changes from the suggested scope of work as presented in the RFP, based on our understanding of the scheduling needs and the EIR process in practical terms.

**Initial Study.** As provided for in the State CEQA Guidelines, we recommend passing over the Initial Study task. Because the City as lead agency has already determined that an EIR will be prepared, there is no practical need to spend the time or effort on an Initial Study. Instead, the Notice of Preparation will include a list of topics that the EIR will study in detail.

**Technical Studies.** Given the wealth of technical studies already prepared, we suggest – with the exemption of mobility/transportation - proceeding with the technical analysis of topics through the authoring of the EIR topical sections. The purpose of the technical studies will have been addressed in the opportunities and constraints and the resource identification phases of the planning process. Technical appendices for EIR topical sections will be provided in the EIR.

**Task 4.1: Notice of Preparation and Scoping Meeting**
We expect that most of environmental impact topic areas, except for agricultural and forestry resources and mineral resources will need to be addressed in the EIR. Since the City has indicated the need for an EIR, Rincon proposes to eliminate the preparation of an Initial Study, saving time and money. Rincon will develop a project description and prepare a draft Notice of Preparation (NOP) pursuant to the State CEQA Guidelines. The NOP will identify the timeframe, contact person, and address for submission of public comments, as well as a list of EIR topical areas included for analysis. Rincon will submit a draft NOP to City Staff for review. Rincon will make any necessary changes to the NOP and provide an electronic copy to City Staff for signatures, publication, and distribution. This scope of work assumes that the City will distribute the NOP to the State Clearinghouse and that the City will distribute the NOP to the Monterey County Clerk/Registrar Recorder and the City's list of local interested parties.

Rincon will conduct a public **scoping meeting** in the proposed project area. The scoping meeting would be held during the 30-day NOP period to introduce the community and interested agencies to the project and provide an overview of the Program EIR process and obtain input on the EIR scope of work. The scoping meeting will include a presentation with graphic imagery, followed by the formal recordation of input from meeting attendees. Rincon assumes that the scoping meeting location will be arranged by the City and that the City will be responsible for meeting notification. Rincon will summarize all input gathered during the scoping meeting and during the 30-day NOP review period. Rincon assumes that City staff will be the point of contact responsible for gathering public comments outside of the scoping meeting.

**Task 4.2: Project Description**
In conjunction with the Staff and the entire Torti Gallas team, and after gathering preliminary Draft Specific Plan buildout information, Rincon will prepare the project description, which will contain the City’s primary objectives for the Campus Town Specific Plan, a summary of boundaries, existing conditions, and proposed land uses, infrastructure concepts, policies, programs, and development regulations. The identification of a building phasing program will also be included, if available. The information will be described in text, tabular, and graphic forms (maps and diagrams).
**Task 4.3: Administrative Draft EIR**

Rincon will prepare an internal review or Administrative Draft EIR that will address each topic in accordance with the CEQA Guidelines. Upon completion, a printed copy, PDF, and MS Word version of the administrative draft document will be delivered to City Staff for review and comment. The Administrative Draft EIR will include the following sections:

- Executive Summary
- Introduction
- Project Description
- Environmental Setting
- Discussion of Existing Conditions, Environmental Impacts, Mitigation Measures, and Cumulative Impacts
- Effects Found Not to be Significant
- Other CEQA-Mandated Sections
- References and Organizations/Persons Consulted

Rincon typically orients analyses around clear impact statements that are separately highlighted in the text. This allows a more precise statement of the specific issue at hand and sets the stage for the technical discussion that follows. If the impact warrants mitigation measures, they are indexed to and immediately follow the numbered impact in question. We have found that such an approach focuses the analysis and becomes clearer for the public and decision-makers to follow. Each topical section will include: a) existing environmental conditions and pertinent regulatory policies; b) thresholds of significance; c) a description of environmental changes that would result from project implementation and whether those changes would be significant; d) mitigation measures to reduce or avoid the potentially significant impacts; e) a conclusion as to whether significant impacts would remain after implementation of mitigation measures; and f) a discussion of cumulative impacts. Up to 3 alternatives, including the required “No Project Alternative,” will be addressed in the Alternatives section of the EIR.

A brief description of the topics to be addressed is provided below:

- **Aesthetics.** The Specific Plan area generally consists of a mix of urban land uses, including residential, industrial, commercial retail, and entertainment uses bisected by mobility corridors. Major supporting infrastructure improvements include a portion of Highway 1, Monterey Peninsula Airport, a partial bicycle and pedestrian trail system, a currently dormant Union Pacific Rail Road line, and other major roadway corridors. Rincon will perform the following tasks to determine potential aesthetic impacts:
  - Review the proposed design related development standards, including urban design/landscape design and the proposed signage program;
  - Review visual simulations or other conceptual design renderings created as part of the Specific Plan process, discuss any potentially significant impacts on scenic resources or changes in the visual character of the site resulting from Specific Plan implementation;
  - Qualitatively analyze impacts related to lighting and comparison of proposed lighting plans to City standards.
  - Specify mitigation measures (if necessary) that will reduce significant impacts to the maximum extent feasible.

- **Air Quality.** The Air Quality section of the EIR will be prepared in accordance with the methodologies outlined in the Monterey Bay Air Resources District (MBARD) CEQA Air Quality Handbook. The CalEEMOD air quality model will be used to estimate the short-term construction and long-term operational emissions associated with Specific Plan implementation and the results from the modeling will be included as an EIR appendix. A preliminary health risk assessment screening
will be prepared and discussed in this section due to the project’s proximity to the Highway 1, as future sensitive receptors have the potential to be exposed to toxic substances such as aerially deposited lead and/or diesel particulates. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the maximum extent feasible.

• **Biological Resources.** The Biological Resources section of the EIR will include a discussion of the environmental setting (including existing vegetation communities, general and sensitive flora/faunal species habitats, and trees), significant direct/indirect and cumulative impacts on biological resources, and associated mitigation measures proposed to reduce impacts. The analysis will also address compatibility with biological resource preservation policies or development standards contained in the City’s 2040 General Plan, Seaside municipal code, and zoning ordinances.

• **Cultural Resources.** The Cultural Resources section of the EIR will analyze the project’s impact on potentially historic resources located within or adjacent to the project boundary, as well as impacts to any known or currently unknown subsurface archaeological and paleontological resources. Rincon will complete an archaeological records search through the Sonoma State University Central Information Center. Data will cover the area within one-half mile of the Specific Plan boundaries. AB 52 and SB 18 consultations will be performed by the City with Rincon participating in consultation meetings if needed. Rincon will compile a basic land use history for the Specific Plan area through the Monterey County Assessor’s records; historic parcel and subdivision maps; historic government maps (e.g. USGS), and local histories of development. Rincon will review the City’s listings of historical resources and confer with local historical societies. Rincon will conduct a “windshield” survey of the Specific Plan area to confirm the presence of any previously recorded cultural resources and identify properties sensitive for recognition as historic resources, as defined by CEQA. If significant impacts are identified, mitigation measures will be developed to avoid or reduce project impacts to the greatest extent feasible.

• **Geology and Soils.** The Geology and Soils section of the EIR will analyze the potential impacts of geologic, seismic and soil conditions within the project area. Based on readily available sources (such as the City’s Safety Element and/or a subconsultant-prepared geotechnical studies), this analysis will identify existing regional and site-specific geology and soils constraints (such as liquefaction, compressible soils, and subsidence). Any applicant-prepared technical reports will be reviewed by Rincon’s Certified Engineering Geologist to evaluate the potential geologic hazards that may adversely affect the Plan Area. As necessary, the analysis will identify erosion control criteria and grading requirements to achieve consistency with the City’s geologic and grading standards. Mitigation measures will be those typically successful in reducing relevant geologic constraints, including reference to existing geologic and soils tests and plan check review requirements adopted by the City.

• **Greenhouse Gas Emissions/Sustainability.** The Greenhouse Gas (GHG) section of the EIR will evaluate the Specific Plan’s potential contribution to cumulative impacts related to global climate change (GCC). The GHG analysis will briefly discuss the general nature and sources of climate change, current efforts to regulate GHGs (including recent Office of Planning and Research publications and guidelines relating to how climate change should be addressed in CEQA documents), and the proposed project’s potential contribution to this cumulative issue. The project analysis will quantify emissions using the CalEEMod computer model and will compare emissions to the statewide GHG inventory and the previously existing collection of uses to determine if a net reduction in GHG emissions can be achieved by this transit-oriented district. The discussion will also compare project emissions to suggested thresholds from the MBARD. Finally, the discussion will compare the project to applicable plans and policies, including Association of Monterey Bay Area Governments (AMBAG)’s 2035 Sustainable Communities Strategy (SCS) and adopted City policies pertaining to GHG emissions reduction. If significant impacts are identified, mitigation measures
will be developed to avoid or minimize project impacts to the greatest extent feasible.

- **Hazardous Materials.** The Hazardous Materials section of the EIR will include examination of files that are readily available from online databases, the Monterey County Fire Department, and the Regional Water Quality Control Board concerning past contaminant spills and/or cleanup activities within the Plan Area. Records searches of the Department of Toxic Substances Control’s EnviroS- tor Database will be completed along with a search of all other state and federal databases. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible. This work scope does not include an audit of onsite facilities, but can be expanded, at the City’s request, to include a more detailed examination of specific onsite uses (Phase I Environmental Site Assessment).

- **Hydrology and Water Quality.** The Hydrology/Water Quality section of the EIR will consider both temporary hydrological changes during construction and long-term changes in hydrology/drainage due to the operation of uses within the Specific Plan Area. Because the sites within the Plan Area are currently mostly impermeable, operational changes to hydrology/drainage are expected to be minimal. The water quality analysis will focus on existing requirements that would apply to the project and any beneficial impacts created by the integration of Low Impact Development water quality improvements as part of the Specific Plan’s infrastructure improvement program. The impact analysis will be based off readily available sources (such as the City’s General Plan and/or a subconsultant-prepared hydrology/water quality studies). If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible.

- **Land Use/Planning.** The Land Use section of the EIR will focus on two issues: (1) compatibility of the proposed project with surrounding land uses; and (2) consistency with local land use regulations and policies, and (3) compatibility with applicable statewide growth plans and policies. The compatibility analysis will consider the combined effects of the potential environmental issues in relation to the land uses adjacent to the project site. Rincon will prepare an objective discussion of the proposed project in the context of the existing land use patterns in the immediate vicinity of the site. This discussion will also summarize the findings of other sections relevant to land use compatibility (noise, air quality, aesthetics, and transportation) from a land use perspective. An assessment of overall land use compatibility with surrounding land uses and regional growth policies will be provided in table format. This table will include the relevant policies from the City’s General Plan, AMBAG’s 2035 Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS), and any additional relevant policy documents required by City Staff. Rincon Consultants is currently working with AMBAG on the MTP/SCS EIR. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible.

- **Noise.** The Noise section of the EIR will include an assessment of temporary construction impacts and long-term impacts associated with the operation of uses within the Specific Plan Area. The analysis of temporary noise and vibration impacts associated with construction will be based upon typical construction noise and vibration levels and standard noise and vibration attenuation factors. Noise and vibration levels associated with construction activities will be quantified and projected at the nearest sensitive receptors (residential uses to the north, east, and west of the site), and compared to applicable thresholds. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible.

Noise and vibration levels associated with operation of the uses envisioned within the Plan Area will be assessed using the U.S. Federal Highway Administration’s (FHWA) Traffic Noise Model. The traffic noise contour evaluation will rely on traffic forecasts for major roadway segments, as provided in the traffic impact analysis prepared for the Specific Plan. Noise levels will be assessed
for existing and horizon year conditions with and without the proposed Specific Plan. Changes to ambient noise levels at Specific Plan buildout and from cumulative growth will be analyzed to determine if project-related noise significantly increases the ambient noise environment or significantly contributes to the cumulative noise environment.

The noise analysis will also analyze the changes in the noise environment generated by non-transportation sources, including HVAC units, loading docks, trash compactors, commercial equipment, etc.).

- **Population and Housing.** The Population and Housing section of the EIR will address the effects of the physical changes and population increases envisioned by the proposed project on population and housing in the City of Seaside and the surrounding region. The analysis will examine the potential for the proposed project to induce substantial growth in population, housing, or employment, and evaluate whether or not this growth would be in conformance with the City’s General Plan and projections published by AMBAG.

- **Public Services.** The Public Services section of the EIR will address potential impacts on police protection, fire protection services, impacts on parks and recreation, as well as other services such as schools and libraries. Development of project may lead to impacts to these service systems, due to the intensification of use. These service systems will be evaluated and, where possible, impacts will be quantified. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible.

- **Traffic and Transportation.** The Traffic and Circulation section of the EIR will address potential impacts on mobility based upon a technical study completed by Fehr & Peers. The study will be included as an EIR appendix. The traffic impact analysis will address both intersection and roadway segment level of service under existing conditions, existing plus project conditions, and existing plus project plus cumulative conditions, consistent with the City’s existing traffic impact assessment criteria. An analysis of Vehicle Mile Traveled will also be included to comply with the provisions of SB 743.

The work conducted in this task will build on analysis and work completed in previous tasks. The operations of up to 15 intersections and 4 freeway segments will be evaluated during the weekday morning (AM) and evening (PM) peak hours for the scenarios as shown below. If the project size is large enough such that more than 15 intersections could potentially be impacted and the City determines there is a need to include additional intersections, Fehr & Peers will analyze more intersections for an additional fee.

Additionally, we will evaluate the expected changes in VMT that would result due to development of the Specific Plan consistent with proposed SB 743 requirements.

**Scenario 1:** Existing Conditions - Existing volumes obtained from counts representing peak traffic conditions during the morning and evening commute periods.

**Scenario 2:** Background Conditions - Existing volumes plus traffic from approved but not yet constructed and unoccupied developments in the area.

**Scenario 3:** Background Plus Project Conditions - Background volumes from Scenario 3 plus project traffic.

**Scenario 4:** Cumulative No Project Conditions – Existing volumes plus traffic from pending developments in the area. Fehr & Peers will use the AMBAG travel demand model to derive cumulative forecasts.

**Scenario 5:** Cumulative Plus Project Conditions – Scenario 3 volumes plus traffic generated by the Project.
We propose to use the Synchro traffic analysis software package to analyze impacts. The TIA will also address potential impacts to VMT, transit service, bicycle activity, and pedestrian activity.

- **Data Collection and Evaluation of Existing Conditions**
  Fehr & Peers will compile and review the available background documents relevant to the study area, and will meet with City staff to finalize the project work plan. We will collect the following information for transportation facilities within the project area:

- **Motor Vehicle Traffic:**
  Fehr & Peers will analyze up to 15 intersections and 4 freeway segments based on project trip generation. The final set of intersections and freeways segments will be selected based on consultation with the City. Our scope does not include the collection of new peak period intersection turning movement count data (vehicle, bicycle, and pedestrian counts) or analysis of more than 15 study intersections. We will rely on readily available intersection count data from recently approved projects in the City as well as recent information available from the CSUMB Campus Master Plan EIR that Fehr & Peers is currently working on. This task includes a site visit to observe peak hour operations, obtain lane configurations, and other site specifics such as physical characteristics of the site and the surrounding transportation network.

- **Transit, Pedestrian and Bicycle Conditions:**
  Fehr & Peers will also describe existing transit service, bicycle conditions and pedestrian conditions in the vicinity. We will evaluate how the proposed project will affect conditions for transit service, bicycle conditions and pedestrian conditions.

- **Evaluate No Project Conditions**
  Fehr & Peers will evaluate a No Project scenario under Background and Cumulative Conditions. Volumes for Background Conditions will be derived accounting for approved, but not yet constructed projects in the Plan area. The AMBAG travel demand model will be used to develop travel forecasts in the City.

- **Evaluate Project Conditions:**
  Fehr & Peers will adjust the volumes developed in the Background and Cumulative No Project scenario to account for improvements to circulation and transportation demand management strategies from the Project. Once estimates of vehicle trip generation have been developed, the directions of approach and departure of trips will be estimated based on the locations of complementary land uses, existing travel patterns in the area, and proposed modifications of the roadway network. The project vehicle trip generation estimates, distribution pattern, and assignments will be refined to respond to comments received from City staff. Intersection LOS calculations will be conducted to estimate the LOS of the study locations during the AM and PM peak hours after completion of the proposed project.

- **Vehicle Miles Traveled Analysis**
  We will also calculate the vehicle miles traveled (VMT) associated with the Project and compare it to without-project conditions. Total VMT is directly correlated with greenhouse gas (GHG) emissions and is considered a potentially significant impact by the State Office of the Attorney General. It is also proposed to be considered as a metric to intersection LOS by the California Governor’s Office of Planning and Research under SB 743. Fehr & Peers will use 2040 projections of Citywide VMT generation for comparison in terms specified under California’s AB 32 climate change law.

- **Impacts and Documentation**
  The results of the analysis for the Project will be compared to the results for the corresponding No Project Conditions for the scenarios as described above to identify roadway impacts. Significant transportation impacts will be identified based on the City of Seaside’s impact criteria and in keeping with current state of the practice. If significant impacts are identified, Fehr & Peers will
to recommend feasible mitigation measures, such as TDM strategies and other innovative methods. The percent of project trips added by up to four individual development projects within the plan area will be calculated for identified mitigation measures to determine the fair share contribution for each development.

The effect of the project on transit, bicycle, and pedestrian facilities will be evaluated in terms of conflicts with existing or planned facilities or creation of hazardous conditions for bicyclists or pedestrians. Similarly, we will ensure efficient linkages with existing and potential future transit, bicycle and pedestrian facilities. We will present specific mitigation measures that ensure adequate pedestrian, bicycle, transit, and automobile circulation within the project site and integration with the area’s existing facilities.

The resulting level of service after implementation of the proposed mitigation measures will be quantified.

- **Utilities/Service Systems**
  The Utilities section of the EIR will address impacts to infrastructure systems serving the site, through the contact of service providers and the analysis of utility capacity. Specific issues to be addressed include water supply, wastewater conveyance and treatment systems, and solid waste disposal systems. It is assumed that the City’s water provider will prepare a Water Supply Assessment in accordance with SB 610, if needed. Wastewater use will be estimated using standard generation factors for residential, commercial, and mixed uses. Solid waste quantities generated during construction/demolition and during project operation will be estimated using generation factors published by CalRecycle. If significant impacts are identified, mitigation measures will be developed to avoid or minimize project impacts to the greatest extent feasible.

**Task 4.4: Draft EIR**

After the City has reviewed the Administrative Draft EIR, Rincon will meet with City Staff to review the City’s comments and strategize on how best to address important issues (e.g. future streamlining, SB 743, and project specific analysis). Following this meeting with City Staff, Rincon will respond to up to two rounds of City comments on the Administrative Draft EIR.

After addressing all of the City’s comments, Rincon will provide the requisite number of printed copies of the Draft EIR to City Staff for distribution and a PDF file optimized for web posting and public noticing. Rincon will oversee the submittal of the EIR to the State Clearinghouse for the 45-day public review period and will prepare for posting a Notice of Availability with the Monterey County Clerk’s office. We assume that the City will be responsible for mailing the Notice of Availability to the Monterey County Clerk, responsible and local agencies, stakeholders, and a newspaper of general circulation.

**Task 4.5: Public Comments and Final EIR**

Upon receipt of public comments on the Draft EIR, Rincon will prepare responses to comments for City review and prepare the Administrative Final EIR. Responses to comments received on the Draft EIR will be prepared in accordance with CEQA Guidelines 15089. Written responses will be prepared for each comment that addresses the EIR’s scope of analysis. General comments or comments not pertaining to the impact analysis will be acknowledged but no further response will be prepared. Rincon will prepare a Mitigation Monitoring and Reporting Program (MMRP), which will be presented as a table listing all mitigation measures, indicating what monitoring actions are required, the department(s) and or agencies responsible for monitoring, and when monitoring is to occur. As necessary, Rincon will modify text or data in the Final EIR based on the responses to comments and as requested by the City.

Prior to certification of the Final EIR, and after receiving comments by City staff on the Administrative Final EIR, Rincon will deliver the requisite number of copies of the Proposed Final EIR in hardcopy, PDF, and Microsoft Word formats. This will be the “hearing draft” version of the EIR for use by the
decision makers when they consider the project for final action. Rincon will assist the City with the preparation of the required CEQA Findings of Fact. Any impacts identified during the EIR process will be identified as significant or insignificant pursuant to the criteria of CEQA and the State CEQA Guidelines. Indirect or secondary impacts of the project shall also be discussed and mitigation measures recommended. Mitigation measures will be described in detail and will be specific to the project. If it is determined that significant and unavoidable impacts related to the Specific Plan would result, Rincon will assist the City with the preparation of a Statement of Overriding Considerations. The Statement of Overriding Considerations will be included as part of the Final CEQA Findings that will be considered by the City Council along with the Final EIR.

Upon certification of the Final EIR and project approval, we will prepare a Final EIR that includes any Planning Commission- or City Council-directed changes, and submit this to the City in printed form and in PDF and Microsoft Word formats. We assume that City staff will be responsible for the preparation and filing of a Notice of Determination (NOD) with the Monterey County Clerk’s office.

Task 4.6: Public Hearings
Rincon’s principal-in-charge and/or project manager will attend up to three public hearings on the project. Attendance will include oral presentations to the hearing body and graphic presentations, if desired. These hearings can be scheduled and selected at the City’s discretion. Rincon will attend additional hearings on a time-and-materials basis, in accordance with our standard fee schedule.

Task 5: Public Outreach
We believe that there are two key processes leading to a successful Community Outreach Plan:

1. Diverse voices from the community are given numerous sincere opportunities to provide meaningful input; and
2. Key members of the community (stakeholders, including the Developer, CSUMB and FOR A officials, other public officials and nearby residents, etc.) are identified and incorporated early into the process to increase “buy-in” and prevent late objections to the plan.

To implement these processes, this community engagement program includes: 1) public meetings; 2) one-on-one interviews with key stakeholders such as members the Fort Ord Reuse Authority, officials from CSUMB, major land owners, and civic organizations; 3) a 4½ - day community charrette, and 4) ongoing electronic outreach, and an additional check-ins with community leaders

Deliverables: Summary Report of Interviews, Steering Committee Meeting Agendas and Meeting Minutes.

Task 5.1: Two (2) Evening Community Workshops
Workshops provide a venue for valuable feedback loops between the Consultant Team and residents. Successful workshops educate, engage, and draw information from participants. Successful workshops also provide validity and legitimacy to the process. In addition to the events of the Design Charrette (described in Task 5.2, below) we will hold two workshops, one early in the process, to introduce the project, and to elicit comments on aspirations, concerns, and opportunities. This is a pre-charrette workshop, will also describe the purpose of the upcoming charrette, and what will be accomplished. The second-workshop, is likely around approximately 2-months after the charrette, and will provide the team an opportunity to review the vision plan with the community to receive feedback.

Deliverables: PowerPoint presentation used to introduce the meetings and notes on feedback received.
Task 5.2: Community Design Charrette - 4 1/2 days:
While there will be several opportunities for public meetings, a key component of many of our successful efforts of this type, and one that we recommend for Campus Town Specific Plan process is a 4½-day public design Charrette, conducted in a ‘pop-up’ design studio, on or near the study area, to be led by Torti Gallas and Partners. This community charrette accomplishes two complimentary objectives: 1) it engages the stakeholders in an immersive design experience; and 2) it saves time at no additional cost.

Regarding the first point, the Charrette allows the public more than an opportunity to comment upon the ideas of the consultants. Rather it allows participants to actively contribute to those ideas, simultaneous with the crafting of the plan itself. During the charrette, we will not only present work done to date, but the design team will also be drawing (by hand and in the computer) various options, for participants to comment on.

Here’s how the charrette would likely work: Our Team will set up its design studio within the study area, say at a Community Center, or vacant storefront, or at City Hall, We will begin the effort with a Monday evening visual presentation, open to the public, designed to create a clearer understanding and awareness of the issues related to vision planning in a context such as the Campus Town area. As part of the presentation we will show comparable infill plans, and discuss the concept new-urbanist neighborhood design. We will also describe the ‘complete streets’ concept, so that participants come to appreciate the street, not only as a place to drive, but a place to bike, walk, meet their neighbors, enjoy a coffee, and experience their community. Above all, the purpose of this “kick-off” meeting is to share ideas. The Team will discuss their understanding of the Specific Plan area with the community, and the community will be asked to share its goals for the development of the area.

After the kick-off meeting, we will begin to apply the feedback received and will conduct interviews and closed door meetings with the key stakeholders, institutions, developers and land owners, as well as other outside experts, technical managers from relevant local and regional agencies as necessary. All the while, we’ll be drawing plans, and perspectives. By the mid-point of the charrette, we’ll have three options for the public to review. They’ll be able to comment on them verbally, or if they’re the quite type to leave comments on sticky notes, on each plan.

One particular area of study during the charrette will focus on the diversity of housing types that will be required to accommodate the expected population of Seaside in the future (assuming housing as part of mixed-use development is something for which there is community and stakeholder support) Torti Gallas’ knowledge of housing types will allow the team to facilitate the blending of housing typologies reflecting the varying needs of large and small families, young professional, and seniors as well as the differences of densities resulting from the hierarchy of adjacent streets. At the same time we will be developing detailed programs matrices that form the basis for the real estate development strategy. All of these drawings, renderings, and program matrices, will be done in-house by the same designers and development consultants who will be subsequently crafting the final plan/report. In additional to tying the general public into this process, it will also facilitate engagement with City Departments, government agencies, the Planning Commission, the City Council.

Among the Charrette objectives are:
• Illustrate the evolution of plan concepts, neighborhood or civic centers, and strategies for appropriate infill development;
• Ensure that development reinforces enhanced transit;
• Create/reinforce complete neighborhoods;
• Work with the community to get buy in on the appropriate form and scale of infill;
• Generate multi-modal circulation concepts for the land use alternatives;
• Evaluate alternatives to determine how well they respond to key issues and opportunities; and
• Ensure that the City captures the value of development opportunities;
The charrette work will include detailed block planning and streetscape design, as well as the individual building configuration housing typology issues necessary to complete the vision. The resulting buildings/neighborhood will need to be seamlessly woven into the surrounding community (both existing and proposed) by applying urban design and architectural strategies based on the principles of sustainable urbanism.

After the mid-week review that we'll take the best of each plan and combine it into one ‘preferred’ vision plan. By the end of the week, we will gather feedback at a closing presentation of a series of strategic plans redevelopment, a “vision map,” identifying possible-sub districts, street types, and key public spaces.

Activities included in the charrette:
- Kick-off presentation and exercise.
- Open studio over the entire course of the week allowing direct access to the entire team (except the last day of production).
- Technical meetings with City departments, outside agencies, etc.
- Additional stakeholder meetings, as necessary.
- Creation of conceptual development and design proposals for the opportunity sites within the Civic Core area
- Topic-specific presentations over lunch (community character, housing, circulation, parking, etc.).
- Informal evening progress summaries.
- Concluding presentation.

It is important to know that it is not expected that folks will participate during the entire event. Rather the charrette is structured to allow someone to drop-in once during the week, and provide ideas and feedback, or to participate all of the time. Someone who only has availability on Tuesday at 2PM for one-hour can drop in and speak to one of the designers about what’s happened so far, and to offer their opinions on the direction of the plan. On the other hand, folks are welcome to come every day for as long as they’d like, and if they are so inclined to pick up a marker and draw.

Deliverables: PowerPoint presentations of opening night, mid-point review and final review

Task 5.3 Social Media and Hosted 3D Model Viewing Site
Our team will provide materials the City of Seaside staff to upload to a dedicated web site, managed by the City, and provide narratives and visuals to the City as it prepares project updates and notices of meetings. We will also provide materials for this City to update its social media outlets, such as Facebook and Twitter. The social media platforms will be used to promote project outreach events as well as provide a forum for additional comments.

A valuable tool we will provide is a link to the viewable digital 3D TIMsm model. Located on a web site hosted by Autodesk, the city can link to model which will have pre-selected station points that can be viewed in 360-degrees. An example of this provided to the City of Santa Monica can be found by following the link and the directions <https://www.smgov.net/uploadedFiles/Departments/PCD/Downtown-Buildout/Santa%20Monica%20Web%20Model%20Instructions.pdf/>. This allows another opportunity for interested stakeholders to keep up to date on the progress of the vision.

Deliverables: Social media updates, support for the city’s Web-site, press releases, and an upload of 3D digital model to viewing platform with directions on use.
FIRM QUALIFICATIONS AND EXPERIENCE

TEAM ORGANIZATION

CITY OF SEASIDE

PROJECT MANAGEMENT
Torti Gallas + Partners

Neal I. Payton
FAIA, LEED AP BD+C, CNU-A
Principal-in-Charge & Project Manager

Rogelio Huerta
Associate Project Manager

URBAN DESIGN, FORM-BASED CODE & SPECIFIC PLAN
Torti Gallas + Partners

Neal I. Payton
FAIA, LEED AP BD+C, CNU-A
Lead Designer

Erik Aulestia
Form-Based Codes

Rob Goodill
Sr. Urban Designer

CEQA
Rincon Consultants, Inc

Stephen Svete, AICP, LEED, AP
Principal-in-Charge

Megan Jones, MPP
Project Manager

Christy Sabdo, MS, AICP
Sr. Environmental Planner

TRAFFIC STUDY
Fehr & Peers Transportation Consultants

Matt Haynes
Principal

Daniel Rubins, PE
Associate

CIVIL ENGINEER
Whitson Engineering

Richard Weber, PE, PLS, QSD
Principal

Andrew P. Hunter
Director of Civil Engineer

Response to Request for Proposal
Established in 1953, Torti Gallas and Partners maintains a global practice of planning, architecture and urban design. With a talented staff trained in multiple disciplines, Torti Gallas has helped hundreds of clients create sustainable growth and development, understanding that smart design of the built environment directly influences economic strength, neighborhood health, and community livability. Our goal is to apply our strengths at all scales of human development, to bring high-value designs and implementation strategies that enhance the character of a community, provide a sustainable infrastructure for its future, and yield increased asset values for our clients.

Our architects and planners deliver practical, feasible, and transformative plans that get implemented. Since our founding, Torti Gallas has designed over 400,000 residential units, millions of square feet of office space, and planned over 1,000 residential and mixed-use communities. As a result, we have been responsible for the planning and architectural design of more than $25 billion of construction, and have advanced the success of our valued clients and their constituencies.

Age and Structure of Firm: Founded in 1953, we are a 64-year-old Corporation.
Office Location: 601 W. 5th St., Suite 600, Los Angeles, CA  90071
Contact: Neal Payton, FAIA, Principal
npayton@tortigallas.com, (213) 607-0070
All work will be managed out of the Los Angeles office of Torti Gallas and Partners, Inc.

People • Built Environment • Natural Systems

We believe that 21st century challenges requiring us to provide basic needs for larger populations with access to fewer resources obliges a knowledge-based approach that integrates natural and human elements with sophisticated building technology. The method we have developed, the “Spectrum”, defines our “line of attack”, providing an all-sided framework for envisioning sustainable communities immersed in innovative design solutions. It encompasses a universe of life factors - from climate to shelter to local traditions - and empowers design concepts tackling both current and emerging problems at the specific site and general location of a project. This interdisciplinary, principle-based process enables us to:

- Provide alluring visions that incorporate community goals for the future.
- Discover achievable, results-oriented solutions that go beyond a master plan.
- Provide knowledge of a variety of implementation strategies.
- Support dissemination and use of best practices.
- Identify implementable strategies that promote community health and well-being.
- Plan for long-term resilience.
- Use cutting-edge technologies to record existing conditions, disseminate information for new designs, and manage implementation.
- Implement a final design that addresses itself to the universe of natural and cultural elements present in your specific site.
- Instill a collaborative spirit in the design and a commitment to sensitive implementation until it is built.

Design Awards

Torti Gallas has received numerous awards for our innovative design work, having won over 400 international, national, and local design honors for planning and design. Of these, 18 alone are from the Congress for the New Urbanism, the most of any firm. This recognition by such prestigious groups as the American Institute of Architects, the EPA, the International Council of Shopping Centers, the American Society of Landscape Architects, APA (California) and the National Association of Home Builders confirms our well-established track record of high quality designs over our long history.
Master Planning and Urban Design Experience

Torti Gallas’ practice is grounded on the inextricable links between architecture, planning, urban design, and community. We believe great cities are created through beautiful buildings, intelligent planning policies, and pragmatic implementation strategies. Our work strives to develop land responsibly – be that greenfield communities connected to the edges of metropolitan areas, suburban communities interested in creating a defined city center and in refining their neighborhoods, or brownfield redevelopment projects to revitalize inner cities. The overarching concern of our practice is to create a “sense of place” that will be the mainstay for a vibrant experience of living, working, shopping, and playing. As such, we are guided by the following principles:

- **Holistic planning**: Looking at land use, design codes, planning policies, and community engagement as an integrated system rather than a sum of parts.
- **Diversity of uses**: Designing and planning for a diversity of uses to support and sustain jobs, housing, commerce, and civic space for a fully functioning community.
- **Vibrant public realm**: Planning public spaces and civic structures to be accessible and flexible to support civic, cultural, and recreational activities for a wide range of ages and groups.
- **Variety of housing types**: Building a wide range of housing types and densities that reflect the many ways of living and diverse levels of income that can be inter-mixed in a neighborhood, block or street.
- **Diversity of transportation options**: Developing a multi-modal transportation infrastructure (walking, bicycling, driving, riding on mass transit, etc.) to connect neighborhoods, schools, jobs, etc, and supporting transportation funding reform to include quality of life indicators when evaluating performance.

Over our long history of practice, Torti Gallas has been planner and urban designer for over 1,000 communities. We have extensive experience in the complexities of planning and urban design and have been highly successful in the following core competencies:

- Specific Plans
- Visioning and Strategic Plans
- Creation of vibrant downtowns and city centers
- Design of mixed-income, mixed-use neighborhoods
- Transit-oriented development
- Multi-modal linkage strategies, including pedestrian and bicycle usage
- Integration of residential planning and architectural design
- Community-sensitive revitalization
- Holistic design of sustainable communities
- Smart growth, Form-Based Codes, and Design Guidelines
- Community involvement
- B.R.A.C. – Re-use
- Public/Private partnerships
- 3-D Modeling
Municipal and Transit Oriented Development Experience

Torti Gallas and Partners has been involved with more than 80 transit-oriented developments that deliver mixed-use neighborhoods designed to maximize access to public transportation. Our TOD designs are not stand alone projects, but seamlessly integrate walkable street grids, neighborhood-scale buildings and the active uses - commercial, retail, civic, residential - of an area. Importantly, every Torti Gallas TOD is designed around a focal anchor which gives the area its heart, serves as a mainstay for productivity, pleasure, and convenience, and fosters support for safety and security.

Our 64-year history is built upon a design expertise that plans and constructs communities for all income levels. We have produced enough housing in fully mixed use, transit-oriented communities for a population of 172,000 people to live and work there. This ensures that the greater community thrives and benefits from sensitive density surrounding the TOD.

Torti Gallas TODs offer opportunities to enliven undervalued neighborhood centers, create new markets and services for existing residents and businesses, and provide an increased tax base for the municipality and the transit line. Retail solutions, especially those featuring complicated programs such as grocery stores and metro stations, have been a hallmark of our TOD designs. In addition, we bring substantial experience in specific commuter rail planning and design. This all-encompassing proficiency gives Torti Gallas a singular expertise in designing and building the nation’s finest transit oriented developments.

We provide our current and past clients with expertise in:
- Working with local governments and transit agencies in the US and abroad;
- Large-scale visioning and land use analysis;
- Site-specific design recommendations for visibility, safety, connectivity and sustainability;
- Multi-modal linkage strategies, including pedestrian and bicycle usage;
- Sound analysis and innovative understanding of what the market can absorb and what types of land uses are not only compatible but synergistic;
- Phasing strategies over time for maximum development success.

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<th>Torti Gallas TOD Experience</th>
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Clarendon Center • Arlington, Virginia

Clarendon Center is a two block infill development at the Clarendon Metro stop in Arlington County, Virginia, bounded by North Highland and Garfield Streets on the east and west, and Clarendon and Wilson Boulevards on the north and south. The south block massing wraps the block on three sides, with the office on the west and the residential portion on the north and east. The courtyard is open to the south. The first floor has below grade parking and retail space, while floors two through twelve contain residential units and amenities.

Program data:
- 96,610 sf site
- 521,200 sf floor area
- 244 residential units
- 38,333 sf retail
- 83,579 sf office
- 238,901 sf residential
- 471 parking spaces

The project has a LEED rating as required by Arlington County. Two existing buildings on these blocks are being preserved as historic: the Underwood Building and the Old Dominion Building. The 8 buildings in the triangular-shaped property are oriented outward, activating the street life on all 3 streets and forming a visually porous perimeter for the site that allows intermittent views of the enclosed green space, which is the focus of the project.

“This project showcases the mixed-use, smart growth and historic preservation that neighbors want in Clarendon.”

View looking northeast down Clarendon Boulevard

View of intersection at North Garfield Street and Clarendon Boulevard

Ground Floor Plan
Mixed-Use Planning and Architecture Experience

Combining award-winning creativity with over 60 years of experience in maximizing value, budgeting, cost controls, and process oversight, Torti Gallas and Partners has unparalleled capabilities in the design and development of mixed-use environments. We have designed and implemented through construction over 8 million square feet of mixed-use urban retail in both downtown urban infill and freshly-born, authentic, lifestyle locales.

Our firm combines a unique set of skills and expertise in designing mixed-use Town Center communities. Our experience in delicately blending residential and commercial uses enables us to create thriving urban developments that successfully leverage each aspect and maximize their combined value. From the street-level facades and place making elements to the vertical demands of stacked uses, Torti Gallas knows how to mix these diverse aspects successfully into singular solutions that create distinctive places.

In planning and designing such places, our mission is to provide our clients with tighter, strategic control over the retail tenant mix and adjacencies, promoting cross shopping opportunities in order to enhance economic performance. We understand these environments from the perspective of both the developer and tenant, and therefore carefully plan the merchandising mix to achieve a balance between the strongest national retail, entertainment and restaurant tenants while successfully integrating an appropriate mix of local tenants, office users, and residents.

One particular aspect of Torti Gallas’ expertise in designing award-winning mixed use places is in designing large-format retail with residential above. The demands of retailers for great, uncompromising street presence, while also accommodating their service needs are critical to their overall success. Combining the vertical needs of the retailer with the designs of viable and well-functioning residential units above them is no small feat. From devising the residential entry strategy, to creating efficient, market-accepted residential units that incorporate the complexities of retail shafts, mechanical systems and separated parking are all considerations that must be resolved into a single, unified solution.

We are proud of our numerous examples of mixed-use success. Although we have earned many national awards for this work, we believe that we distinguish ourselves by insisting that our environments are authentic and intrinsic to the communities in which they reside. We avoid generic implementations of short-lived retailing trends and we continually seek built realms that reflect their greater community and engender communal pride.

Walter Reed Army Medical Center Redevelopment • Washington, DC

The Hines-Urban Plan to transform the former Walter Reed Army Medical Center into The Parks at Walter Reed builds on the historic structures that will be preserved and the incredible beauty of the natural landscape to provide a mix of uses; create jobs and revenue; and contribute socially, environmentally and economically to the District’s bottom line, in line with the District’s vision and goals for the site. The development plan will position The Parks at Walter Reed as a major economic growth engine for the District, generating over 4,500 design, construction, management and operations jobs during development and over 1,600 permanent retail, office, hospitality, management and operations jobs at full build-out, an estimated $37 million in annual revenue, and over $1 billion in direct investment.

Program Data:
- 67 acre site
- 182 senior housing units
- 90 townhouse units
- 501 condominium Units
- 1210 Apartment Units
- 189,363 SF Office
- 150,000 SF Hotel
- 262,211 SF Retail
- 122,504 SF Arts/Creative

Services Provided:
- community meetings
- concept planning
- master planning
- architectural design
- sustainability
Naval Training Center (NTC) Housing Revitalization
SAN DIEGO, CALIFORNIA
U.S Environmental Protection Agency National Award for Smart Growth Achievement; Multifamily Executive Niche Market Project of the Year

This innovative public/private venture has transformed military base housing into traditional style neighborhoods on what had been the site of San Diego’s NTC. Quiet streets designed to decrease vehicular traffic encourage vigorous runs and leisurely strolls through increased pedestrian safety. Front porches and play areas in close proximity to homes provide parents and children with the security of knowing that each is within sight. Park-like green spaces invite residents to take long walks or have impromptu gatherings. Redesigned streets connect with and resemble those of adjacent, established private sector residential neighborhoods.

The style and attention to detail in the community design is also found in the design of the homes. Homes are larger than typical military units and private sector housing units, reflecting a desire to provide truly exceptional homes. Eat-in kitchens, adjacent to family rooms, opening onto private backyards, accommodate the lifestyles of today’s families. The features and unit amenities have been selected to ease the burdens of military life and generally provide more efficient and comfortable environments for the families residing at NTC.

PROJECT DATA:
• family housing revitalization
• 500 residential units
• mix of 2- and 3-bedroom units
• handicapped accessible units
• new community clubhouse
• 7.2 acres of landscaped open areas
• sport courts and playing fields
The Parks at Walter Reed WASHINGTON, DC

On the site of the historic Walter Reed Army Medical Center, our plan, done in collaboration with Hines-Urban, builds on the historic structures that will be preserved and the incredible beauty of the natural landscape to provide a mix of uses; create jobs and revenue; and contribute socially, environmentally and economically to the District of Columbia’s bottom line, in line with it’s vision and goals for the site. The development plan will position The Parks at Walter Reed as a major economic growth engine for the city, generating over 4,500 design, construction, management and operations jobs during development and over 1,600 permanent retail, office, hospitality, management and operations jobs at full build-out, an estimated $37 million in annual revenue, and over $1 billion in direct investment.

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- 262,211 SF retail
- 122,504 SF arts/creative

SERVICES PROVIDED:
- community meetings
- master planning
- architectural design
- urban design
- architecture guidelines
The California State University Monterey Bay (CSUMB) Faculty and Staff Housing project was done for Clark Development as an unsolicited proposal. The Plan included passive and active recreational parks and spaces spread throughout the neighborhood within walking distance of all homes.

The intent of the design was to create a sustainable, Traditional Neighborhood Design (TND) that would be an enjoyable family-friendly place for the CSUMB faculty and staff. The homes would be designed to enhance the quality of neighborhood streetscapes. All houses would have a unique character, with front porches or stoops and all units will be alley-loaded with parking and services in the rear. There would be single-family, duplex, townhouse and apartment units interspersed throughout the site to accommodate families with different housing needs.

The homes in the neighborhood were to be of three distinctive architectural styles: Mission, Monterey Colonial and Craftsman. These styles were chosen because of their historical place in the Monterey Bay area architecture, adaptability to the mild local climate and ability to work together to form varied but harmonious streetscapes.

The CSUMB neighborhood will have a richness of character and the feel of a neighborhood that has been built and evolved over time.

**PROGRAM DATA**

- 492 residential units for faculty and staff
- 80 acre site

**SERVICES PROVIDED:**

- urban design
- conceptual grading plans
Monterey Bay Military Family Housing

MONTEREY BAY, CALIFORNIA

2007 NAHB Pillars of the Industry Awards, Best Affordable Neighborhood Revitalization; 2005 Multifamily Executive Grand Award for Best use of Technology; 2005 Multifamily Executive Merit Award for Project of the Year, Military

“This project will improve quality of life for Soldiers, Sailors, Marines, Airmen, Coast Guardsmen and their families.”

This innovative public/private venture is revitalizing the military family housing communities for the Presidio of Monterey (POM) and the Naval Postgraduate School (NPS) under the Army’s RCI Program. The development, located at the Ord Military Community at former Fort Ord and La Mesa Village in Monterey, consists of new and replacement housing to serve the more than 4,000 Army and Navy service members and their families assigned to POM and NPS.

Our home designs take advantage of beautiful views of Monterey Bay and respect the natural rolling landscape. Beautiful grand trees are preserved when possible to convey an established neighborhood in a new home setting.

Under the proposed POM and NPS military housing plan, 2,023 new homes are being built and 41 historic homes renovated over a seven-year construction period. The total duration of the contract is 50 years and includes superior property management provisions for the continued upkeep and maintenance of the high quality, energy and water efficient housing.

PROGRAM DATA:
• renovate 41 historic homes
• provide 1,010 new 3,4 BR homes
  Approximately 500 acres
  La Mesa (Phase 1, 2, 3) - 359 units
  Hayes Park - 179 units
  Fitch (Phase 1) - 215 units
  Kidney (Phase 1) - 257 units
• 5% handicapped adaptable/accessible units
• 2 new community clubhouses
• La Mesa Wellness and Cultural Center
• OMC Family Recreation Center

SERVICES PROVIDED:
• design charrette
• community meetings
• neighborhood planning
• architectural design

SUSTAINABLE DESIGN ELEMENTS:
• preserve specimen trees
• reuse existing infrastructure
• utilizes native landscaping
• utilizes local building styles and traditions
Baldwin Park Village Center
ORLANDO, FLORIDA

Baldwin Park is the infill new town located on the abandoned brownfield site of the former Orlando Naval Training Center on the shore of Lake Baldwin. The Village Center is a true mixed-use construct.

The Village Center is a vibrant, mixed-use urban environment, carefully crafted to be the centerpiece and seamless extension of the larger Village. Its form is derived from the idea of a traditional village wedded to the circumstances of the framework plan, the site, and the program. Main Street is a mixed-use street of three-story buildings with commercial on the ground floor and residential above, that is completely activated along its length by a series of spaces - the Office Square, Market Square, the Waterfront Square and the Harbor.

The traditional building types front onto the streets and spaces: homes have front porches and mixed-use buildings have arcades that offer shade to pedestrians. The architectural styles are traditional in the Central Florida area and are conceived to be compatible with one another in a way that seamlessly weaves variety and interest.

PROJECT DATA:
• 60 acre site
• 1,120 residential units
• 225,000 sf office space
• 75,000 sf commercial
• 80,000 sf flex space
• 45,000 sf grocery store
Wyvernwood Revitalization  
LOS ANGELES, CALIFORNIA

“...we see a wonderful opportunity to reconnect the neighborhood to Boyle heights and to improve connections to already very good mass transportation options...”

Working with developer Fifteen Group Land and Development, LLC, Torti Gallas and Partners is designing the redevelopment of Wyvernwood Garden Apartments in the Boyle Heights neighborhood of Los Angeles. This $2 billion revitalization will replace the existing 1,187 units with 4,400 new units, and add 300,000 square feet of retail and commercial space. Nine acres of publicly accessible open space are also included in the plan. The new development will be designed as a sustainable community and may seek a LEED ND (Neighborhood Development) rating from the U.S. Green Building Council. The new Wyvernwood will be a market-rate apartment complex with 15% of the units set aside as affordable housing. With its mix of low-, mid-, and highrise apartment buildings, recreational facilities, mass transit stops, pedestrianfriendly walkways and increased density, the new development looks to attract Los Angeles’ emerging middle class.

PROGRAM DATA
• 70 acre site
• 4,400 new residential units
• 300,000 SF of retail and commercial space
• 9 acres of publicly accessible open space
• 15% affordable housing set-aside

SERVICES PROVIDED:
• design charrette
• community meetings/consensus building
• public hearings
• master planning
• urban design
• architectural design
• formed-based code
• specific plan document
The focus of the Specific Plan was to create an inspiring, strategic vision for downtown Redlands by coordinating, harmonizing, and closely linking future private and public projects. To this end, Torti Gallas coordinated a design workshop intended to raise key issues relative to this critical and central downtown site in preparation for a larger, city-wide master planning effort.

Numerous urban concepts were investigated not only to develop a prioritized set of short-term, mid-term, and long-term goals, but also to explore a variety of funding and phasing strategies for this site. Each concept included a mix of uses intended to promote a pedestrian-friendly 24-hour atmosphere including a small hotel, movie theater addition, office and retail space, and a variety of residential possibilities.

These strategies were supported by a locally-funded central parking structure which provided parking for the existing land uses as well as new potential development. Because of this arrangement, each of the new uses could front on to public streets, and, in turn, create a visually aesthetic yet functional urban center. Additionally, through the division of the site into smaller, more walkable blocks and through the location of a public plaza bordered by a mix of uses, the comprehensive Core Block strategy serves as a model for the urban revitalization of its adjacent neighborhoods.

**PROJECT DATA:**
- 76 acres
- 1,400 dwelling units
- boutique hotel
- 250,000 SF retail/restaurants
- cineplex expansion
- new commuter-rail station
- new auto-dealer row

**SERVICES PROVIDED:**
- programming
- feasibility/yield analysis
- community meeting
- design charrette
- master planning
- urban design
- parking/traffic analysis
- sustainability code
Mirroring the plight of many mid-western cities, South Bend has seen a decline in key industrial employers and an accompanying decline in population. This has resulted in several urban problems including general disinvestment, high retail and residential vacancy, increased crime, and excess infrastructure while, for a large portion of the area, the cultural demographics have shifted from predominately Polish to predominately Latino. Furthermore, a Federal Consent Order for school desegregation places additional pressures on the neighborhoods while state policy has enacted a school voucher program impacting the public school system. As is common to many cities, limited funds add to the challenge.

Working with the City of South Bend in a public process, Torti Gallas developed a market-based strategic revitalization plan for the two principal corridors on South Bend’s West Side - historic Lincoln Way and Western Avenue. First and foremost, the goal is to create a series of “neighborhoods of choice”. When residents or future residents of South Bend think about where they want to live, the West Side should be at the top of the list. It is the intention of this plan to have both Lincoln Way and Western Avenue reassert themselves as vital primary streets that give new life to the neighborhoods they run through. One of the principal goals has been to develop a plan that will also attract private investment dollars.

**SOME OF THE IMPLEMENTATION TOOLS USED INCLUDE:**

- Land Consolidation; Memorial Hospital Residential Development Tax Abatement District; Geographically Based Police, Firefighter, Teacher, Government Employee Tax Abatement District; Geographically Based Magnet Schools Reverse Commute Admissions Preference; Leverage Sewer Separation Funds; Pilot Project Coordination with Above Tools; TIF, Tax Abatement, Subsidies; Tactical Urbanism Facilitation

**SERVICES PROVIDED**

- visioning
- demographic analysis
- bi-lingual public charrette
- corridor and area master plan
- pilot project definition
- implementation strategy and matrix
- retail, residential and industrial market analysis
- Form-Based Code

**PROJECT DATA**

- West Side study area: 2,500 AC/4-square miles
- Lincoln Way Corridor Length: 3 miles
- Western Avenue Corridor length: 3.5 miles

**KEY POLICIES**

- The conversion from State Roads to City streets allowing bike lanes and on-street parking
- Transformation of retail from a strip development pattern to a node pattern
- Encouraging airport related uses at the west end of Lincoln Way
- Creation of an Arts and Design District
- Connecting the Historic Districts on the east side adjacent to downtown
- Expansion of the City Cemetery
- Consolidation of properties along the tracks
- Address crime through additional programs
- Creation of the Western Avenue Cultural District
Mauka Area Form Based Code  HONOLULU, HAWAII

“The Mauka Area is part of an island transect, from the mountains to the ocean, Mauka to Makai...Torti Gallas’ Form Based Code captures the spirit of this place and improves upon it.”

Torti Gallas led the planning process to create a Form Based Code and a TIM® Process (Town Information Modeling®) for a major area of Honolulu between downtown and Waikiki.

A series of public and strategic stakeholder meetings helped guide the process to create a Form Based Code that thoughtfully synthesized the goals and policies in the community’s Master Plan. The Form Based Code for the 400 acre area includes Development Standards for seven neighborhoods with different character and form. The Code preserves the idiosyncrasies of the individual neighborhoods, while introducing Build-to Lines to organize the street, and a series of permitted Building and Frontage Types to capture the spirit of each neighborhood and of Hawaii. View corridors in the Code preserve Mauka / Makai views - from the mountains to the ocean through strategic setbacks, siting of building voids, and landscaping strategies. The Code regulates both the private and the public frontage through a Pedestrian Zone that is linked by land use to each block in the planning area.

Our proprietary TIM® Process was an integral part of the Mauka planning process, used to verify the Code and to assemble model elements, including building and land-use area, FAR, and other relevant data. The model depicts existing and proposed build out and serves as an ongoing planning tool for the Hawaii Community Development Authority to test future development scenarios. The 3-D model depicts the study area and surroundings, including the nearby harbor, crater and mountains. The model includes over 40 million SF of existing and proposed build-out land use conditions with a schedule of related data that is linked by land use to each block in the planning area.

SERVICES PROVIDED:
- TIM® site and build-out modeling
- form based code
- community meetings
- project management
Torti Gallas + Partners was commissioned by the Town of Babylon and the New York Department of State to lead a team of landscape architects, economists, civil engineers, cost estimators, zoning attorney, public outreach specialist, and transportation planners to create a highly sustainable and implementable TOD plan that also included a corridor study, and creation of a new form-based zoning ordinance. The Town of Babylon has a strong commitment to environmental sustainability and is pursuing LEED ND certification of this brownfield revitalization effort that will be the new heart of the hamlet of Wyandanch.

Situated at the intersection of Straight Path and the Long Island Railroad, the Core Area will become the civic and commercial heart of Wyandanch. Downtown Wyandanch has been designed to create a distinct “sense of place.” To achieve this goal, the design is influenced by regional traditional Long Island villages. This transit-oriented development has been designed with equal attention to the public spaces (the streets, the parks, the squares and the like), and to the private realm. Using smart growth design principles, the design features a mix of uses and housing types, a connected network of streets, a variety of civic spaces and parks, and a streetscape designed as much for a pedestrian amenity as for vehicular movement.

**PROJECT DATA:**
- 135.7 acre site
- 150,000 SF of retail
- 1,300 residential units
- 70,000 SF of civic space
- 2,000 parking spaces

**SERVICES PROVIDED:**
- neighborhood planning
- feasibility/yield analysis
- multi-disciplinary team leader
- community charrette
- concept design
- sustainability code
- form-based code
- Town Information Modeling®
Torti Gallas worked with the City of Westminster to create a dramatic vision for a new mixed-use downtown to replace a demolished indoor shopping mall situated midway between the burgeoning Denver – Boulder tech corridor. This central, 105-acre site is adjacent to a planned new station of Denver’s RTD train line. Key components of the plan include a seamless integration of a mix of retail, residential and office uses, a network of streets and public open spaces, multi-modal circulation and access to transit, urban design, development flexibility, and taking advantage of the fabulous views of the Front Range of the Rocky Mountains. The implementation of the vision will be accomplished via a Specific Plan (the first in the State of Colorado) and an accompanying Form-Based Code.

**PROGRAM DATA:**
- 105 acre site
- 21 acres of open space
- 1,000,000 SF of office
- 1,050,000 SF of retail
- 2,000 residential units

**SERVICES PROVIDED:**
- programming
- community workshops
- master planning
- conceptual design
- entitlement
- Town Information Modeling (TIM)®
- services
- design guidelines
Downtown Santa Monica Specific Plan

With the arrival of the Exposition Line providing a rail connection from Downtown Los Angeles to the Pacific Ocean for the first time since 1953, the Downtown Plan will guide the next phase of the pedestrian-oriented evolution of this beachfront city. The plan encompasses roughly forty city blocks, six of which, front the iconic Third Street Promenade. The plan seeks to capitalize on the energy and vitality of the Promenade and seeks to expand and extend this energy to the east and west.

Recognizing that no matter how one arrives to the Downtown area, sooner or later, everyone becomes a pedestrian, the plan lavishes attention on the public realm through streetscape improvements and roadway reconfigurations to prioritize pedestrian comfort, utility, and safety as well as multimodal accessibility. By planning for both a range of public spaces of varying scales and by treating the street network as the Downtown’s greatest public space the plan provides for an immersive pedestrian experience. ‘Signature sidewalks’ are strategically incorporated throughout the plan area, created by enhanced building setbacks, or road diets depending on the opportunities present. Meanwhile, design and development standards focus on the design of the sidewalk and building facades that front them in order to create humanscale, attractive and inviting frontages. The use of Town Information Modeling® (TIM®) allowed Torti Gallas to test various land use and development alternatives to arrive at design standards that are predictable and flexible to promote creative and elegant buildings and public spaces.

Even with its focus on the pedestrian, the plan provides strategic parking enhancements, aimed primarily at using existing parking assets more efficiently, while also providing for short and long term actions to increase the overall capacity of the circulation network including an enhanced bicycle network, new street connections over the freeway. Incentives for desperately needed affordable housing, and a greater range of cultural and arts amenities are also feature prominently in the plan.

PROJECT DATA

- 40 city blocks
- community design workshops
- stakeholder meetings
- public hearings
- specific plan
- 3D modeling
- design and development standards
- implementation and phasing

Response to Request for Proposal
Firm Profile

**Rincon** is a multi-disciplinary environmental science, planning, and engineering consulting firm that provides quality professional services to government and industry. Rincon prides itself on the considerable depth of its staff, which includes professional certified urban planners, LEED associated professionals, geologists, doctors of environmental engineering, biologists, certified wetland specialists and arborists, botanists, noise and air quality experts, and green-house gas verifiers. One of our key strengths is our involvement in projects from “inception-to-implementation,” which spans from pre-planning activities (alternative analyses, environmental constraints analysis, and technical report preparation) to project analysis (CEQA/NEPA compliance, regulatory permitting), through project implementation (hazards remediation, construction monitoring, stormwater compliance services) to post construction activities (habitat restoration, mitigation). As a result, we have a full understanding of the demands of large and small-scale projects, and the interaction between different environmental issues and the directives of the responsible regulatory agencies.

During Rincon’s 23-year history, we have received multiple awards for excellence from environmental planning industry organizations, including the American Planning Association and the Association of Environmental Professionals. Our financial strength was recognized in 2004, 2009, 2011 and again in 2015 by Zweig Group, when the nationally recognized A/E/P industry tracking group named us to its Hot 100 Firm list, recognizing revenue growth over time. The Rincon-authored City of Calabasas 2030 General Plan received the *Compass Blueprint Achievement for Visionary Planning for Sustainability* from the Southern California Association of Governments (SCAG). Rincon prepared the EIR for the Monterey Bay Sanctuary Scenic Trail Master Plan, which recently won the Transportation Award of Excellence from the APA Northern Section. Rincon’s work ethic was recognized when we achieved an A+ rating through Southern California Gas Company’s “report card” system. Our company values were acknowledged by the industry and employees when we received the “Best Places to Work For” by the Environmental Business Journal/CE News in 2009.

Our company values were acknowledged by the industry and employees when we received the “Best Firms to Work For” by the trade group Zweig Group in 2009, 2015, and 2017.

We have organized our land use planning and environmental planning services into six core areas: Environmental & Land Use Planning, Biological Resources Assessment and Regulatory Compliance, Environmental Site Assessment and Remediation, Water Resources, Cultural Resources, and Sustainability Services. We also have a GIS and Graphics group to enhance our documents and support our data analyses for projects addressing issues in the six aforementioned areas. Specific areas of expertise include:

- General Plans, Specific Plans, Elements, Site Planning & Community Design
- CEQA/NEPA Compliance
- Regional Transportation Planning, Trails Planning & Corridor Studies
- Climate Action Planning & Greenhouse Gas Assessment & Verification
- LEED/Green Building, Neighborhood Consulting & Certified Arborist Services
- Air Quality Studies, including Emissions Inventories and Dispersion Modeling
- Noise Studies, including Bio-Acoustic Evaluation
- Baseline Biological Resources Inventories & Special Status Plant & Wildlife Species Surveys
- Permitting: ESA/CESA, Drainage/Wetlands, Coastal Development & Grading
- Wetland Delineation, Riparian & Upland Habitat Mapping, Revegetation & Restoration Planning
- Cultural Resources (Archaeological & Paleontological) Surveys & Native American Consultation
- Construction & Mitigation Monitoring
- Stormwater Pollution Prevention Plans (SWPPP)
- Hazardous Waste Characterization, Site Remediation & Health Risk Assessments
- Complete Regulatory Compliance & Mitigation Planning as it pertains to these areas of expertise
- GIS & Graphics Resources, Newsletters/Brochures & Website Development
Project Experience

**Seaside General Plan Update and EIR**
Client: Lisa Brinton, Community and Economic Development Services Manager  
City of Seaside  
440 Harcourt Avenue, Seaside, CA 93955  
831-899-6883, lbrinton@ci.seaside.ca.us  
(subconsultant to Raimi and Associates)  
Matt Raimi, Principal, AICP, LEED-AP  
2000 Hearst Avenue, Suite 400 Berkeley, CA 94709  
510-200-0520, matt@raimiassociates.com

Rincon is currently part of a team authorizing an update to the City of Seaside General Plan. Rincon is preparing the Noise, Conservation/Open Space, and Safety Elements of the General Plan and will collaborate with Raimi and Associates on the Parks and Recreation Element. In addition, Rincon is entirely responsible for the General Plan EIR which will establish the cumulative, growth-inducing, unavoidable, and irreversible significant effects framework for consideration of the environmental impacts of subsequent development projects.

**Marina Downtown Vitalization Specific Plan and EIR**
Client: Luke Connelly, Economic Development Manager  
*Currently with Monterey County*  
City of Marina  
211 Hillcrest Avenue, Marina, CA 93933  
Luke mobile: (408) 656-2499

Rincon prepared a Specific Plan to guide the development of the downtown core of the City of Marina, as well as a Program EIR to support this effort. The Specific Plan Area encompassed approximately 225-acres of centrally located land and was intended to establish a residential, business, cultural, social, and governmental downtown center for the City of Marina. The project involved extensive community outreach to help guide the Specific Plan. Among the key issues include the possible narrowing of Reservation Road through the City’s center from four to two lanes. The EIR evaluated both two-lane and four-lane project options at an equal level of detail.

**Marina Veteran Transition Center IS-MND**
Client: Christy Hopper, Planning Svs. Manager  
City of Marina  
209 Cypress Avenue, Marina, CA 93939  
831-884-1238, chopper@ci.marina.ca.us

Rincon is currently preparing an IS-MND for the Veterans Transition Center project in Marina, California. The project site is located within the former U.S. Army Fort Ord, and is currently developed with four vacant duplex structures, previously used as army barracks. The project would entail demolition of the existing structures and construction of a three-story apartment building with 72 units. The facility would allow veterans to reside at the service-based property in perpetuity, as opposed to transitional housing which limits the tenure of tenants. Rincon is preparing the CEQA document for the project. Key issues include aesthetics, noise, traffic, and water supply.
Rincon worked as part of a team to complete the Scotts Valley Town Center Specific Plan. Specifically, Rincon completed CEQA documentation for the project that involved a 30-acre mixed-use downtown/civic area including a town green, commercial retail stores, parking, library, multi-family housing, and possibly a court house. The environmental documentation prepared included an Initial Study and EIR. The EIR was developed to facilitate mitigation with the Plan area and to minimize future development impacts. Key issues that addressed included: aesthetics, air quality, biological resources, cultural resources, geology/soils, hazards, hydrology, land use, noise, and traffic.
Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. We develop creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.

**Specialized Services**
We offer our clients the right combination of leading-edge technical skills and extensive knowledge of the communities in which we work to deliver comprehensive solutions and superior client service. We are nationally-recognized experts who routinely publish original research, serve on national committees, and teach courses to others in the industry. We do this while maintaining our commitment to translating those techniques into practical solutions. We offer specialized expertise within transportation including:

- Transit Planning
- Transportation Engineering & ITS Design
- Multimodal Operations & Simulation
- Conceptual Street & Transit Station Design
- Bicycle & Pedestrian Planning
- Integrated Land Use & Transportation Plans
- Sustainable Transportation
- Freight Systems & Airports
- Travel Behavior & Forecasting
Our Values
From our firm’s inception in 1985, we have developed strong client relationships by following these core values:

- **Professional integrity and honesty**
  “We are respected as a trustworthy firm.”

- **A problem-solving attitude**
  “We are known for using innovation and diligence to help our clients in significant ways.”

- **Responsive and hard-working**
  “We have a reputation for providing high quality, superior service that continually exceeds our clients’ expectations.”

Why Clients Hire Us
Clients hire Fehr & Peers because we provide the right combination of leading-edge technical skills, high-quality work, and superior client service. We thrive on challenging assignments in controversial environments where complex problems can only be solved by using state-of-the-practice analytical techniques, developing innovative, yet practical solutions, and achieving consensus amid the diverging views of stakeholders. We often find ourselves called into projects where others have failed. We consider each potential assignment carefully, and we only accept those projects to which we are fully committed and able to complete successfully.

Key Experience

**College & University Experience**
Fehr & Peers has extensive experience working with colleges and universities in the western U.S., particularly in California. In many cases Fehr & Peers has long-term relationships with institutions and provides a variety of transportation services including Long Range Development Plans and Master Plans; access and circulation studies; parking analysis and facility design support; and bicycle/pedestrian planning and design. Fehr and Peers sends client surveys to all clients upon project completion. Reviewing these survey results and dozens of unsolicited commendation
letters on file, it is clear that clients hire Fehr and Peers because of the firm's ability to combine best practice techniques with other key skills. Fehr & Peers has worked with over 50 campuses and enjoys the unique challenges campus planning projects pose.

**Base Reuse Experience**

Fehr & Peers has also worked on several base reuse efforts in Northern California. These include the Hamilton Field Reuse Plan and EIS in Novato, Mare Island Reuse Plan in Vallejo and numerous projects associated with new land uses proposed in the NASA Moffett Field area in Mountain View and Sunnyvale. The experience gained from these studies, as well as many site specific evaluations prepared for individual project sites within the base areas, means that Fehr & Peers has a deep understanding of the potential transportation issues and opportunities associated with base reuse planning. Specifically, it is essential that transportation opportunities be considered that take advantage of existing transportation infrastructure, while also identifying how existing facilities should be upgraded to achieve site circulation and access goals.
Fehr & Peers was retained to develop a transportation master plan for the California State University at Monterey Bay. The effort included several meetings with stakeholders to understand the current transportation and land use context as well as coordination with the Team on developing future land use requirements to accommodate a 10,000 student campus. Fehr & Peers developed circulation systems for the auto, bicycle, pedestrian, and transit modes. Building service and emergency access requirements were also considered. Using a layering analysis, Fehr & Peers then worked with the stakeholders to prioritize travel modes for the streets and paths within the campus.

Fehr & Peers reevaluated the off-campus transportation infrastructure to prioritize off-site transportation changes that facilitate regional traffic flow while maintaining campus systems for transit, bikes, and pedestrians. The highest priority improvements (about 20) were documented in a technical memorandum. Fehr & Peers prepared concept drawings and cost estimates for the recommended transportation improvements expected to be needed as the campus grows.

Fehr & Peers evaluated the transportation implications for the Academic II Building; the analysis and documentation of which was used to obtain supplemental funding (about $2.9 million) for improving transportation at the campus. Funded projects included two roundabouts, one traffic signal, roadway realignment, and pedestrian/bike/transit corridor improvements.

Reference:
Kathleen Ventimiglia
Director of Campus Planning & Development
California State University Monterey Bay
831-582-4304
kventimiglia@csumb.edu
North Bayshore Precise Plan

Fehr & Peers prepared the transportation impact analysis (TIA) for the North Bayshore Precise Plan. The Precise Plan will add 3.4 million square feet of office, and research and development space as well as hotel and retail uses to the North Bayshore area, which is already home to technology companies such as Microsoft, LinkedIn, Intuit, and Google.

With only three vehicle gateways and two multi-use paths into and out of North Bayshore, access by all modes of transportation is very constrained. One of Fehr & Peers’ key contributions was to quantitatively determine the peak hour vehicle capacity for each gateway, which then served as the basis for evaluating the Precise Plan’s impacts and defining a morning peak period trip cap used to monitor if the area is achieving its goal to reduce vehicle trips. As part of the analysis, Fehr & Peers also updated and applied the City of Mountain View travel demand model and identified impacts and mitigation for the intersections, freeways, pedestrian and bicycle facilities, and transit facilities and service. The resulting study was incorporated directly into the Precise Plan environmental impact report (EIR).

After the Precise Plan was adopted in December 2014, a subsequent study commenced to evaluate the addition of residential land uses to the North Bayshore area. Fehr & Peers is providing support on this effort.

REFERENCE:
Martin Alkire
Principal Planner
500 Castro Street
Mountain View, CA 94039
650.903.6306

PROJECT HIGHLIGHTS

- Addition of 3.4 million square feet of office & R&D space in the North Bayshore area located in Mountain View, CA
- Determined peak hour vehicle capacity into the North Bayshore area
- Updated and applied the City of Mountain View travel demand model to understand travel demand and assess potential impacts
- North Bayshore Precise Plan adopted in December 2014
Sustainable Santa Cruz County Plan

PROJECT HIGHLIGHTS

- Emphasis on improvements aimed at improving walk and bicycle access to transit and street connectivity to enhance walkability and bikeability
- Walkshed analysis conducted to identify connectivity improvements across Highway 1 and between key activity centers
- Developed mode priority for streets within the study area based on the land use context and desired function of the local street

Fehr & Peers provided transportation planning and engineering services for the Santa Cruz County Sustainable Community and Transit Corridors Plan for the Santa Cruz County areas of Live Oak, Soquel and Aptos. The Plan provides a roadmap to meet future mobility goals by 2035 through community-driven policies and standards based on sustainable objectives. Fehr & Peers developed a future layered transportation network, sample street cross sections, list of potential performance measures, and a list of multimodal transportation improvements. The cross sections show examples of cycletracks along portions of Soquel Drive, bus islands, wider and complete sidewalks, express bus system, and biowswale medians. In addition, the Plan included a walkshed analysis depicting how pedestrian connectivity to key activity centers in the County would be improved with future Highway 1 overcrossings and neighborhood street connections.

Through the SCCP outreach process, a comprehensive list of suggested transportation infrastructure improvements was developed. Fehr & Peers matched these improvements to previously identified improvements from important regional documents, such as the Santa Cruz Regional Transportation Plan and conducted a performance evaluation of each improvement rooted in the guiding principles of the SCCP focused on improving the multimodal transportation network and the environment.

REFERENCE:
Paia Levine
Principal Planner
701 Ocean Street, Room 510
Santa Cruz, California 95060
831.454.5317
Firm Profile

WHITSON ENGINEERS is a general civil engineering firm, founded in 1979, concentrating in land development and governmental engineering services. The firm's projects are located primarily in the Monterey Bay Region. A vital part of the firm's goals is to continue to provide experienced service specific to communities within this region.

Being passionate about our work has led to our success over the years. Whitson Engineers is a small firm, highly selective of who we employ and the clientele we serve. We believe in hiring not only intelligent and talented staff, but also individuals who share in the firm's culture. Our staff of approximately 25 professionals is enthusiastic about its work and is generally our projects' largest proponent. As strong communicators, we understand the paramount importance of identifying the client's goals, and then establishing realistic and honest expectations to ensure success. A strong sense of community drives us to be responsible, both ethically and socially, for the areas we serve. All this culminates into a thoughtful and deliberate design that delivers on our clients' vision.

WHITSON ENGINEERS strives to provide first class service to our select clientele and maintain a high degree of professionalism in all our work. Critical to the delivery of exceptional service is the pride we take in being easy and fun to work with. The firm makes this goal a reality through three key characteristics: we are accessible to our clients, highly responsive, and extraordinarily adaptable to a project’s and client’s needs.

Almost without exception, new clients are the result of referrals from existing clients, public agencies, and other professionals and colleagues. Considerable effort is expended in determining that project goals are compatible with the firm's reputation for environmental responsibility and sensitivity.

We continually expand our capabilities and equipment, in response to the changing requirements of the profession and of individual projects. Our firm has LEED accredited professionals and Qualified SWPPP Developers (QSD) on staff and Whitson Engineers has received multiple recognitions from the Regional Water Quality Control Board on our innovative use of Low Impact Development (LID) techniques.

We strongly believe in the use of emerging technologies to make work more efficient, productive and better communicate design concepts. Our firm utilizes the latest in AutoCAD Civil 3D, Infraworks, Google Earth Pro, ArcView GIS, and other engineering, graphics, and visual simulation-related software. The efficiencies provided by being current with technological software advances have allowed us to essentially eliminate the need for separate engineering and drafting functions on many of our projects. We have fully equipped survey crews which are able to provide our clients all the survey requirements for any project. Utilizing the latest in Trimble global positioning systems (GPS)
and total robotic stations, our professional staff has the latest in technology at their disposal to provide innovative solutions resulting in increased productivity for our clients. Our FFA-licensed Commercial Pilots use Phantom IV Drones to increase our data mobility, visualization, access and efficiency on projects. Our surveyors collect Digital orthophotos at resolutions as low as 1” for many of our survey sites, allowing current, up to date photography. Drone imagery is also particularly useful for mapping and photographing difficult access areas, including landslides, coastal bluffs, bridges and rooftop mechanical systems.

WHITSON ENGINEERS has invested in Deltek Vision, the first fully integrated project management software, which automates scheduling, budgeting, forecasting, and resource management in one application. With Vision, we use real-time sharing of information to effectively schedule staff to the right projects, monitor and control project performance, and immediately identify problems with schedules. Our project managers have the right tools to maximize our resources.

WHITSON ENGINEERS has three offices located in Monterey, Santa Cruz, and Los Angeles, California. Each of our offices provides ample space for expansion of staff as required to meet workload. We have a server-based network linking all offices consisting of an array of modern engineering computers and print devices. Each staff member is equipped with the latest in computer technology and access to high-speed internet.

WHITSON ENGINEERS is a California Corporation and a State of California Certified Small Business Enterprise (SBE). We are also a Certified Green Business by the Monterey Bay Area Green Business Program.
WHITSON ENGINEERS has received several awards for engineering and business excellence in its 38-plus years of experience. Recent and representative awards and recognitions include:

- **2015**
  American Public Works Association Monterey Bay Chapter **Project of the Year** for Highland-Otis Park Renovations.

- **2013**
  American Public Works Association Monterey Bay Chapter **Project of the Year** for the County of Santa Cruz Redevelopment Parkway Improvement project.

- **2013**
  Transportation Agency for Monterey County (TAMC) **Transportation Excellence Award** for the Del Monte Avenue/Pacific Street Intersection Improvement Project.

- **2013, 2012, 2008**
  Best Places to Work in Monterey County Award by the Monterey County Business Council.

- **2013**
  Transportation Agency for Monterey County (TAMC) **Transportation Excellence Award** for the Del Monte Avenue/Pacific Street Intersection Improvement Project.

- **2008**
  The State of California Water Quality Control Board presented two **Resolutions of Appreciation**: Tynan Village and Sherwood Village, Salinas, CA. The resolutions recognized the innovative use of stormwater treatment techniques to protect the waters of the Central Coast and the green, sustainable building methods utilized in both projects.

- **2008**
  California Construction **Best of California Award** for the entry pavilion parking structure, Community Hospital of the Monterey Peninsula.

- **2004**
  Consulting Engineers and Land Surveyors of California **Engineering Excellence Merit Award**: Small Firm Competition for the Carmel Route 1 Climbing Lane.

- **2002**
  Transportation Agency for Monterey County (TAMC) **Transportation Excellence Award** for the Carmel Route 1 Climbing Lane.
Relevant Experience & References

WHITSON ENGINEERS have successfully worked for or coordinated directly with many of the public agencies located in the City of Seaside and jurisdictions within the Former Fort Ord. Below is a select list of these representative projects, which either have commonalities due to project type or stakeholder. These projects involved extensive design, surveying and coordination with governmental agencies and stakeholders, ultimately leading to project entitlement for the project developer.

Representative Fort Ord Projects

- California Central Coast Veterans Cemetery (FORA, City of Seaside)
- CSUMB Promontory Student Housing (CSUMB, City of Marina)
- Monterey Bay Charter School (CSUMB, City of Seaside)
- CSUMB SunEdison Solar Facility (CSUMB)
- Fort Ord Dunes State Park (State of California, TAMC)
- Veterans Transition Center (VTC, City of Marina)
- VA Outpatient Clinic (VA, City of Marina)
- Community Hospital of Monterey Peninsula (CHOMP) Marina Campus (City of Marina)
- Fort Ord Ordinance and Explosives Remediation Support
- Imjin Office Park (FORA, City of Marina) Seaside General Plan (City of Seaside)
- City of Marina Airport Specific Plan (City of Marina)
- Fort Ord Eco Hostel (City of Seaside)
- CSUMB Parking Improvements (City of Marina, CSUMB)
- Monterey Peninsula College Parker Flats Facilities Emergency Vehicle Operations Course (EVOC) and Firefighter Training Facilities (MPC)
- Eastside Parkway, including portions of Parker Flats Road, Parker Flats Cut-Off, Gigling Road, and Inter-Garrison Road (FORA, City of Seaside, Monterey County)
- Coe Avenue Class 2 Bike Lanes and Pedestrian Improvements (City of Seaside)
- Department of Defense Building Accessible Parking Improvements (City of Seaside)

General Plans, Master Plans, Specific Plans & Infrastructure Studies

Over the years, Whitson Engineers has been fortunate to work on a wide array of projects to determine infrastructure needs and demands. Below is a select list of projects our firm has had experience with.

- City of Marina Airport Specific Plan
- San Juan Valley Master Plan
- Victorine Ranch Master Plan
- Laguna Seca Master Plan
- Stevenson School Master Plan
- Seaside General Plan Update
- Carmel River Inn Master Plan
- North Monterey County Unified School District Master Plan
- Community Hospital of the Monterey Peninsula Master Plan Mapping
- Tanimura and Antle Master Plan
- Marina High School Master Plan
- California Central Coast Veterans Cemetery Development Master Plan
- Monterey Peninsula College Parker Flats
- VA/DoD Central Coast Out Patient Clinic - Infrastructure Assessment
Relevant Experience & References

Representative Mixed Use, Retail, and Housing

- Barnyard Shopping Village (Carmel, CA)
- Cinemark Theater at the Dunes of Monterey Bay (Marina, CA)
- Crossroads Carmel (Carmel, CA)
- Del Monte Shopping Center (Monterey, CA)
- Northridge Mall (Salinas, CA)
- Castroville Station (Castroville, CA)
- Soledad (MidPen Housing, Salinas, CA)
- Hacienda Housing (HACM, Salinas, CA)
- Tynan Village (HACM, Salinas, CA)
- Promontory Student Housing (CSUMB, Marina, CA)
- Pippen Orchards (MidPen Housing, Watsonville, CA)
- Dunes on Monterey Bay (Shea Homes, Marina, CA)
- Sherwood Village (CHISPA, Salinas, CA)
- Stevenson School Faculty Housing (Stevenson School, Pebble Beach, CA)
- East Garrison Development (UCP, Monterey County, CA)
Relevant Experience & References

EAST GARRISON
Client: UCP, LLC
Contact: Michael Cady (408) 323-1113

Whitson Engineers has provided civil engineering and construction staking services since 2010 for the 1,400 unit East Garrison mixed use project on the former Fort Ord Army base in Monterey County. The project is based on traditional neighborhood design standards and includes historic preservation, an arts district, town center, fire station, and walkable mixed income neighborhoods that bring together a sustainable community. The project involves extensive engineering design, surveying, and coordination with governmental agencies and public utility companies on behalf of the project developer and builder.

MARINA MUNICIPAL AIRPORT BUSINESS AND INDUSTRIAL PARK/UC MBEST CENTER SPECIFIC PLAN
Client: LSA Associates, Inc.
Contact: Frank Haselton, Managing Principal (949) 553-0666

Whitson Engineers provided civil engineering services to support the preparation of a new Specific Plan for the property surrounding the Marina Municipal Airport. Tasks included the gathering of existing topographic and utility data, research on utility connection points and available capacities for the preparation of a technical report, and collaboration on the proposed site plan. The Specific Plan is currently being reviewed by the City of Marina.

CENTRAL COAST CALIFORNIA VETERANS CEMETERY DEVELOPMENT MASTER PLAN
Client: County of Monterey
Contact: Jim Cook, Director Housing and Redevelopment Office (831) 755-5390

Whitson Engineers provided Civil Engineering services for the preparation of the CCCVC Development Master Plan. Whitson Engineers performed an initial site infrastructure investigation, which included an inventory of existing facilities, recommendations regarding utility extensions that would be required in order to serve the site. Whitson Engineers also developed grading and drainage recommendations, public road right-of-way improvement recommendations based on the requirements of the City of Monterey Peninsula College Parker Flats Facilities Emergency Vehicle Operations Course (EVOC) and Firefighter Training Facilities
Client: Monterey Peninsula College
Contact: Alan Butler, Senior Principal TLC Architecture (707) 525-5600

Whitson Engineers performed a site infrastructure investigation in conjunction with preparation of preliminary budgetary estimates for the development of an Emergency Vehicle Operations Course and Firefighter Training Facility in the former Fort Ord. Whitson Engineers investigated the suitability of alternative service connections for water, sewer, electrical, gas, and data service, and reported on the costs and benefits of extending the utilities to the site alternative.
Neal I. Payton, FAIA, LEED AP BD+C • Principal-in-Charge and Project Manager

Mr. Payton is a Principal at Torti Gallas, where he directs the West Coast office. His work involves Urban Design and Town Planning activities at a variety of scales, including inner city revitalization, inner suburban infill and refill, transit-oriented development in emerging development areas as well as regional plans for counties and metropolitan areas. Often called upon to work on politically sensitive sites, Mr. Payton has led over 50 design charrettes and participated in close to 100. Mr. Payton’s urban design efforts have been honored nationally with numerous design awards from the American Institute of Architects and the Congress for the New Urbanism (CNU), among others. He was recently awarded the “Paul Crawford Memorial Award” by the California Chapter of the CNU.

In addition to these planning efforts, Mr. Payton works on crafting many of the individual architectural commissions of the firm to the urban context within which they will sit. The architectural work of Torti Gallas focuses on residential and mixed-use development that is inextricably linked to urbanism and placemaking rather than to the making of individual object buildings. As a result of this experience, Mr. Payton is able to craft urban and architectural guidelines that are market sensitive, yet support the urban design.

Prior to joining Torti Gallas, Mr. Payton headed his own Town Planning and Urban Design Practice. During this time he developed his expertise as a Community Facilitator, working with citizens and developers in community development and revitalization projects.

Selected Project Experience

Santa Monica Downtown Specific Plan, Santa Monica, CA - The Downtown Specific Plan seeks to lay the ground work for a pedestrian-oriented evolution of the district with the coming of light rail and other major civic projects. The plan capitalizes on the energy and vitality of Santa Monica’s Third Street Promenade and seeks to expand and extend this energy to the east and west. Design and development standards focus on the design of the sidewalk and building facades that front it to create human-scale, attractive and inviting frontages.

Metro Purple Line Extension Urban Design, Los Angeles, CA - Working with LA Metro, and PB America, Torti Gallas led the design team through a series of public meetings, charrettes, and urban design visioning that included creation of a set of station area design typologies meant to guide growth and planning at and near the proposed station areas. The project included more detailed station site planning and design, renderings, and stakeholder meeting facilitation.

Coast Highway Vision and Strategic Plan, Oceanside, CA - Creation of a transit-oriented urban design plan linking economic development and environmental sustainability to revitalize historic Coast Highway 101. Torti Gallas led workshops and intensive visioning exercises during two week-long charrettes with community members and stakeholders to create an inspiring downtown “Main Street” with two transit-oriented mixed-use neighborhoods, a new harbor hospitality/entertainment node, a vibrant Arts & Technology District, and design guidelines to preserve the unique beach character of neighborhoods.

Downtown Round Rock Master Plan, Round Rock, TX - Planning effort for the revitalization of the City’s historic downtown. Based on the input received during a week-long community charrette, public meetings and presentations, the team crafted a vision and design standards that included an extended “Main Street,” a new public square surrounded by human-scaled and pedestrian-oriented retail uses, a new cultural center and performing arts space, and a context-sensitive code to preserve historic buildings and extend the unique character of downtown outward.

Westminster New Downtown, Westminster, CO - Torti Gallas is provided a vision and a framework for a new downtown for the City of Westminster, located in the Denver-Boulder tech corridor. The redevelopment plan lays the fabric for an urban mixed-use neighborhood with 2,000 new homes, 21 acres of open space and over 1,000,000 SF of both office and retail space on a 105-acre site formerly used as an indoor shopping mall.

Downtown Specific Plan, Sacramento, CA – Anticipating the construction of the new downtown streetcar and Torti Gallas is working with ESA and City staff to craft new policy recommendations to support TOD around the station areas, and create a more livable downtown area. As part of the effort, TGP+P is crafting a Public Arts Plan, updating existing Design Guidelines and recommending Zoning Ordinance changes.

Mauka Area Form Based Code, Honolulu, HI – Torti Gallas led the planning process to create a Form Based Code and a TIM® (Town Information Modeling®) Process for a major area of Honolulu between downtown and Waikiki.
Mr. Huerta’s experience has been shaped by working on varied scales of the built environment including town planning, historic preservation and rehabilitation, and custom single family residences. His broad involvement in different facets of the field establishes his symbiotic approach to architecture and urban planning that emphasizes the important relationship between the public and private realm and how it shapes how we live. He has served as assistant project manager on several of the projects listed below including Mayor Wright Homes and Lilydale Quarry Redevelopment.

Selected Project Experience

 Westminster New Downtown, Westminster, CO - Torti Gallas is providing a vision and a framework for a new downtown for the City of Westminster, located in the Denver-Boulder tech corridor. The redevelopment plan lays the fabric for an urban mixed-use neighborhood with 2,000 new homes, 21 acres of open space and over 1,000,000 SF of both office and retail space on a 105-acre site formerly used as an indoor shopping mall.

 Santa Monica Downtown Specific Plan, Santa Monica, CA - The Downtown Specific Plan seeks to lay the groundwork for a pedestrian-oriented evolution of the district with the coming of light rail and other major civic projects. The plan capitalizes on the energy and vitality of Santa Monica’s Third Street Promenade and seeks to expand and extend this energy to the east and west. Design and development standards focus on the design of the sidewalk and building facades that front it to create human-scale, attractive and inviting frontages.

 Coast Highway Standards and Guidelines, Oceanside, CA - Building on the Coast Highway Vision and Strategic Plan developed by Torti Gallas and adopted in 2012, the Coast Highway Standards and Guidelines will serve as a guiding document to steer new development within the corridor. The Development Standards translate goals and policies of the Plan into objective and measurable Standards, while the Design Guidelines ensure that new development in the private realm will exhibit the highest standard of urban design, architecture, and landscaping.

 Mayor Wright Homes Redevelopment Plan, Honolulu, HI – Mayor Wright Homes is a 14.8-acre distressed public housing site in walking distance to Downtown Honolulu. With a new light rail station coming to the site, this project presents the opportunity to transform a gated public housing development into a high-density mixed-income neighborhood. The master plan seeks to integrate the project into the adjoining Kalihi-Palama neighborhood and provide additional housing in a city that is struggling under a housing crisis.

 East Pleasanton Master Plan, East Pleasanton, CA - Utilizing the principles of New Urbanism that focus on walkability, connectivity, providing for civic spaces, and a mix of housing types, this project is designed as the first phase for a master plan covering a much larger site area. While this plan is designed to create a sense of place in and of itself, it is also designed to seamlessly connect to later phases. The plan is organized around a main north/south avenue with a center median running from Busch Road to a neighborhood square. The plan area includes a range of housing types with densities ranging from 4 dwelling units/acre up to 11-13 dwelling units/acre - all single family units, either detached or attached. This range of unit types is important for achieving the housing diversity needed to serve a broader range of residents, including young families and senior citizens. In order to encourage walkability and community interaction, the plan utilizes the concept of ‘complete streets,’ in which motor vehicles, bicycles, and pedestrians are equal constituents.

 Lilydale Quarry Redevelopment - Situated about 1-hour (by train) outside of Melbourne, Australia, an old limestone quarry is being redeveloped as a TOD complete with a new train station. The four-hundred acre site will not only serve as the pedestrian friendly home for thousands of new residents, and close to a quarter of a million square feet of retail space, it will also include a healthy component of park space, including sculpture gardens, and performance venues. As the gateway to the Yarra Valley (a significant wine producing area of SE Australia, and popular tourist attraction), the site will be a jumping off point for day-trippers, who may one-day determine that this new community is a great place to live and raise a family.
Mr. Aulestia is a Partner and Design Leader in the Region and Town Planning Studio. Mr. Aulestia has led planning and design efforts throughout the United States and abroad for both public and private sector clients. His public sector expertise includes Neighborhood Plans, Corridor Plans, Form Based Codes, Design Guidelines, and Urban Design. His private sector expertise includes Transit Oriented Development, Mixed-Use, Sprawl Repair, Master Planned Communities and Urban Design. Mr. Aulestia often lectures on the topics of Smart Growth, Place-Making, and Form-Based Codes. National Awards include the Driehaus Form Based Code Award, CNU Charter Award, CNU Merit Award, and AIA PIA Award.

Selected Project Experience

**Downtown Wyandanch, Babylon, NY** - Torti Gallas was commissioned by the Town of Babylon and the New York Department of State to lead a multi-discipline team to create a highly sustainable and implementable TOD plan, undertake a corridor study, and create a new form-based zoning ordinance. The Town is pursuing LEED-ND certification of this 135 acre brownfield revitalization that will include 1,300 new homes, 150,000 SF of retail, 70,000 SF of civic space and parking for 2,000 cars.

**West Side Corridor Studies Market Analysis and Master Plan, South Bend, IN** - Mirroring the plight of many mid-western cities, South Bend has seen a decline in key industrial employers and an accompanying decline in population. Working with the City of South Bend in a bi-lingual, public charrette process, Torti Gallas developed a market-based strategic revitalization plan for the two principal corridors on South Bend’s West Side - the 3-mile Lincoln Way Corridor and the 3.5 mile Western Avenue Corridor.

**The Parks at Walter Reed, Washington, DC** - Torti Gallas is part of the winning team selected by the District of Columbia to redevelop the former Walter Reed Army Medical Center site. The 67-acre Parks at Walter Reed will include nearly 2,000 new residences and 725,000 SF of office, hotel, retail and arts/creative uses. Additionally, the development plan will position The Parks at Walter Reed as a major economic growth engine for the District, generating over 4,500 jobs during development and over 1,600 permanent jobs at full build-out, an estimated $37 million in annual revenue, and over $1 billion in direct investment.

**Miramar Town Center, Miramar, FL** – Creation of a Town Center and Civic Center Master Plan, form-based code, architectural pattern book, and detailed Civic Center site planning. This vibrant, 54-acre town center includes Miramar’s new City Hall, a Cultural Arts Center, Library, and Transit Hub, as well as 526 residential units, 101,000 square feet of retail, and 78,000 square feet of office. The Master Plan, Regulating Plan, and Design Code have been adopted by the city.

**Loudoun Metro Center, Loudoun County, VA** - Located on approximately 368 acres, Loudoun Center serves as a model for Smart Growth and mixed-use transit-oriented development. The new development will provide 3,000,000 SF of employment, 530,000 SF of retail, a 100,000 SF arts center, 300,000 SF hotel and 5,000 homes.

**Belmont Heights, Tampa, FL** - HOPE VI revitalization of barracks-style public housing into a vibrant new mixed-income residential neighborhood of 860 units, 3 community centers and 1 community center/educational facility. The new master plan, generated through a series of town meetings, knits the new streets and houses into the surrounding traditional neighborhoods.

**Eco Verde, St. Petersburg, FL** - Redevelopment Plan for the Tropicana Field site and immediate vicinity. The plan includes 1,935 rental homes, 755 for sale homes, 800,000 SF of office, a 600-room hotel and more than 1 million SF of retail.

**The Knolls of Dover, Dutchess County, NY** - This new sustainable, transit oriented development creates a vibrant mixed-use center and main street that preserves historic industrial buildings while at the same time preserving the area’s abundant natural features. The 937 acre community contains 1,400 new homes, 66 historic renovations and 143,500 SF of commercial space.

**Encore Haverstraw, Haverstraw, NY** – Transformation of a 163 acre former psychiatric hospital site into a traditional Main Street community of 500 new homes, 30,000 SF of retail, a 10,000 SF community center and a 100-room inn and spa.
Mr. Goodill is a Senior Urban Designer at Torti Gallas. His work involves planning and urban design projects at the local, regional and national level for both public and private sector clients. Mr. Goodill has led and participated in numerous design charrettes, both in the United States and abroad. Mr. Goodill’s projects have received national design awards from such prestigious organizations as the American Institute of Architects, the Urban Land Institute and the Congress for the New Urbanism.

**Selected Project Experience**

**Baldwin Park Village Center, Orlando, Florida** - An infill new town located on the site of the former Orlando Naval Training Center. The Village Center is a vibrant, mixed-use urban environment, which includes 1,120 residential units, 225,000 sf of office space, 75,000 sf of commercial space, 80,000 sf of flex space and a 45,000 sf grocery store.

**The Village at NTC Housing, San Diego, California** - Privatization and revitalization of family housing at Naval Complex San Diego totalling 500 units in a mix of one-story bungalows, two- and three-story townhomes. Amenities include a new Community Clubhouse, Parks, Play Lots, Tot Lots, Tennis, Volleyball and Basketball Courts, and a new Navy Exchange.

**Army and Navy Family Housing Privatizations, Monterey, California** – Privatization and revitalization of military family housing communities at the Presidio of Monterey (POM) and the Naval Postgraduate School (NPS). The development, located at the former Fort Ord and La Mesa Village in Monterey, consists of 2,000 new and replacement homes with neighborhood and community centers.

**Liberty Center, Liberty Township, OH** - a new mixed use Town Center located mid-way between Dayton and Cincinnati, Ohio. The new development will include 180 residential apartments and townhouses, 925,000 sf of retail, a 16-screen movie theatre, a 150-room hotel, and 100,000 sf office.

**One Loudoun, Loudoun County, VA** - A new mixed-use town center with 1,040 new homes in a mix of mid-rise apartment buildings with street level retail, townhomes and single family homes, 702,000 SF of retail and 3 million SF of office space. One Loudoun is the first project in Loudoun County to receive the Smart Growth Award from the Smart Growth Alliance.

**Bahcesehir, Istanbul, Turkey** - Master planning, infrastructure design, and architectural design of over 2,300 new homes in a mix of 30 housing types, as well as numerous educational and public facilities for this New Town outside Istanbul.

**King Farm, Montgomery County, Maryland** – A 440-acre new mixed-use community designed utilizing the principles of Traditional Neighborhood Design which includes 3,200 residential units, 3.17 million sf of office/employment space and 125 sf of retail.

**Crystal City Master Plan, Arlington County, VA** - Creation of a preferred Concept Plan with strong urban and architectural design guidelines and a policy framework to be used in future development. Arlington County initiated the Master Planning process following Federal Government BRAC decisions which will leave over 4,000,000 sf of existing office space available in Crystal City over the next 10 years. Torti Gallas created a TOD, mixed-use, pedestrian friendly vision for the future of the City and facilitated a public process to see this Master Plan through to realization. This LEED-ND Certified Master Plan was entitled and adopted by the Arlington County Planning Commission and the Arlington County Board.
Mr. Brandersky is Director of Digital Design at Torti Gallas. His responsibilities include BIM/CAD coordination, project planning and implementation, creation of 3D renderings, software implementation, evaluating new BIM related software and technologies, development of BIM standards, and the implementation and enforcement of same. Mr. Brandersky also provides support for printing, plotting and electronic file submission, fundamental, intermediate and advanced software training and mentoring. He provides day-to-day support to multiple project teams, attends conferences, seminars and tech-tours for BIM products. He is an AUGI member and has been an Autodesk University Attendee since 2007.

Selected Project Experience

**Westminster New Downtown, Westminster, CO** - Torti Gallas provided a vision and a framework for a new downtown for the City of Westminster, located in the Denver-Boulder tech corridor. The redevelopment plan lays the fabric for an urban mixed-use neighborhood with 2,000 new homes, 21 acres of open space and over 1,000,000 SF of both office and retail space on a 105-acre site formerly used as an indoor shopping mall.

**Lyon Place at Clarendon Center, Arlington, VA** - is a LEED Certified, two-block, two-building, mixed-use/TOD infill development at the Clarendon Metro stop. The project consists of 244 residential units, 43,000 sf of retail, 181,000 sf of office and parking for 600 cars. Two existing buildings on these blocks have been preserved as historic as part of the project.

**Warrior in Transition Complex, Fort Belvoir, VA** - As part of its program to rehabilitate wounded warriors returning from Iraq and Afghanistan, the Army developed standards for Warrior in Transition campuses that include living quarters, administrative offices, and a soldier family assistance center. At Fort Belvoir, Torti Gallas’ scope included the design of two barracks buildings of approximately 195,000 SF and 288 beds, and the planning and landscape design of the entire complex. All of the WIT facilities together form a complex and provide a cohesive mission in the healing process of the soldier.

**Rockville Town Center, Rockville, MD** - Located in the heart of the city of Rockville, this new mixed-use development includes 485 residential units, a 140-room hotel, and 23,000 SF of retail. Since parking lost at the existing lot must be replaced, a total of 1,156 parking spaces will be provided in the 1.4 Million SF development.

**Downtown Revitalization Master Plan, Temple Terrace, FL** - Torti Gallas led a team of consultants and stakeholders in the redevelopment of an aging suburban shopping area into a vibrant, mixed-use downtown. Over 1,000 residents and business owners participated in a series of public workshops and charrettes. A relocated City Hall, a new Performing Arts Center, a mix of retail, office and residential uses, and improved connections and access to the Hillsborough riverfront, create a new heart and focus for the City.

**Metropolitan Park, Arlington, Virginia** - Occupying a full city block, this 699-unit, high-rise, mixed-use project will be a signature piece of the larger Metropolitan Park development. The majority of the 40,800 sf of ground floor retail space will be occupied by a high-end grocery store and two smaller retail spaces.

**19 Nineteen at 1900 Wilson Boulevard, Arlington, VA** – Designed to promote a pedestrian friendly and walkable environment for the building tenants and surrounding Arlington community this in-fill project contains 191 residential units, 20,000 SF of retail, 255 parking spaces, 84 bicycle spaces, a fitness center and is designed to be LEED Silver Certified.

**Ormanada, Zekeriyakoy, Turkey** - a new mixed-use community 35 km north of Istanbul with 313 new luxury homes, a 2,700 SM Social Club and 544 SM of convenience retail. Inspired by the relaxed lifestyle of mid-century modern and contemporary courtyard homes, Ormanada offers affordable luxury in a wonderful and comfortable neighborhood.

**Fort Stanton Recreation Center, Washington, DC** – Demolition of an existing building and design and construction of a new 18,000 SF Recreation Center with gymnasium, youth activity center and a senior’s lounge. Having met with the community to understand their wants and needs, Torti Gallas was able incorporate this into the design of the new Fort Stanton Recreation Center. An existing pool building will remain, with minor upgrades and repairs to be performed.
Stephen Svete, AICP, LEED, AP ND

ROLE: PRINCIPAL-IN-CHARGE
OFFICE: MONTEREY

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

PROJECT EXPERIENCE

GENERAL PLANS AND ELEMENTS

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

SPECIFIC PLANS

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

TRAILS AND OPEN SPACE PLANNING
- Monterey Bay Sanctuary Scenic Trail EIR, Santa Cruz County Regional Transportation Commission
- Bicycle and Pedestrian Master Plan, City of Marina
- SCAG South Branch Arroyo Conejo Multi-Use Pathway Plan
- Agoura Hills Recreation Center Trailhead Trail Studies
- Chorro Valley Trail Study, San Luis Obispo Council of Governments
- Santa Rosa Trail Constraints Analysis, County of Ventura
- Open Space, Trails, and Greenway Study, Pleasant Valley Recreation and Parks District
- CSUCI University Park Needs Assessment, CSU Channel Islands
- Ventura Botanical Gardens Constraints and Opportunities Analysis, City of Ventura
- Santa Fe Trail Plan and EIR, Tulare County Association of Governments
- City of Ojai Bicycle and Pedestrian Master Plan
- Santa Clara River Trail EIR, City of Santa Clarita
- VCMC Expansion EIR, County of Ventura Public Works Agency
- Channel Island Harbor Public Facilities Plan Amendments, County of Ventura General Services Agency

AWARDS
- Southern California Association of Governments, City of Calabasas General Plan, 2010
- American Planning Association, City of Paso Robles General Plan, 2004
- American Planning Association, City of Santa Maria Sphere of Influence and Concurrent Annexation Study, 1994

PUBLICATIONS
Megan Jones, MPP

ROLE: PROJECT MANAGER
OFFICE: MONTEREY

Megan Jones serves as a Senior Program Manager within Rincon’s Environmental Science and Planning group and manages operations of Rincon’s Monterey office. In this capacity, she is involved in a wide range of CEQA/NEPA environmental documentation, urban planning and land use studies, technical analysis, as well as community involvement and permitting activities. She has an extensive background in environmental management, policy, and environmental planning and contributes to successful environmental and planning projects, ranging from programmatic review of general plans and regional transportation plans to project specific review of development projects and large scale solar development. Ms. Jones is skilled at balancing the goals of conveying complex environmental issues to the general public and preparing legally defensible and highly technical CEQA and NEPA documents.

PROJECT EXPERIENCE

COMMUNITY PLANNING
- Seaside General Plan Update and EIR, City of Seaside
- Millbrae General Plan Update and EIR, City of Millbrae
- Union City General Plan Update Background Report, City of Union City
- Marina Downtown Vitalization Specific Plan and EIR, City of Marina
- Marina Pedestrian and Bicycle Master Plan, City of Marina
- Lompoc General Plan Update, City of Lompoc
- Chandler Ranch Area Specific Plan, City of Paso Robles

TRAILS AND OPEN SPACE PLANNING
- Pedro Point Headlands Trail Improvement and Restoration Project, Pacifica Land Trust
- Monterey Bay Sanctuary Scenic Trail Master Plan EIR, Santa Cruz County Regional Transportation Commission
- River Parkway and Regional Park Project EIR, County of San Benito

PROJECT- AND PROGRAM-LEVEL CEQA DOCUMENTATION
- Monterey/Pacific Grove Area of Special Biological Significance Stormwater Management Project EIR, City of Monterey/Fall Creek Engineering
- Metropolitan Transportation Plan/Sustainable Communities Strategy EIR, Association of Monterey Bay Area Governments
- Sunnyside Estates Project EIR, County of San Benito
- Felton Meadow Project EIR, County of Santa Cruz
- Marina Drive Townhomes IS-MND, City of Marina
- Jail Expansion Project IS-MND, County of San Benito
- Project Indian Pilot Wells Program IS-MND, Citadel Exploration, Inc.
- Urban-Runoff Diversion Project, Phase 3 Project IS-MND, City of Pacific Grove
PROJECT EXPERIENCE, CONT'D

- Marina High School and Joint Use Community Recreation Facilities EIR, Monterey Peninsula Unified School District
- Walter Colton Storm Drain Improvement Project IS-MND, Monterey Peninsula Unified School District
- Schools Facilities Change Program IS-MND, Monterey Peninsula Unified School District
- Regional Transportation Plan/Sustainable Communities Strategy EIR, Tulare County Association of Governments
- Single Use Bag Ban Ordinance EIRs, County of San Mateo, City of Palo Alto, City of Sunnyvale, City of Huntington Beach
- AMC Theater Development Agreement Project EIR, City of Santa Monica
- Shandon Community Plan Update EIR, County of San Luis Obispo
- Santa Margarita Ranch EIR, County of San Luis Obispo

NEPA DOCUMENTATION

- Four Federally Funded Transportation Projects CEQA and NEPA Compliance, City of Watsonville
- On-call NEPA Environmental Review Services, City and County of San Francisco Mayor’s Office of Housing and Community Development
- Multiple Projects NEPA Compliance, Housing Authority of the County of Santa Cruz
- Multiple Projects NEPA Compliance, Housing Authority of the County of Alameda
- NEPA Compliance Documentation, County of Santa Barbara Housing Authority
- Union Valley Parkway Extension/Interchange Project EIR/EA, City of Santa Maria

CONTRACT PLANNING

- San Clemente Dam Removal Project Staff Assistance, County of Monterey
- On-call CEQA consulting, County of Monterey
- Contract Planning, City of Marina
- Contract Planning, City of Pacific Grove

PUBLICATIONS

“The Williamson Act and Monterey County: Conserving Ranchlands Despite Budget Constraints,” October 2011

“Cattle and Water Quality in the Pajaro River Watershed,” May 2013
Christy Sabdo, MS, AICP

Senior Environmental Planner

As a Senior Environmental Project Manager in Rincon’s Environmental Sciences and Planning Group in the Monterey office, Ms. Sabdo brings over fifteen years of experience managing short- and long-range projects as a land use and environmental planner. Ms. Sabdo has extensive experience in contract planning and environmental review, particularly California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance documentation. Previously, Christy worked on current and long range planning projects for Kane County, Illinois, a county recognized for integrating land use, health, and transportation planning in the Chicago metropolitan region. Ms. Sabdo is skilled at researching technical planning and environmental topics, and writing public policy documents, such as comprehensive plans and staff reports. She has extensive experience reviewing residential, commercial development, and industrial proposals for compliance with zoning standards, subdivision regulations, and urban design standards/guidelines.

Project Experience

Long-Range Community Planning
- General Plan Update, City of Seaside
- General Plan Update, County of Fresno
- Kane County 2040 Plan, Healthy People, Healthy Living, Healthy Communities, Kane County, IL
- Smart Growth Criteria and Affordable Housing Exemption Criteria, Kane County Road Impact Fee Update, 2007
- Land Evaluation and Site Assessment (LESA) for Kane County, 2004
- City of Aurora, Countryside Vision Plan and Design Guidelines, 2002

Project- and Program-Level CEQA Documentation
- Lynwood Transit Area Specific Plan EIR, City of Lynwood
- Shasta County RTP/SCS Admin PEIR, Shasta County
- Burton Ranch Specific Plan EIR Addendum, City of Lompoc
- Ventura Pilot Concert Series Focused EIR (noise), City of Ventura
- Guadalupe Housing Element Update IS-ND, City of Guadalupe
- Guadalupe Court Multi-Family Housing Project IS-MND, City of Guadalupe
- South Whittier Library IS-MND, City of South Whittier
- Agriculture Issues General Plan Amendment and Implementing Rezone EIR, Co. of San Diego
- Sycamore Ranch Golf Course MUP, County of San Diego
- Steele Canyon Golf Course IS/NOP, Steele Canyon Supplemental EIR, County of San Diego
PROJECT EXPERIENCE, CONT'D

CURRENT PLANNING
- Serosun Farms PUD, Kane County, IL
- Mill Creek PUD, 4th Addition, Kane County, IL
- Corron Estates, Kane County, IL
- Heritage Prairie Farm, Commercial Kitchen and Market, Special Use Permit, Kane County, IL
- Settlements of La Fox PUD, Kane County, IL

CONTRACT PLANNING
- City of Dublin, April 2016 - present
- City of Gilroy, October 2015 - present
- City of Carmel-by-the Sea, April 2014 - January 2016
- County of San Benito, 2014 - 2015

ADVISORY AND TECHNICAL DOCUMENTS
- Go to 2040 Plan, a plan for the Chicago metropolitan region, member of Environmental and Natural Resources Working Group for the Chicago Metropolitan Agency for Planning
- Fox River-Jelkes Creek Watershed Plan, IEPA 319 grant, Technical Committee for the Kane-DuPage Soil and Water Conservation District and USDA NRCS
- 2040 Transit Plan, Kane County, IL
- Bus Rapid Transit Study, Kane County, IL
- Facility Planning Area/Antidegradation Study, Village of Gilberts and Maple Park, IL

PUBLICATIONS
about
Matt has over 15 years of experience and is an expert in sustainable transportation and campus planning. He has an extensive background in integrated transportation and land use studies, bicycle and pedestrian planning, multimodal corridor studies, and transportation impact analysis. Over the course of his career, Matt has managed numerous multimodal transportation studies and master planning efforts throughout the state.

education
M.S. in Transportation Engineering, University of California, Berkeley, 2001
M.C.P. in City and Regional Planning, University of California, Berkeley, 2001
B.S. in Civil and Environmental Engineering (with honors), University of California, Davis, 1999

affiliations
• American Planning Association / AICP
• Licensed Civil Engineer in California
• Congress for the New Urbanism
• SPUR San Jose Policy Board

project experience
California State University Monterey Bay Master Plan and EIR (Marina/Seaside, California)
Matt is serving as Principal in Charge of the transportation component of CSUMB’s Master Plan update and EIR. The Master Plan includes a strong emphasis on multimodal access and circulation strategies to effectively and sustainably guide campus growth over the next several years.

Monterey Citywide Transportation and Parking Plan (Monterey, CA)
Matt managed the development of a comprehensive circulation analysis and multimodal transportation plan for the City of Monterey. The analysis evaluated opportunities to enhance bicycle, pedestrian, and transit access, as well as to provide an efficient and effective parking program.

AMBAG Sustainable Communities Strategy Implementation Plan (Monterey, Santa Cruz and San Benito Counties)
Matt managed this project to develop a method of evaluating and ranking transit priority projects and land use opportunity areas in the AMBAG region. The opportunity areas are anticipated to guide future investment and land use patterns in the region as AMBAG seeks to implement the goals of its Sustainable Communities Strategy.

Sustainable Santa Cruz County Plan (Santa Cruz County, CA)
Matt served as Principal in Charge of the Sustainable Santa Cruz County Plan, which envisions an integrated transportation and land use framework for portions of Santa Cruz County between the City of Santa Cruz and Aptos.

Google Transportation Master Planning (Mountain View, California)
Matt has served as Project Manager and Principal in Charge of several transportation projects and tasks related to Google’s campus master planning efforts over the last five years. This has included extensive work analyzing transportation patterns and improvement needs for all travel modes, including bicycling, walking, Google Bus, and automobile access.

Genentech Campus Master Plan (South San Francisco, CA)
Matt managed the transportation element to the Genentech Campus Master Plan, which was designed to provide a 10-year development strategy for Genentech’s main campus in South San Francisco. At buildout, the
A campus will include over 6 million square feet of development and accommodate over 15,000 employees.

**Santa Monica Land Use and Circulation Element and Walking/Bicycling Model (Santa Monica, CA)**

Matt served as project manager for the development of a fully validated walking and bicycling travel demand model for the City. The model was the first of its kind in the state and has been referenced nationally as a best practice in measuring walking and bicycling demand.

**Foothill College Master Plan (Santa Clara County, CA)**

Matt managed Fehr & Peers’ role on this campus master planning effort, which evaluated strategies to manage parking supply and demand, improve walking access and promote increased bus access to the Foothill College campus.

**Cal Poly San Luis Obispo Student Housing South EIR (San Luis Obispo, CA)**

Matt served as Principal in Charge of this project, which developed a focused transportation strategy and evaluated CEQA transportation impacts for proposed Student Housing South development at Cal Poly.

**City College of San Francisco Performing Arts Center (San Francisco, CA)**

Matt supported Fehr & Peers' efforts on this project, which would develop a new performing arts center on an existing parking facility at CCSF's main campus. Working closely with a multidisciplinary design team, Matt led the development of the transit access, emergency vehicle access and parking management aspects to the plan development effort.

**Genentech Transit Hub and Bus Stop Design Studies (South San Francisco, CA)**

As part of implementation of the Genentech Master Plan, Matt managed several studies to develop detailed designs to evaluate transit center alternatives, provide high-quality bus waiting areas and improve shuttle route efficiency on Genentech’s South San Francisco campus.

**Envision 2040 General Plan Update and EIR (San José, California)**

Matt served as project manager this project, which includes the transportation analysis and circulation policy development for the Envision San José 2040 General Plan update. Major elements of the project have included development of a citywide network of street typologies and innovative travel demand model enhancements including the addition of smart growth sensitivity, greenhouse gas emission outputs and direct transit ridership forecasting. A key goal of the General Plan is to promote San José as a walking and bicycling-first City.

**San Francisco Pedestrian Master Plan and Pedestrian Volume Model (San Francisco, CA)**

Matt co-managed this project which included development of pedestrian travel forecasts, a detailed project prioritization methodology supported by a GIS-based pedestrian volume model, comprehensive collision analysis, and a summary of innovative technologies.

**Geary Boulevard BRT EIR/EIS (San Francisco, CA)**

As part of this project, Matt is managing Fehr & Peers’ efforts to analyze BRT alternatives using the VISSIM microsimulation software. The project will introduce dedicated right-of-way BRT service along a 5-mile section of Geary Boulevard in San Francisco.

**VTA Express Bus Business Plan (Santa Clara County, CA)**

Matt managed Fehr & Peers’ role on this study, which included performing a market analysis of express bus patrons and evaluating opportunities to better capture target rider groups. This analysis was used to help identify potential service changes and partnership opportunities between VTA and local shuttle providers.

**San José Diridon Station Area Plan (San José, CA)**

Matt managed this project for Fehr & Peers, which developed access and circulation plan options, as well as a preferred multimodal access, circulation and connectivity plan for the Diridon Station Area Plan in San José. Our work included development of concepts for the proposed transportation network and recommendations to minimize conflicts between travel modes and maximize circulation efficiency.
about

Daniel is an effective project manager recognized by his clients for his communication style and his ability to keep them informed of important project information and milestones. He is passionate about forecasting and travel behavior analysis, and is recognized as one of Fehr & Peers’ Travel Behavior and Forecasting experts. He thrives on complex projects with interesting challenges that require innovative solutions. He has more than ten years of experience in transportation planning and traffic engineering, and has successfully completed transportation planning and traffic engineering, and has successfully completed transportation impact analysis studies, environmental impact reports, street design standards studies, site access and on-site circulation studies, transportation operations analysis, and Citywide model development projects.

education

Masters of Science in Civil and Environmental Engineering, University of California, Davis, 2004.
Bachelors of Science in Civil and Environmental Engineering, University of California, Davis, 2002 (with high honors)

affiliations

• Institute of Transportation Engineers (ITE)

registrations

Licensed Professional Engineer, State of California (72141)

expertise

• Travel Demand Forecasting
• Vehicle Miles Traveled and Greenhouse Gas Analysis
• Transportation Impact Analysis & Environmental Assessment
• Parking and Trip Generation Studies
• Complete Streets
• Traffic Calming

publications & presentations

California American Planning Association Conference, On-Road Transportation GHG Emissions, October 2012.

California Association of Environmental Professionals Conference, On-Road Transportation GHG Emissions, May 2012


project experience

Marina Downtown Vitalization Specific Plan (Monterey County, California)
Mr. Rubins conducted an operational feasibility analysis using SimTraffic for the City of Marina to guide the development of a pedestrian and bicycle friendly downtown core. This analysis evaluated the traffic operations of key downtown vitalization features such as the narrowing of Reservation Road. Mr. Rubins developed a sub-area travel demand model for the City of Marina study area to support this analysis.

City Place Santa Clara EIR (Santa Clara, California)
Daniel managed the preparation of the transportation section of the Environmental Impact Report (EIR) for the City Place Santa Clara project. City Place Santa Clara is a multi-phased, 9.2 million square-foot mixed-use development located just north of Levi’s Stadium. The southern portion of the site is within one-half mile of three rail transit stations (VTA LRT Great America and Lick Mill stations and the ACE and Capitol Corridor/Amtrak Great America station) and multiple bicycle facilities providing multimodal site access.

As a part of the analysis, Fehr & Peers updated and used the VTA travel demand model to develop traffic forecasts for the 125 study intersections and 90 miles of study freeway segments. The trip generation estimates used local high-tech office trip generation rates and Fehr & Peers’ MXD+ tool to account for trip internalization.

Due to its proximity to Levi’s Stadium, impacts during special events were also evaluated.

To accommodate future development both a Transportation Demand Management (TDM) Plan and a Multimodal Improvement Plan would be implemented. The TDM Plan monitoring will include driveway counts to assess compliance with trip thresholds and surveys of office employee’s transportation mode shares. And a Multimodal Improvement Plan will be developed to include a list of off-setting transit, bicycle, and pedestrian improvements in addition to those included as part of the project and as part of the TDM Plan.

Salinas Sphere of Influence (SOI) and Annexation Supplemental Transportation Impact Analysis (Salinas, California)
Mr. Rubins was responsible for the preparation of the supplemental transportation impact analysis (STIA) for the proposed Sphere of Influence (SOI) Amendment and Annexation development north of East Boronda Road in the City of Salinas. The project area has three specific plan areas (West, Central and East) with distinct development plans and land uses. Mr. Rubins conducted the roadway segment analysis to identify the potential impacts to regional and sub-regional facilities maintained by Caltrans, Monterey County and the City of Salinas. This analysis included the successful completion of a sub-area AMBAG travel demand model validation that improved our ability to forecast future traffic volumes within the project study area.

North Bayshore Precise Plan (Mountain View, California)
Mr. Rubins managed the preparation of the transportation impact analysis (TIA) for the North Bayshore Precise Plan. The Precise Plan will add 3.6 million square feet of office, and research and development space with supporting uses, and 9,850 dwelling units, which is already home to technology companies such as Microsoft, LinkedIn, Intuit, and Google.

With only three vehicle gateways and two multi-use paths into and out of North Bayshore, access by all modes of transportation is very constrained. One of Fehr & Peers’ key contributions was to quantitatively determine the peak hour vehicle capacity for each gateway, which then served as the basis for evaluating the Precise Plan’s impacts and defining a morning peak period trip cap used to monitor if the area is achieving its goal to reduce vehicle trips.

In support of the Precise Plan policy development, Fehr & Peers developed a very detailed trip generation model to test how very aggressive TDM measures, parking supply ratios and land use mix influenced the trip generation in North Bayshore.

As part of the analysis, Fehr & Peers also updated and applied the City of Mountain View travel demand model and identified impacts and mitigation for the intersections, freeways, pedestrian and bicycle facilities, and transit facilities and service. The resulting study was incorporated directly into the Precise Plan environmental impact report (EIR).
Key Personnel

RICHARD P. WEBER, PE PLS QSD | Principal

California Registered Civil Engineer #55219
California Licensed Land Surveyor #8002
California Qualified SWPPP Developer / Preparer #20534

EDUCATION: Bachelors of Science in Civil Engineering
Santa Clara University, Santa Clara, California

QUALIFICATIONS:
Over twenty years' experience as a Project Manager and Design Engineer for both public and private institutional clients. Areas of expertise include site planning and design for institutional and campus environments, storm water management, Low Impact Development (LID), road and highway design, Geographic Information Systems (GIS), and land surveying.

REPRESENTATIVE PROJECT EXPERIENCE:

- **Central Coast VA/DOD Outpatient Clinic** – Department of Veterans Affairs – Prepared the initial site infrastructure investigation for a three-story, 104,000 SF facility on 14-acres on the former Fort Ord. Investigation included off-site utility extensions, grading and drainage, right-of-way, public street improvements, and land use analysis.

- **Central Coast California Veterans Cemetery** – Monterey County Redevelopment Agency – Prepared a Site Development and Infrastructure Assessment for the development of a new 80-acre cemetery on the former Fort Ord. Assessment included off-site utility main extensions for water, reclaimed water, sanitary sewer, gas, electric, and communications systems; topography, grading and drainage; road right-of-way and public street improvements; and preliminary construction cost estimates.

- **Promontory Student Housing** – AMCAL Multi-Housing, Inc. – Principal-in-Charge of the planning and design for a 176 unit (585 bed) student housing project in Marina, CA adjacent to the CSUMB campus. The 8 acre project included 3 4-story buildings parking and utility extensions.

- **Peninsula Wellness Center** – Community Hospital of the Monterey Peninsula – Prepared plans and specifications for sitework associated with the development of a new 9-acre medical campus. Construction includes a new 28,000 sf medical office building, 34,000 sf Health and Wellness center and grading for future buildings, parking improvements, an on-site stormwater retention facility, and public water and sewer facilities.

- **Parker Flats EVOC Facilities** – Monterey Peninsula College – Oversaw the preparation of a Site Development and Infrastructure Assessment for the development of a new 30 acre training facility on the former Fort Ord. Assessment included off-site utility main extensions for water, reclaimed water, sanitary sewer, gas, electric, and communications systems; grading and drainage; road right-of-way and public street improvements; and preliminary construction cost estimates.

- **Tynan Village** – Housing Authority of the County of Monterey – Principal-in-Charge of civil site design and off site frontage improvements for the 5.9 acre affordable housing and mixed-use complex and parking structure in Salinas, CA.

- **Eastside Parkway, Parker Flats Road, Parker Flats Cut-Off, Gigling Road, and Inter-Garrison Road** – Fort Ord Reuse Authority – Principal in charge of aerial topographic mapping, preparation of a Utility Needs Assessment, development of Conceptual Roadway Centerline Maps, and preparation of 90% Plans, Specifications, and Estimate for Eastside Parkway, Inter-Garrison Road, Parker Flats Road, Parker Flats Cut-Off, Gigling Road, and Inter-Garrison Road in the former Fort Ord.

PROFESSIONAL ORGANIZATIONS:
- California Society of Professional Engineers (Past President-Monterey Bay Chapter)
- American Council of Engineering Companies (Past President-Monterey Bay Chapter)
- American Public Works Association

WHITSON ENGINEERS
Key Personnel

ANDREW P. HUNTER, PE | Director of Civil Engineering

California Registered Civil Engineer #67730

EDUCATION: Bachelors of Science in Civil & Environmental Engineering
University of California, Berkeley, California

QUALIFICATIONS:
Sixteen years of experience as a civil engineer for both public and private sector clients. Areas of expertise include subdivision layouts, site grading and drainage, sewer, water, and storm drain systems, public roadway improvements, education projects, and commercial developments.

REPRESENTATIVE PROJECT EXPERIENCE:
• **East Garrison Community** - UCP/Benchmark – Assisted with preliminary site layouts and prepared a Vesting Tentative Map, Cost Estimates, Rough Grading Plans, Improvement Plans, and Final Maps for the first 2 phases of construction of the 1,400 unit East Garrison project on the Former Fort Ord army base in Monterey County. Processed plans and reports with Monterey County and Marina Coast Water District.

• **Promontory Student Housing** - AMCAL Multi-Housing, Inc. – Currently in the planning and design stage for a 176 unit (585 bed) student housing project in Marina, CA adjacent to the CSUMB campus. The project entails 34-story buildings and 429 parking spaces on an 8 acre site.

• **Ironhorse North (formerly CarriageWood)** - UCP/TRI Pointe Homes – Prepared a Vesting Tentative Map, Preliminary Cost Estimates, Grading and Drainage Studies, Utility Studies, Improvement Plans, and a Final Map for a 32 lot subdivision in Morgan Hill, CA. The project involved extensive preliminary planning with Dahlin Group in order to meet City development standards.

• **Junsay Oaks** - Community Housing Improvement Systems and Planning Association (CHISPA) – Currently in the planning and design stage for a 47 unit low income senior apartment building in Marina, CA. Planning has included extensive negotiations and coordination with the Marina Coast Water District (MCWD) to establish water use rates and utility connection points.

• **Del Webb at San Juan Oaks** - Pulte Home Corporation – Assisted with site layouts and prepared an Amended Vesting Tentative Map and Preliminary Cost Estimates for a new 1084 lot subdivision at the San Juan Oaks Golf Club. The plan includes a 200 unit Resort / Hotel, Amenity Center, Neighborhood Commercial, modifications to the existing golf course, an off-site sewer connection, new water tanks, an extensive storm drainage system with new and widened drainage channels, and numerous detention basins to control runoff to pre-development flows.

• **Marina Municipal Airport Business Park/ UC MBEST Specific Plan** - City of Marina through LSA Associates, Inc. – Prepared civil engineering services to support the preparation of a new Specific Plan for the property surrounding the Marina Municipal Airport. Tasks included the gathering of existing topographic and utility data, research on utility connection points and available capacities for the preparation of a technical report, and collaboration on the proposed site plan.

• **Windemere Community** - Brookfield Homes, Lennar Homes, and Centex – Part of a design team that prepared Rough Grading Plans, Improvement Plans, Final Maps, and Cost Estimates for a 5,170 unit master planned community in the unincorporated area east of the city of San Ramon. The community includes miles of new roadway infrastructure as well as new water tanks, sewer pump stations, detention and water quality basins, trails, parks, schools, single family homes, and apartments. (prior to joining Whitson Engineers)
REFERENCES

Sarah Nurmela
Downtown Westminster Real Estate and Development Manager
Phone: (303) 658-2136
snurmela@CityofWestminster.us

Rick Cole
City Manager
City of Santa Monica
Phone: (805) 901-4284 (mobile)
rick.cole@smgov.net

Steven Fink
Executive Vice-President
G.H. Palmer
(formerly, EV-P of the Fifteen Group – developer of Wyvernwood)
Phone: (310) 207.3100
steve@ghpalmer.com
## Project Schedule

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<th>Task</th>
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<tbody>
<tr>
<td>TASK 1 - Kickoff Meeting</td>
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<td>Task 5.2: 4 1/2 Day Charrette</td>
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<td>Task 5.3 Support for Social Outreach</td>
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### Key:
- In-person Meetings with Staff
- Electronic or GoTo meetings with Staff
- Public Meetings
- Work in Progress
- Staff Review
- Public Review
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<th>Firm</th>
<th>Task 1: Kickoff Meeting</th>
<th>Task 2: Baseline Studies and Area Analysis</th>
<th>Task 3: Prepare and Adopt a Specific Plan</th>
<th>Task 4: Environmental Compliance</th>
<th>Task 5: Community Outreach and Public Information</th>
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**TOTAL FEE and EXPENSES $542,096**